



Discovery and Data Management
Global Guide

2023/24

A message from Benny Lee

Global Leader: Discovery and Data Management

Welcome.

Modern organizations continue to be focused on key issues relating to workforce, diversity, cyber and sustainability in an increasingly geo-political and post-pandemic disrupted landscape.

We believe that at the heart of these issues, lies an opportunity for the effective management of data to help our clients navigate these uncertain times more successfully. Building trust through transparency is an opportunity to better unlock business value to improve customer advocacy.

Deloitte's Discovery and Data Management practice continues to invest in core services and innovate in emerging specialist solutions. Our ambition is to continuously challenge the status quo by providing knowledgeable advice and embracing sustainable technologies to provide tangible outcomes with enduring value.

Benny Lee

Global Leader: Discovery and Data Management

Table of contents

[Discovery and Data Management \(D&DM\) - Overview](#)

[Deloitte's D&DM Solutions](#)

[D&DM Member Firm Profiles](#)

- [Americas](#)
- [Europe, Middle East, Africa](#)
- [Asia Pacific](#)

[Leadership listing](#)

Discovery and Data Management (D&DM) Overview

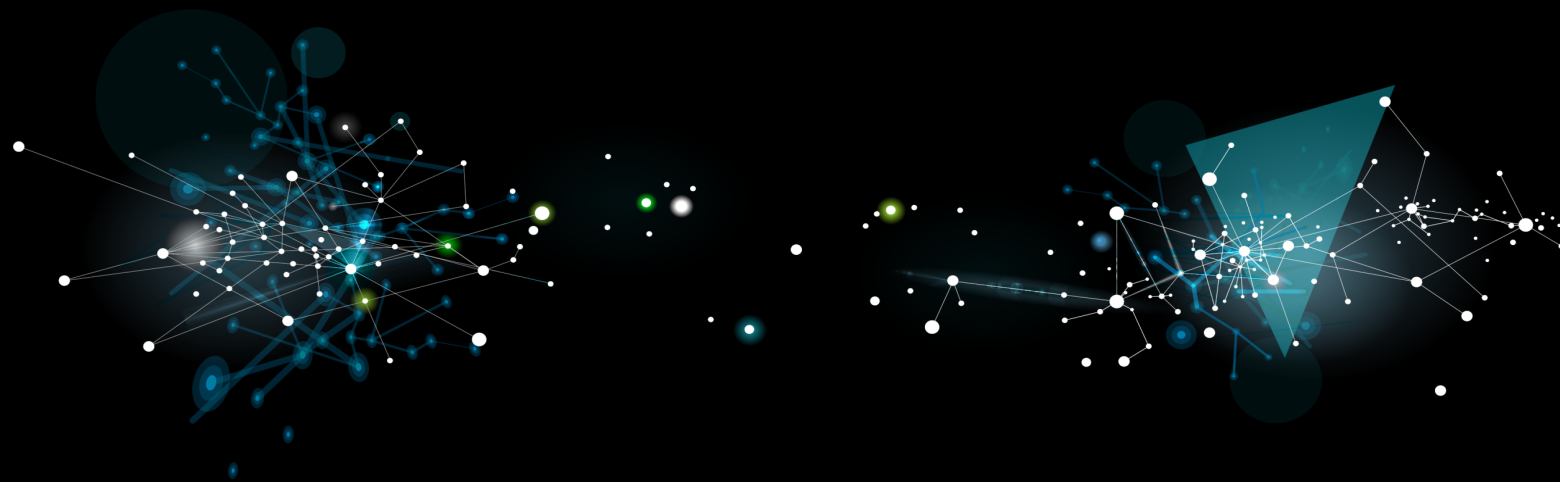
Confidence and clarity from complexity

D&DM

Deloitte D&DM helps our clients rise above the complexity of modern eDiscovery with confidence and clarity. Among a sea of consulting firms, big law firms, and alternative legal service providers (ALSPs), our clients choose Deloitte for the peace of mind that comes with our respected brand, breadth of relevant experience and deep insights on digital technologies that are paving the way to the future of legal.

Deloitte, as your trusted advisor, combines a global, respected brand, demonstrated quality and deep experience with innovations in smart workflow, machine learning/Artificial Intelligence (AI) and data management.

Deloitte D&DM offers our clients strategic advisory, litigation and investigation assistance, AI-enabled contract management, document review, cloud discovery, and data breach notification services.



Modern complexities from rising data volumes to emerging privacy laws have accelerated demands on corporate legal teams

Complex challenges facing corporate legal departments include:

- Complex and evolving regulatory environments create new and unplanned data obligations
- Unique and unpredictable events that create scaling challenges for corporate legal departments
- Increased concerns about poor data controls, security, privacy, and defensibility, with the need to implement governance across the discovery process
- The spotlight is on legal departments to do more with less, with a need to scale or align to enterprise Key Performance Indicators (KPIs)
- The explosion of technologies increases the pressure to automate, but teams often lack the level of IT support needed
- Inundated with large and complex sets of structured and unstructured data, often siloed, poorly understood and with accessibility issues

91%

of general counsel agree that there is an opportunity to modernize how legal services are delivered

Deloitte 2022 State of Legal Operations survey

71%

say that establishing better processes would help solve current technology challenges

Deloitte 2022 State of Legal Operations survey

69%

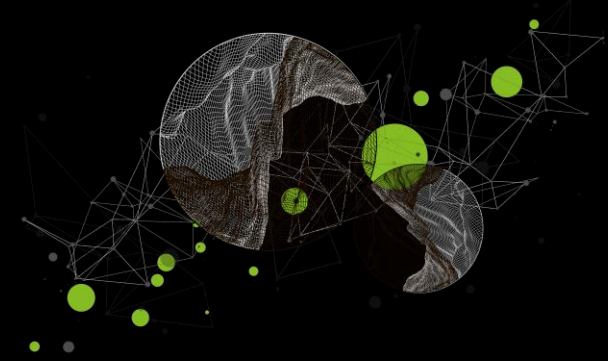
felt their attorneys were taking on too much administrative work

Deloitte 2022 State of Legal Operations survey

In today's demanding and complex environment, Deloitte helps legal departments rise above to modernize workflow, scale eDiscovery on-demand, and reduce organizational risk

How working with Deloitte can help your organization

- ✓ Leverage complex technology efficiently to drive cost-savings.
- ✓ Mitigate risk with playbooks for predictable, repeatable, and mature D&DM processes.
- ✓ Use defined KPIs to access and manage the efficacy of your eDiscovery program.
- ✓ Set long-term eDiscovery improvement goals and measure progress toward them.
- ✓ Provide dashboards to your leadership that highlight the progress to goals, cost savings, KPIs managed, and risk mitigated.
- ✓ Assist with freeing up time for your legal and technology teams to spend more time effectively managing eDiscovery, and less time doing it.



With Deloitte, you can...

- ✓ Know which, where, and when technology can assist to deliver significant value that outweighs the price.
- ✓ Build consistency of eDiscovery processes across matters to help buttress defensibility.
- ✓ Align to KPIs rooted in measures that impact results such as quality, cost, efficiency, and risk.
- ✓ Mature your eDiscovery programs around defined goals aligned to cost-saving, efficiency, and risk mitigation, and measure progress toward those goals.
- ✓ Provide dashboards to your leadership on project cost and overall progress toward goals and objectives.

The Deloitte difference

Our global network allows us to deploy 1400+ D&DM professionals 24/7 who are aligned and well versed in local and regional business needs, and legal and regulatory frameworks.



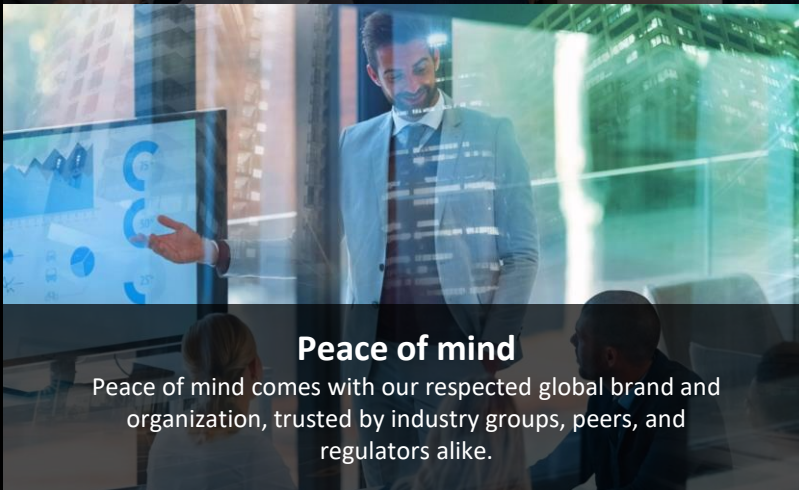
Market-leading experience

Market-leading experience and scale as part of a large, global operating network of discovery specialists offering leading practices derived from extensive experience in a variety of industries.



Deep insights

Deep insights and access to the technologies and platforms that are paving the way to the future of legal; constantly evaluating, integrating, and offering the most effective technology solutions for our clients.



Peace of mind

Peace of mind comes with our respected global brand and organization, trusted by industry groups, peers, and regulators alike.



Reduce risk

Reduce risk through performance-tested risk management strategies and leading practices that reduces risk, creates defensibility, and drive compliance.

Our people

A unique talent model and approach to service delivery

Talent

- A wide range of technical capability
- A spectrum of competencies
- Geographic diversity
- The Deloitte network
- Inclusive and diverse

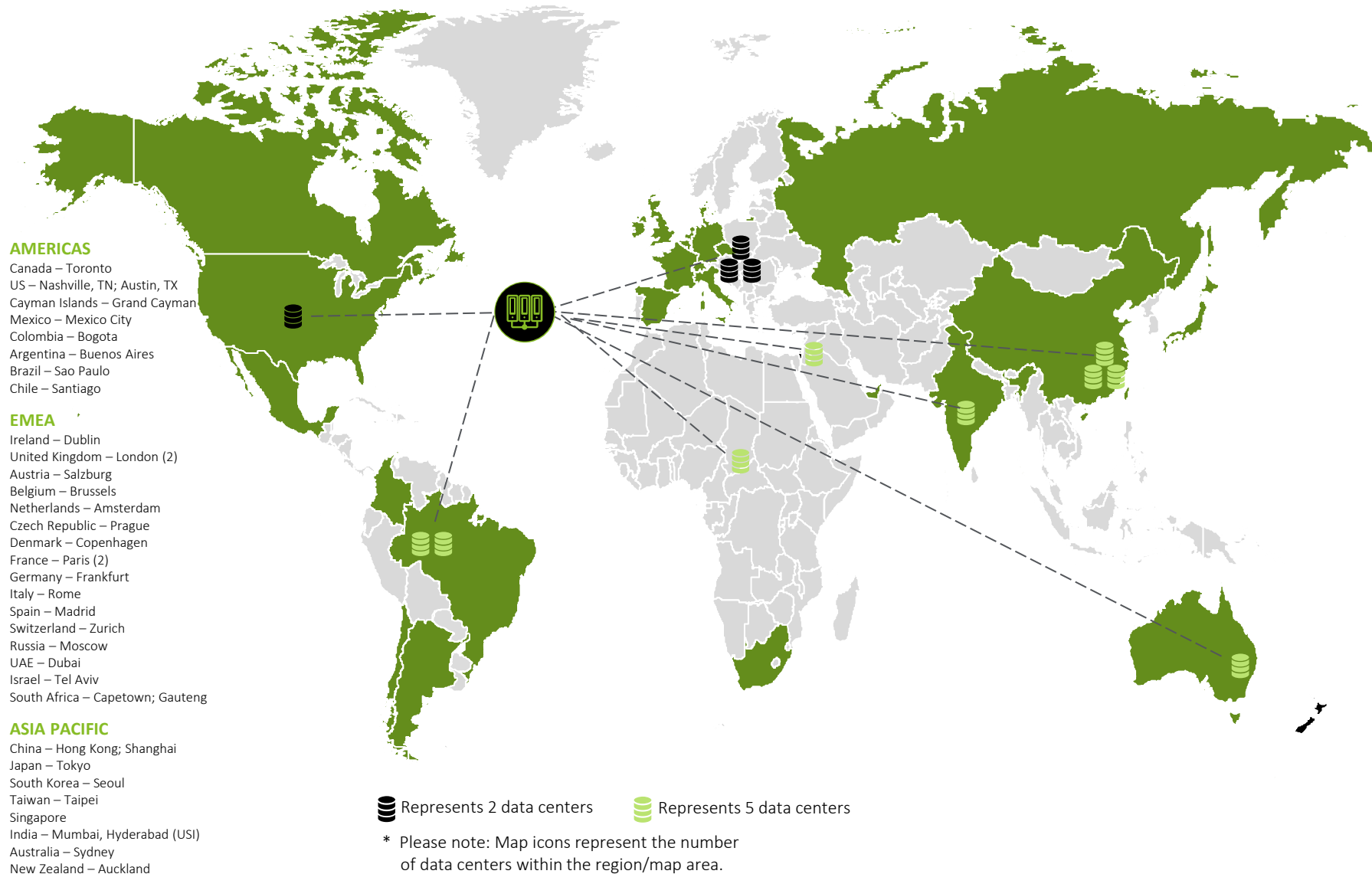


Delivery

- Consistent competency
- Portfolio approach
- Next generation technology/analytics

Our global delivery network

Network of over 35 Electronic Discovery Solutions Center (EDSC) GLOBALLY*



24/7/365
dedicated
client support



Deloitte
operates in
150+
countries



Deloitte has
400+
Delivery Center
professionals

EDSC

All services are provided at the Electronic Discovery Solutions Center (EDSC), in regional eDiscovery centers around the world and through professionals at client sites

FOIA Request Management Platform

A cloud-based workflow management system for government agencies that is designed to help process public information requests under the Freedom of Information Act

Cloud Discovery Lab

Use of forensic capabilities to identify, collect and analyze data, thereby supporting sensitive investigations

Deloitte's D&DM Solutions

Deloitte's D&DM Solutions

How we can help you:

Core D&DM Services

- Advisory & litigation support
- Collection
- Processing
- Hosting
- AI enabled data review services
- Discovery program management

Specialty D&DM Services

- Digital forensic & technology investigations
- Technology advisory & expert witness
- Data breach & privacy notification
- Data remediation
- Information governance programs
- Claims management
- Legal intake & workflow management
- Contract management & analytics
- Communications monitoring
- Structured data analytics
- Electronic hearings & evidence presentation



Core D&DM service descriptions

Advisory & litigation support

Deloitte helps clients understand the drivers and challenges for each stage of discovery; ultimately providing a specific vision of where an organization stands on a capabilities maturity continuum, and then developing an operating model based on our clients' industry, regulatory, and regional requirements. We assist clients in assessing how their people, processes and technologies in the areas of information governance and records management impact discovery timelines and spending.

Litigation Support helps clients facing litigation with investigative, discovery, deposition preparation, trial support and expert witness services including, forensic accounting, data analytic, computer forensic, economic and statistical consulting. Our consultants possess deep industry and regulatory knowledge and experience assisting clients with a wide range of disputes.



Collection

Deloitte maintains full digital forensic lab capabilities in key data protection jurisdictions around the world and has invested in multiple collection technologies to support the required platform in the required country. We regularly test and update our methodologies to provide multiple options as platforms and even regulation changes. Following a comprehensive mapping exercise, data is collected, preserved and forensically secured in the most appropriate format for the matter at hand.



Processing

Deloitte uses industry leading data processing technologies to help with the pre-culling, culling, and processing phases of an engagement. We are able to scale and configure each project to the unique specifications that the case demands by leveraging on premise or Software as a Service (SaaS) platforms. In addition, we have EDSC located in 35 countries and each location supports processing capabilities. Large-scale processing takes place in our primary data centers, and Deloitte has the ability to set up short-term processing and hosting environments in virtually any Deloitte or client location, as needed.



Core D&DM service descriptions *(continued)*

Hosting

Deloitte offers multiple secure online hosting and review options for our clients. Depending on the matter type, data volumes, case theory, and number of concurrent users, we have scalable offerings to meet specific needs. Deloitte also has the ability to quickly set up short-term processing and hosting centers at Deloitte offices, client facilities, or other sites—using either preconfigured mobile units or standard technology stacks that we can ship from our primary data centers to the desired location.



AI enabled data review services

Deloitte's Document Review Services team assists your organization and your legal counsel by helping to improve the overall document review process. Our focus is on streamlining the review, improving accuracy, and creating cost savings through leading practices and workflows such as pre- and post-processing data culling, the use of predictive coding and other analytics, and providing real-time reporting. In addition, we can provide consultative support to your outside counsel regarding quality control workflows, privilege logs, and document chronologies and synopses.



Discovery program management

Deloitte's Program Management Office (PMO) is core to executing a consistent, innovative, and collaborative discovery program. Delivering value through coordinated reporting, consistent workflows and continuous feedback to drive greater efficiencies and cost management through learnings from each project.

The PMO provides clients with clarity across projects—from identifying the first point of contact for new matters through to a consistent intake process through to project execution and closeout. It drives consistent global standards enabling the extraction of actionable intelligence to measure, manage and improve discovery workflows. The PMO, has oversight of the global playbook detailing processes and specifications for project delivery. Through the global playbook, the PMO is able to align practitioners across the globe for consistent workflows and work product execution.



Specialty D&DM service descriptions

Digital forensic & technology investigations

Deloitte has decades of experience in conducting complex technology investigations, digital forensic incident response, mobile device analysis, cloud discovery, expert witness and proactive advisory services. Whether you need to react quickly and confidently, or work proactively in relation to a crisis, investigation or dispute, we'll help you deliver valuable intelligence to understand the who, what, where, when, why and how of the issue.

Technology advisory & expert witness

Deloitte has decades of experience supporting clients with critical matters and is well placed to advise on which technology clients should select and implement in-house, whether responding or reacting to litigation, investigation, or regulatory matters. Our team makes sure that the selected technology is properly implemented and meets client needs by building a flexible end-to-end operating model. Our global specialists are also able to act as expert witnesses in support of a technology dispute or technology investigation.

Data breach & privacy notification

Deloitte works with clients dealing with a data breach to automate as much of the PII review process as possible by leveraging PII identification tools and technology accelerators. These proprietary tools and workflows allow us to help clients to quickly identify PII and reduce the costs associated with a full review of the affected data set. In many markets, Deloitte is the only end-to-end provider of incident response services (providing services related to threat containment, Forensics, Dark Web monitoring and Breach coach services through our affiliated law firm, Deloitte Legal, as well as PII review services).

Data remediation

Deloitte's data remediation services helps organizations reduce their stored data volumes by identifying and removing unnecessary data. Employee involvement in the disposition decisioning reinforces corporate records policies and provides a valuable model for ongoing data hygiene. The use of data segmentation and classification tools inform employee decisions on what to keep, where to keep it, and what data can be defensibly deleted from legal and regulatory compliance perspectives. Well defined corporate legal hold and records processes are foundational for the success of these initiatives.

Structured data analytics

Deloitte performs research and analysis that goes beyond the standardized search criteria found on common eDiscovery platforms. We work closely with you and industry specialists to extract and analyze structured data from disparate systems and link that data to unstructured data. We leverage experience and leading edge technologies to create rule- sets and predictive models designed to provide clarity on complex, data-intensive cases. Additionally, we provide you with customized reporting through the analysis of text and structured data to provide a more transparent view and ultimately a better understanding of the matter.

Legal intake & workflow management

Deloitte helps clients design, configure and integrate existing enterprise technologies to better connect the business and legal functions. The use of pre-determined workflows, legal front door functionality, self-service capabilities, knowledge management and automation helps to bring clarity, operational efficiency and accountability to disjointed processes and teams.

Specialty D&DM service descriptions (continued)

Information governance programs

Deloitte helps clients assess, develop, and implement improved policies and processes that both drive business efficiency through collaboration and organizational trust in information, as well as enable compliance with requirements to both retain and dispose of records in timely accordance with a broad and shifting set of regulations.

We accomplish this through both traditional strategic consulting engagements that involve assessment, gap analysis, and future state road maps for client programs, as well as supporting tactical efforts at data classification in the service of data disposition, including remediation, cloud migration, or M&A activities.

Claims management

Deloitte has developed a claims management solution which offers clients a secure, flexible and robust platform to run and manage their class actions with a claims management requirement.

Our solution starts with claims intake through claims review and validation, all the way through to claims processing and communication to the end claimant. The platform enables claims management teams to quickly adapt to ever-changing requirements and rulings in a cost-efficient manner without reducing usability or customization abilities. Our claims management platform is suitable for claims matter of various sizes with the ability to quickly scale up; it can support hundreds of personnel working within the system at once with various teams and responsibilities built into the platform's process.

Contract management & analytics

Deloitte's AI-enabled contract management services helps you build, review, and manage a contract lifecycle framework that helps sustain and secure your business interests, while bringing efficiency into the process. We can help you identify key contracts faster to better facilitate the enforcement of your rights, renegotiate contracts, and identify potential areas of lost revenue or stranded costs.

Communications monitoring

Deloitte helps clients perform proactive monitoring of internal and external communications to identify higher risk interactions that may require compliance remediation efforts. Ongoing business milestones, market events and proliferation of alternative communication channels can increase monitoring complexity and cost—our AI enabled monitoring solution has reduced overall review time by upwards of 50% and improved risk detection for our clients.

Electronic hearings & evidence presentation

Deloitte brings over a decade of experience in delivering electronic hearings to various high-profile legal proceedings across Australia. We deeply understand the audio-visual and evidence presentation requirements of any legal proceeding, whether they be public or private, and how to enable them using our technical expertise and mobile purpose-built equipment; this equipment enables us to capture audio and video in high-quality formats, and broadcast them to any streaming platform irrespective of location. We also provide a state-of-the-art cloud-based evidence presentation platform, Transpire, providing a flexible and easily accessible platform which supports agile, collaborative and secure document review and production of case materials for release to parties subject to legal proceedings. Transpire provides the ability to tailor and customise reviewing workflows to meet any changes to optimise both daily evidence and auditing operations.

D&DM Operate Services

Operate with clarity and confidence

Amid the complexity of rising data volumes and escalating privacy requirements, it's more important than ever to embed robust controls for the seamless data management that is critical to responding to obligations of all kinds—from litigation to investigations, and from M&A to regulatory compliance. Deloitte's innovative Discovery & Data Management Operate services (D&DM Operate) put talent and technology to work, modernizing your ability to respond.

Our D&DM Operate services embed continuous advantage so legal departments and general counsels get the actionable intelligence they need to operate with confidence and clarity.

We bring a hybrid mix of specialized talent with innovative, AI-powered technologies across global delivery centers, including alternative staffing models (offshore, contractors and project associates) that deliver efficient, tailored and cost-effective 24x7x365 support.

Internal Resources

- Learn more about [Discovery & Data Management Operate services](#)
- Learn more about [Global Operate](#)
- For D&DM Operate-related marketing & communications support: gfacommunications@deloitte.ca
- Visit the global [Operate d.com page](#)



Core D&DM services across the globe

| | COUNTRY | Advisory & Litigation Support | Collection | Processing | Hosting | AI Enabled Review | Discovery Program Management |
|----------------|---------------------------------|-------------------------------|------------|------------|---------|-------------------|------------------------------|
| Americas | Brazil | ♦ | ♦ | ♦ | ♦ | ♦ | |
| | Canada | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Caribbean and Bermuda countries | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Chile | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | United States | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| EMEA | Austria | ♦ | ♦ | ♦ | ♦ | | ♦ |
| | Belgium | | ♦ | ♦ | ♦ | ♦ | |
| | Central Europe | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | France | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Germany | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Ireland | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Israel | | ♦ | ♦ | ♦ | | ♦ |
| | Italy | ♦ | ♦ | ♦ | ♦ | | ♦ |
| | Middle East and North Africa | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Netherlands | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Nordics | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | South Africa | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Spain | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| Switzerland | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | |
| United Kingdom | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | |
| APAC | Australia and New Zealand | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Southeast Asia | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Taiwan | ♦ | ♦ | ♦ | ♦ | ♦ | |
| | China | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | India | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Japan | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Korea | ♦ | ♦ | ♦ | ♦ | ♦ | |

Specialty D&DM services across the globe

| | COUNTRY | Digital Forensic & Technology Investigations | Technology Advisory & Expert Witness | Data Breach & Privacy Notification | Data Remediation | Information Governance Programs | Claims Management | Legal Intake & Workflow Management | Contract Management & Analytics | Communications Monitoring | Electronic Hearings & Evidence Presentation |
|----------|---------------------------------|--|--------------------------------------|------------------------------------|------------------|---------------------------------|-------------------|------------------------------------|---------------------------------|---------------------------|---|
| Americas | Brazil | ♦ | ♦ | ♦ | | | | ♦ | ♦ | ♦ | |
| | Canada | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | |
| | Caribbean and Bermuda countries | ♦ | ♦ | ♦ | ♦ | ♦ | | | | | ♦ |
| | Chile | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | | |
| | United States | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| EMEA | Austria | ♦ | ♦ | ♦ | ♦ | | | | | | |
| | Belgium | ♦ | | ♦ | ♦ | | | | ♦ | | |
| | Central Europe | ♦ | | ♦ | ♦ | ♦ | ♦ | ♦ | | ♦ | |
| | France | ♦ | | ♦ | ♦ | ♦ | | | ♦ | | |
| | Germany | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Ireland | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Israel | ♦ | ♦ | ♦ | ♦ | ♦ | | | | | |
| | Italy | ♦ | ♦ | ♦ | | | | | | | |
| | Middle East and North Africa | ♦ | ♦ | | ♦ | ♦ | | | | | ♦ |
| | Netherlands | ♦ | ♦ | ♦ | ♦ | ♦ | | | | | |
| | Nordics | ♦ | ♦ | ♦ | ♦ | | | ♦ | ♦ | | |
| | South Africa | ♦ | ♦ | | | | ♦ | | ♦ | ♦ | ♦ |
| | Spain | ♦ | ♦ | | ♦ | | ♦ | ♦ | ♦ | ♦ | |
| | Switzerland | ♦ | ♦ | ♦ | ♦ | ♦ | | ♦ | ♦ | ♦ | |
| | United Kingdom | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| APAC | Australia and New Zealand | ♦ | ♦ | ♦ | ♦ | | | ♦ | | ♦ | ♦ |
| | Southeast Asia | ♦ | ♦ | ♦ | ♦ | ♦ | | | ♦ | | |
| | Taiwan | ♦ | ♦ | ♦ | | ♦ | | | | ♦ | ♦ |
| | China | ♦ | ♦ | ♦ | ♦ | ♦ | | | ♦ | ♦ | |
| | India | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ | ♦ |
| | Japan | ♦ | | ♦ | ♦ | ♦ | | | ♦ | ♦ | |
| | Korea | ♦ | | ♦ | ♦ | ♦ | | | | | ♦ |



This document contains general information only and Deloitte is not, by means of this document, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This document is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor.

Deloitte shall not be responsible for any loss sustained by any person who relies on this document.

As used in this document, "Deloitte" means Deloitte Financial Advisory Services LLP, which provides forensic, dispute, and other consulting services, and its affiliate, Deloitte Transactions and Business Analytics LLP, which provides a wide range of advisory and analytics services. Deloitte Transactions and Business Analytics LLP is not a certified public accounting firm. Please see www.deloitte.com/us/about for a detailed description of our legal structure. Certain services may not be available to attest clients under the rules and regulations of public accounting.

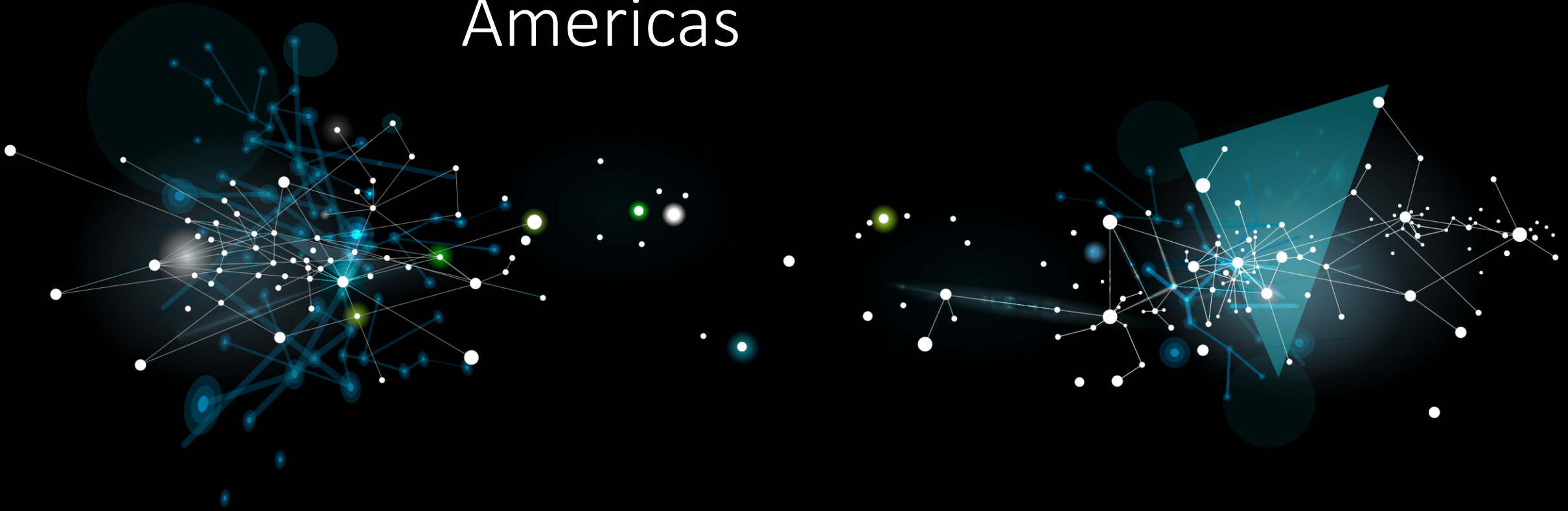
Copyright © 2023 Deloitte Development LLC. All rights reserved.

D&DM member firm profiles

FOR INTERNAL USE ONLY

The country profiles found on slides 18 – 94 have **not** been QRM approved. If you choose to leverage any of the following information for external purposes please work directly with your local member firm QRM team for approval.

Americas



AMERICAS

Brazil

Overview

Deloitte Brazil operation covers the entire national territory, from offices in São Paulo, Belo Horizonte, Brasília, Campinas, Curitiba, Florianópolis, Fortaleza, Joinville, Porto Alegre, Rio de Janeiro, Recife, Salvador, Ribeirão Preto, Uberlândia and Vitória, with over 6,000 professionals, and 190 partners. Our forensic practice has fully dedicated forensic professionals with proven capabilities to work in a single, dedicated, and seamless approach. We provide our clients with an integrated forensic solutions from corporate and complex investigation, litigation, dispute, asset tracing, analytics, computer forensics, and electronic discovery.

The Discovery practice is specialized in understanding client challenges, gathering and analyzing electronic data and creating detailed reports. The Brazilian General Data Protection Law (LGPD) governs the protection of “personal data”, the protections are broadly required for all personal data processing performed by individuals or legal entities, regardless of their nationality, when (1) processed in Brazil; (2) providing goods or services in connection with such processing in Brazil; or (3) collected in Brazil. Cross-border transfers are greatly affected by the LGPD.

Locations

São Paulo

Rio de Janeiro

Belo Horizonte

Recife

Professionals

| LEVEL | # OF PROFESSIONALS |
|---|--------------------|
| Partner, principals, managing directors | 1 |
| Senior managers | 1 |
| Managers | 4 |
| Staff | 20 |

Leadership

**Fernando Yamashita**

Partner and Forensic Leader
fyamashita@deloitte.com

**Paulo Renato Silva**

Partner Discovery
pauloresilva@deloitte.com

AMERICAS

Brazil

Representative
engagement #1:
eDiscovery &
forensics**THE BUSINESS CHALLENGE**

After an environmental disaster, we were retained by a Brazilian global mining company to provide electronic discovery, digital forensics, legal hold support services, and document review for a global investigation and litigation. A response team was needed to be deployed to the client site within 24 hours of the initiating event to begin preserving data and conducting initial data collections.

THE SOLUTION

Since the database was processed in a different eDiscovery processing engine back in 2015 (Nuix), it was necessary to adequate, organize and restore that data to make it available in the most recent version of Relativity on-premises and perform the validation of all the data fields and provide the new features/tools. Our team restored data from over 75 data sources and hosted almost 3.15TB of data on Relativity on-premises and making available more than 3.5 million of documents to be reviewed by the external counsel. We assisted them 24 hours per day and 7 days per week supporting through several demands and we also interacted with external counsels from US and UK.

THE OUTCOME/ROI

We were able to provide the client with a great volume of processed data and responses to requests allowing the client to manage through the crises in a timely manner. Due to this positive outcome, we are still providing services to this global mining company in the follow-up of the incident crises.

Representative
engagement #2:
eDiscovery**THE BUSINESS CHALLENGE**

After working with another consultancy company and external counsel, a large Brazilian SEC energy company hired Deloitte Brazil to migrate 40TB from other eDiscovery vendor to our Relativity to make it available for Brazilian authorities.

THE SOLUTION

We received the 40TB from another eDiscovery vendor, containing the project archive (ARM) that held data from over 190 custodians from different data sources. However, as the client did intend to host all migrated data, Deloitte Brazil along with external counsel was responsible for deciding which data should be hosted on the Relativity on-premises eDiscovery platform. As a result, Deloitte team was responsible for mapping and importing 12.7TB of information, covering around 53 million documents on the Relativity on-premises eDiscovery platform.

THE OUTCOME/ROI

Deloitte team was able to meet the client expectation in a very tight schedule, given the need to make this data available to the authorities.

AMERICAS Brazil

Representative engagement #3: eDiscovery



THE BUSINESS CHALLENGE

We were retained in 2021 to restore an old processed database archived in 2014 into our Relativity on-premises eDiscovery platform.

THE SOLUTION

Our team worked in collaboration with a number of Deloitte member firms, we interviewed more than 150 custodians, collected over 800 data sources, processed over 25TB, and hosted over 10TB of data on RelativityOne. We mapped 17 structured systems, sent legal hold notification to all custodians and managed their responses. We deployed a legal request office and managed roughly 7,000 requests from authorities and we interacted with over 15 client's external counsel from Brazil and US.

THE OUTCOME/ROI

Our faster way to deliver the requests, deep involvement of experienced professionals and providing full support to the client, making possible to the client and external counsel respond to numerous and voluminous requests in a timely manner.

Representative engagement #4: Investigation



THE BUSINESS CHALLENGE

After working for approximately a year with another forensic consultancy, one of the largest Brazilian insurance company retained Deloitte Brazil to conduct an investigation with a very short deadline for submitting information for shadow investigation teams and issuing a report to 3 external auditors in order to complete annual balance sheet.

THE SOLUTION

Deloitte team received from another eDiscovery vendor the custody of 322 hard disks containing forensic images of approximately 395 custodians, which involved several verifications, procedures, integrity validation of all forensic images, chain of custody and the supporting documentation. The external counsel requested process and host data from 150 data sources from 27 priority custodians. The data was processed in two weeks and represented more than 6.3TB of data, totaling 15 million electronic documents on the Relativity One. Given the large volume of information, Deloitte team applied several features such as: (i) machine learning, (ii) assisted review, (iii) keywords searching, and (iv) data filtering, in order to reduce the number of documents to be reviewed, in order to speed up the review process.

THE OUTCOME/ROI

As the result, 13,721 documents were selected for review process, representing approximately 7.5GB of 6.3TB initially processed. Thus, Deloitte Brazil review team could complete the review in less than 3 weeks, which was highly praised by the external auditors and our client. The Deloitte team was able to meet the client expectations within the short period stipulated for presenting results to the shadow investigation teams and issuing a work report.

AMERICAS

Canada

Overview

Deloitte is the leading provider of Discovery services in Canada, assisting clients with collecting, processing, analyzing, reviewing, and producing critical information for various business requirements. Our team has significant experience assisting clients in a variety of industries in respect of complex class actions and litigation matters, internal investigations, and regulatory inquiries. Beyond dispute resolution, our team supports computer forensic investigations, data breach and privacy remediation, contract analysis and review, compliance/communications monitoring, and M&A carveout activity.

For Discovery clients wanting greater control and predictability of their overall Discovery technology, we provide tailored managed services solution (Deloitte Managed Discovery).

INFRASTRUCTURE

Deloitte is a leading provider of Relativity Services in Canada, leveraging our on-premise instance of Relativity, as well as RelativityOne. Our forensic lab is the largest and most comprehensive facility in Canada and has supported numerous forensic engagements.

CAPACITY

Deloitte has the largest team of Discovery professionals in Canada, who are consistently staffed on multiple, high-profile engagements. Our full-time team is supported by a roster of over 300 contractors who assist with various document review engagements, as well as an offshore team of Deloitte Discovery team members based in Mumbai, India.

EXPERTISE

We are market leaders in delivering process automation and machine learning workflows, driving time, quality and cost efficiencies for our clients.

Locations

Toronto

Vancouver

Calgary

Halifax

Professionals

| LEVEL | # OF PROFESSIONALS |
|---|--------------------|
| Partner, principals, managing directors | 9 |
| Senior managers | 6 |
| Managers | 19 |
| Staff | 14 |

Leadership



Gregory Sullivan

Partner

grsullivan@deloitte.ca



Scott Hunter

Partner

schunter@deloitte.ca

AMERICAS

Canada

Representative engagement #1: Complex document review



THE BUSINESS CHALLENGE

Our client, a large international financial institution, faced a complex document review of approximately 1.2 million documents with rolling productions over 6 months for two separate but related class actions. The review included reviewing documents for relevance (for both actions), privilege, client confidentiality, and sensitive personal information.

THE SOLUTION

Deloitte established an innovative, multi-layered and efficient workflow combining two large, complex matters, resulting in over 7,500 review-hours and \$600,000 saved compared to separate reviews. In addition, Deloitte redacted both confidential and privileged information, and thanks to our broad contractor base we were able to review documents in over 20 languages.

THE OUTCOME/ROI

Deloitte drove review efficiency by prioritizing documents based on time created, date created, relevance and privilege keyword hits, priority custodians, and Continuous Active Learning ranks. By passing this review prioritization through to second level, this resulted in cost savings of over \$100,000 in counsel fees. Finally, Deloitte was prepared to use a proprietary Assisted Redaction application to efficiently redact the approximately 300,000 documents with confidential client information. This technology allowed Deloitte to offer a quote with cost savings of over \$500,000 compared to manual, hourly rate redaction.

Representative engagement #2: Cyber breach



THE BUSINESS CHALLENGE

Deloitte was retained to assist with a cyber breach related to the potential infiltration of over 1 terabyte of data.

THE SOLUTION

Deloitte monitored the Dark Web in relation to the incident. Prior to the data being posted to the Dark Web, Deloitte did a review of the infiltrated data to identify the amount of PII that was contained in the infiltrated data set and arm the organization with key information during negotiations with the threat actor.

THE OUTCOME/ROI

Deloitte worked with the client to narrow the set of data requiring review using an iterative approach which included using various AI and analytic tools to significantly cull the data set.

AMERICAS Canada

Representative engagement #3: eDiscovery



THE BUSINESS CHALLENGE

Our client, a premier Canadian law firm needed a solution for their Discovery group to help them better manage the costs, complexity, and risks of their hundreds of Discovery matters with tens of terabytes of data.

THE SOLUTION

Deloitte Managed Discovery (“DMD”) is a tailored managed services solution that provides our client with the flexibility, predictability, empowerment and control required to manage all their Discovery matters and electronic data in an efficient and effective manner. We provide the client with all the application and infrastructure support and are available to provide case-level support as well as document review services as required. Deloitte also assisted the client with tailored training programs and playbook developments to improve their overall Discovery process.

THE OUTCOME/ROI

With the empowerment and control in DMD, our client was able to significantly reduce their spend on litigation support services with external vendors and rely more on in-house expertise. Their subscription to DMD’s pricing model also reduced their annual transactional eDiscovery spend on data hosting fees by over 50%. DMD provided our client with better overall management of their eDiscovery technology and processes that led to reduced costs, better risk management, improved processes, and a more empowered team.

Representative engagement #4: CLM analytics



THE BUSINESS CHALLENGE

Deloitte Canada was engaged by a global investment firm that was in the process of implementing a contract lifecycle management (CLM) solution. The client faced the daunting task of organizing their existing contract repository, removing expired and other irrelevant agreements, and thereafter reviewing, tagging and extracting relevant provisions from their in-scope contract portfolio for migration into their CLM solution. Further, they hoped to leverage the CLM solution’s analytical capabilities by summarizing the contract population into key indicators.

THE SOLUTION

Deloitte Canada leveraged best-in-class textual analytics technology with machine-based learning and secure language identification algorithms, as well as a scalable team of 15 lawyers and contract specialists to review over 100,000 documents; remove drafts, duplicates, expired agreements and other out of scope documents; and tag and extract up to 20 provisions from each of the 48,000 in-scope agreements. This information was then summarized into sortable and filterable key indicators to optimize searchability and maximize the CLM solution’s analytical capabilities.

THE OUTCOME/ROI

Engagement was completed on expedited timelines and at 60% cost-savings when compared to traditional review methods.

AMERICAS

Caribbean and Bermuda countries

Overview

The complexity and volume of business-related data in today's corporate climate means businesses in the Caribbean and Bermuda Countries (CBC) are under increasing pressure to understand the data captured during day-to-day business activities. Deloitte in the CBC helps businesses by using technology to change perspective and see further.

The CBC region primarily serves businesses located in, or with interests in, the English-speaking Caribbean. We have a keen understanding of a variety of industries and sectors with a specialized focus on Financial Services, Regulatory matters, Tourism & Hospitality, the Public Sector, and Oil & Gas. We have assisted several clients on many complex, multi-jurisdictional litigations, insolvency, regulatory and investigative matters involving banks, hedge funds, captive and reinsurance companies, corporate service providers, and special-purpose vehicle companies.

Deloitte has a full-service Discovery data center in the Cayman Islands that enables us to keep data resident in Cayman and does not rely on the need to on-shore data for processing, hosting, analytics or review. This allows us to control both data residency for regulatory purposes and the costs of hosting data for cases, which is especially important in contentious insolvencies where assets may be limited. Furthermore, we have deep experience in leveraging technology and analytics to assist companies and firms involved in the review of documents for disclosure in fair value appraisals, fraud and financial crime cases, confidential information disclosure, and mutual legal assistance treaty (MLAT) productions.

Location

Grand Cayman, Cayman Islands

Professionals

| LEVEL | # OF PROFESSIONALS |
|---|--------------------|
| Partner, principals, managing directors | 2 |
| Senior managers | 2 |
| Managers | 3 |
| Staff | 10 |

Leadership



Nick Kedney

Partner

nkedney@deloitte.com



John J White

Deloitte

jjwhite@deloitte.com

AMERICAS

Caribbean and Bermuda countries

Representative
engagement #1:
Forensics services**THE BUSINESS CHALLENGE**

Deloitte was engaged to provide discovery and forensic services for a complex, multinational fraud investigation in multiple regions of the Caribbean. In short order, we had to deploy significant staff and resources both in the Cayman Islands and across the Caribbean to meet aggressive goals and timelines.

THE SOLUTION

Deloitte deployed Relativity and Brainspace, developed an evidence management system to the client's requirements, and collected over 50 terabytes of electronic data from over 5,000 sources. Custom analytics tools have been used to prioritize the processing of data sources and reduce the overall document population. First pass and forensic reviews have been conducted by the client and engagement team across multiple jurisdictions and have been complimented by artificial intelligence and machine learning to expedite the identification and review of critical documents.

THE OUTCOME/ROI

Through the implementation of technology and bespoke workflows, our teams were able to provide solutions for the rigorous challenges the client was facing. Our solution was also designed in a way that the impact of travel restrictions did not result in any stoppages that would otherwise have been necessary when teams could no longer work on location in person. This includes the ability for teams to continue their forensic work from their home jurisdictions using collaborative and asynchronous tools and platforms.

Representative
engagement #2:
Companies Law**THE BUSINESS CHALLENGE**

Fair value appraisals where minority shareholders dissent, brought under Section 238 of the Companies Law in the Cayman Islands, typically involve the need to collect and review data from multiple international jurisdictions. With the continued evolution of data protection laws, this can be very challenging processes for the companies and individuals involved. Our team has unparalleled experience helping our clients navigate through this process in the most cost effective and efficient way. This may require support for litigation teams in multiple jurisdictions, working in different languages and complying with differing data protection requirements.

THE SOLUTION

Working with our clients and our global network of Discovery professionals, we can help guide stakeholders through this process with unique workflows to ensure companies and individuals are able to review and produce the needed materials while maintaining confidence that data protection laws are observed. Our custom workflows using machine translation, artificial intelligence (AI) and machine learning allow reviews to be conducted in an iterative fashion.

THE OUTCOME/ROI

Through the use of AI, we are able to reduce the overall volume of documents that need to be reviewed for relevance so the specialized review teams can focus on the data protection and privacy issues. All these processes, when taken in whole, allow the legal teams to act on the most responsive and important documents without needing to wait for the entire review to be done. This iterative process also enable the legal teams to control and tune the first pass review while it's happening.

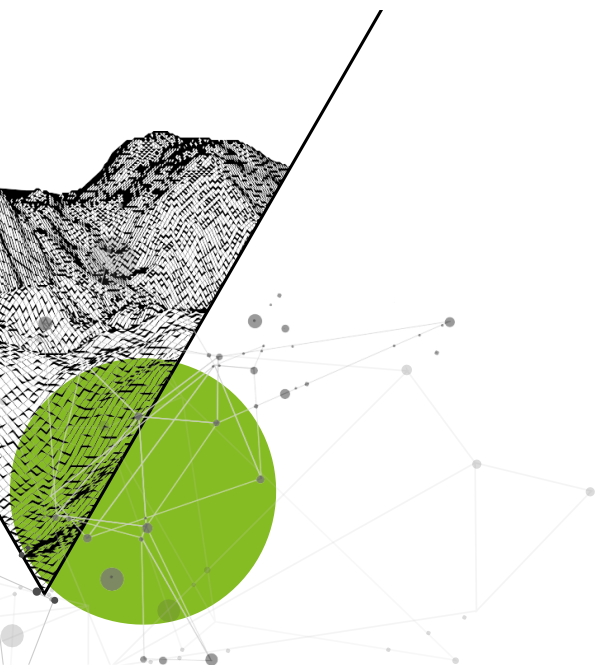
AMERICAS

Chile

Overview

Deloitte is a pioneer in Chilean market. Being the first and only consulting firm to have local human and technological Discovery resources available, has been working with local law firms on antitrust, litigation and disputes matters. Deloitte has been providing multinational companies with local investigation capabilities including electronic data acquisition, preservation, processing, hosting and review, as well as consulting with client teams to use existent resources in compliance with best practices and companies' policies.

Deloitte has the only Discovery Center in the country, which allows us to accommodate clients' requests with proper reaction time and price sensitivity. Using local resources, we can understand our clients' businesses, problems and deliver a custom solution that fits their needs and expectations.



Location

Santiago

Professionals

| LEVEL | # OF PROFESSIONALS |
|---|--------------------|
| Partner, principals, managing directors | 1 |
| Senior managers | 1 |
| Managers | 1 |
| Staff | 6 |

Leadership



Pedro Trevisan

Partner

ptrevisanv@deloitte.com



Diego Reis

Manager

ddosreis@deloitte.com

AMERICAS

Chile

Representative
engagement #1:
eDiscovery**THE BUSINESS CHALLENGE**

Our client was requested to provide a legal court with information related to 20k contracts in a time of days. That required the review of over 50k legal documents, considering three different languages and legal aspects that should be evaluated on the review.

THE SOLUTION

Deloitte used its Discovery capabilities to acquire, process and host the data enabling review to start in the first hours. We used analytical technologies and techniques to pre-classify documents based on language, content and severity. We worked with client counsel to design a review workflow that would provide different review teams with the document sets that would best accommodate their expertise, ensuring documents were reviewed and QA'd in time.

THE OUTCOME/ROI

Our client was able to reach the court deadline and had the information needed with confidence in the result. Deloitte proved its capabilities to work with Analytics Enabled Review and consolidated itself as the only company in Chile capable of delivering this type of solution.

Representative
engagement #2:
Document analysis**THE BUSINESS CHALLENGE**

Deloitte Tax and Legal area was requested by a client to upscale a legal document analysis service (outsourced mortgages commercial/legal analysis) from 50 cases per month to 1500. The cost analysis for the project suggested that the current workflow and team structure, would not result in a profitable project. The process of reviewing legal documentation and issuing a report on those was severely manual and would not allow SLA and efficiency control they needed to respond to client's request.

THE SOLUTION

Deloitte Forensic group worked along Tax and legal team to design a solution based on eDiscovery technologies and processes to streamline the receiving, data extraction and review process for the cases' documents. All needed data was automatically extracted from the documents and sent to a document review platform (Relativity), where less experienced reviewers would ensure the extraction was correct and the final report was issued based on that. The matter experts would then just QA the final reports instead of reviewing each document.

THE OUTCOME/ROI

Deloitte was able to reduce the average case review time by 30%. We were also able to reduce the usage of expert matters hours by 80%. Finally, using eDiscovery platforms, we can control SLA's and measure each reviewer efficiency to achieve the proposed result. Financial models for the project resulted in a ROI time of only one year using eDiscovery design instead of four years using the regular approach. Client was impressed with our solution, Deloitte was able to retain an important client, and we developed a unique new product that can now be proposed to local market.

AMERICAS

Chile

Representative
engagement #3:
Investigation
support**THE BUSINESS CHALLENGE**

A large mining client requested Deloitte to provide co-sourcing investigation support services. This includes a pipeline of over 100 files per year, with different levels of complexity.

THE SOLUTION

Deloitte deployed the team and uses the local eDiscovery Center and expert matters to respond to every new investigation. We ensure all forensic and legal procedures are followed from the first contacts made by the informants, going through data acquisition and investigation execution, allowing the client to pursue legal action in case it is considered deemed.

THE OUTCOME/ROI

We deliver investigation results with efficiency, quality and volume that local client resources were not able to. All our reports are forensic reports, meaning they are ready to be used in court and ensuring we can act as expert witness in case the client needs to. Client reduced its compliance and investigation costs, as they do not need a local team to perform this task.

Representative
engagement #4:
eDiscovery**THE BUSINESS CHALLENGE**

Local law firms require an eDiscovery provider to acquire, process and host data in antitrust, litigation or disputes matters they are working at.

THE SOLUTION

As the only local eDiscovery provider, Deloitte can perform data acquisition, processing and hosting with efficiency in both time and costs for our clients.

THE OUTCOME/ROI

We are the reference in eDiscovery and provide support to clients in projects that used to use international providers. That results in better communication, better fees, better turn over times, and a strong relationship with clients.

AMERICAS

United States

Overview

Deloitte has been providing Discovery services to corporate legal and IT departments, their outside counsel, and government agencies for more than 20 years. Our primary goal is to help our clients address their toughest D&DM challenges. With approximately 800 professionals in the United States, we strive to be an extension of our clients' teams by delivering customized services to corporate Legal, IT, Finance, and Compliance departments, and government agencies, regarding Discovery efficiency, information governance, cost control, and risk mitigation. At our core, we provide end-to-end services throughout the discovery continuum, offering a "one-stop-shop" for our clients, while helping to develop their leading practices by providing strategic advice as they assume more ownership of their Discovery processes—including technology, process, and data management concerns.

In delivering value, we continue to invest in leading edge technologies to provide the services that our clients need, when they need them. In addition to our core Discovery services, Deloitte's Discovery professionals also assist with:

- Mobile device discovery
- Cloud discovery
- Discovery analytics
- Electronic discovery project documentation coordination and centralization
- Enterprise contract management and review
- Information lifecycle and archive assessments
- Second requests
- Structured data support

The centerpiece of our discovery operation is our **Electronic Discovery Solutions Center (EDSC)**, which is Deloitte-owned and managed in Nashville, Tennessee. The EDSC is dedicated to handling, processing and hosting for all US client projects. It was built to meet key Tier III and Tier IV data center specifications, and currently houses more than 1,000 servers providing 5 petabytes of dedicated storage. The EDSC also features state-of-the-art fully redundant power and storage with a disaster recovery site in Georgia. At the EDSC, there are more than 160 dedicated discovery professionals managing projects and technology, including our secure, fault-tolerant Relativity environments.

Locations

| | | |
|-------------|-----------------|-------------------|
| Atlanta, GA | Detroit, MI | McLean, VA |
| Austin, TX | Hermitage, TN | Minneapolis, MN |
| Boston, MA | Houston, TX | New York, NY |
| Dallas, TX | Jersey City, NJ | San Francisco, CA |
| Chicago, IL | Los Angeles, CA | Washington, DC |

Professionals

| LEVEL | # OF PROFESSIONALS |
|---|--------------------|
| Partner, principals, managing directors | 20 |
| Senior managers | 45 |
| Managers | 159 |
| Staff | 615 |

Leadership

**Jessica Anderson**

Principal

Jessicaanderson@deloitte.com

AMERICAS

United States

Representative engagement #1: eDiscovery maturity assessment



THE BUSINESS CHALLENGE

Deloitte US was engaged to help manage global pharmaceutical company's investigations. We have a successful track record of driving efficiency, cost saving and risk mitigation for global pharmaceutical companies' investigations. Our program-based approach not only drives benefit for clients, but our KPIs and metrics provide stakeholders the ability to see key performance indicators and how they improve over time.

THE SOLUTION

For a leading pharmaceutical company's compliance/investigation team, Deloitte conducted a global investigations eDiscovery maturity assessment. The assessment articulated the company's gaps in effective matter triage, electronic discovery service metrics and capability management, and standard operating procedures and how their maturation would drive greater value for their investigatory matters.

THE OUTCOME/ROI

Deloitte deployed a global technology-enabled investigations workflow for a client. This workflow provided a new baseline standard enabling two broad categories of efficiency improvement: First, machine learning efficiency gains which are directly tied to cost savings. Second, machine learning fact-finding improvements, which tracked the benefit of the analytics-based review approach as compared to the traditional search-term approach. The analytics-based approach enables reviewers to find the most relevant documents more quickly than traditional approaches to review. This resulted in a 79% reduction in the document population by using our technology and workflow.

Representative engagement #2: Legal Response Repository



THE BUSINESS CHALLENGE

The client sought to enhance consistency and efficiency in responding to discovery requests from 1,000+ related litigations and investigations in over 30+ jurisdictions. Given the complex multi-jurisdictional eDiscovery project, our discovery team supported the client in establishing a master repository to enhance quality and efficient throughout the project lifecycle.

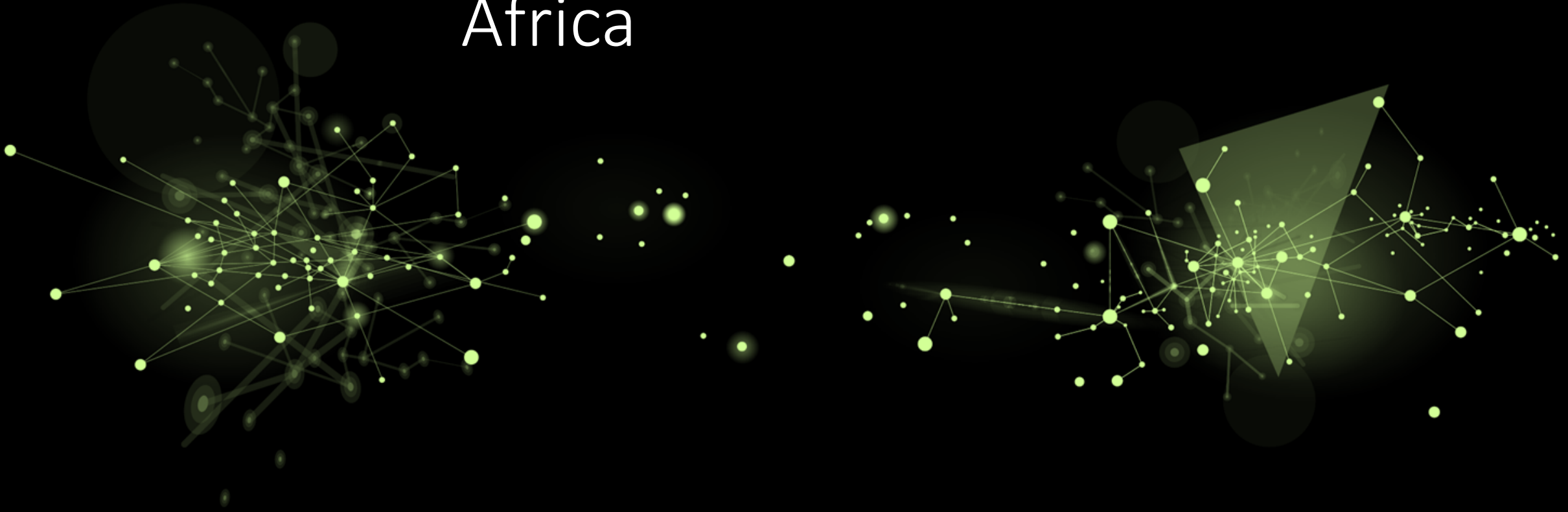
THE SOLUTION

A Legal Response Repository ("LRR") was developed to hold key documents which were produced in the context of a legal proceeding, such as Requests for Information (RFI), Court Orders, and Productions. Information from a large number of entities needed to be collected and presented in a consistent format. With the variety of inputs and the importance of maintaining relationships between documents, automated validation scripts were developed to test for accurate responses and appropriate document links as a supplement to manual Quality Assurance procedures performed by us and the client's legal counsel.

THE OUTCOME/ROI

The client reduced the risk of inconsistent responses which mitigated potential exposure and reduced the costs to produce information. The LRR was developed in Relativity, a common platform used by attorneys with an intuitive front end. Leveraging Relativity reduced time required for training and enabled the client to gain comfort with the capabilities of the system. The LRR enabled the client to see related information and associated documents. Deep experience in discovery and analytical databases resulted in developing a repository that the client could leverage to find information produced for various related litigations and investigations around the globe.

Europe, Middle East, Africa



EMEA

Austria

Overview

Our clients are mostly large corporates that need support for internal investigations and/or disputes, but also in cyber incidents. We maintain very close cooperation with law firms in the area of antitrust investigations and insolvency/liquidation proceedings. In the market itself, we can see that there is a growing awareness of the need for discovery solutions. In particular, we see strong growth potential in the area of digital forensics and incident response.

In Austria, we operate our own forensic laboratory with an own data center. In addition to well-known tools, like Nuix, Deloitte Austria has developed its own review platform, Dimension Discovery, which is self hosted. If required, we provide our clients with access for data review. In case the Client wishes Relativity, we collaborate with our DCE colleagues.

We have an experienced team in the area of computer forensic services with a strong focus on mobile forensic.

Location

Vienna

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 1 |
| Senior managers | 0 |
| Managers | 1 |
| Staff | 4 |

Leadership



Svetlana Gandjova

Partner

sgandjova@deloitte.at



Andreas Werderits

Manager

awerderits@deloitte.at

EMEA

Belgium

Overview

Whistleblowing will be of major importance in 2023 and the following years. On one hand, the COVID-19 pandemic has changed the whistleblower environment and created potentially significant new risks and opportunities for compliance programs. On the other hand, the European Parliament and the Council released a new directive on the protection of persons who report breaches of Union law. This whistleblower directive will involve a significant number of new obligations for private companies with over 50 employees and all legal entities in the public sector, including any entity owned or controlled by such entities.

The number of investigations related to potential allegation is expected to increase as well as the usage of eDiscovery technology.

As a member of the European Union, Belgium implemented the EU directive 95/46/EC on the protection of individuals, with regard to the processing of personal data, in the Belgian law of December 8, 1992, on Privacy Protection in relation to the Processing of Personal Data. In addition, Belgium legislation imposes some additional legislations related to collecting, processing, and investigating personal data. Personal data transfer to other countries is restricted and only allowed under certain circumstances. Our local Discovery team works in collaboration with legal professionals to support our clients in addressing privacy laws throughout the data lifecycle. In addition, our local Discovery professionals have developed specific technologic solutions and processes to maintain privacy in compliance to EU's General Data Protection Regulation (GDPR) giving individuals better control of their personal data, and adhering to the general principles for processing data, such as transparency, proportionality, data minimization and limitation of use strictly for purposes allowed.

Deloitte Forensic Belgium works in strong collaboration with Deloitte Legal and Deloitte Cyber Security Team.

Deloitte Forensic Belgium leverages on market recognized technology such as Nuix and Relativity.

Location

Brussels

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 2 |
| Senior managers | 1 |
| Managers | 1 |
| Staff | 5 |

Leadership



Philippe Delcourt

Partner

pdelcourt@deloitte.com



Jordan Brasseur

Director

jbrasseur@deloitte.com

EMEA Belgium

Representative engagement #1: Cost saving approach



THE BUSINESS CHALLENGE

A logistics firm with an international presence engaged Deloitte to determine if clients had circumvented taxation or committed other types of customs fraud.

THE SOLUTION

Our forensics team was provided with several mailboxes exported from Outlook 365. Once data had been processed and hosted in Relativity, we were able to filter the data by keywords and using Active Learning we were able to quickly identify suspicious transactions for further review by the client.

THE OUTCOME/ROI

The client appreciated our efficiency and cost saving approach to deliver their solution.

Representative engagement #2: Assist in investigation



THE BUSINESS CHALLENGE

Deloitte Belgium was engaged to assist in the investigation of an alleged whistle blower report on improperly recognized revenue by a multinational organization.

THE SOLUTION

The engagement involved employee interviews and the collection and processing of the data on mobile devices and computers for further hosting and review.

THE OUTCOME/ROI

Our team worked efficiently in providing the services whilst taking care not to infringe any data privacy issues.



EMEA

Central Europe

Overview

Market for Discovery services in Central Europe is still predominantly developing with majority of the local projects being limited in scope and focused on assisting internal investigations or regulatory affairs. Larger projects are usually serviced in cooperation with Deloitte offices in countries with longer discovery traditions, especially United Kingdom and United States, carrying out engagements involving Central European entities and or subsidiaries. Across the Central Europe region, the markets are value driven while remaining price sensitive.

TPRM: Third Party Risk Management. Relativity integrated application, providing clients with early warning screening and monitoring services for third parties using news media.

AOSINT: Automated Open-Source Intelligence. Tools for analysis, visualization and reporting of news data in real-time. Artificial Intelligence, natural language processing and machine learning methods are used to identify news related to specific risks in specific entities.

BEAUTY: Visualization for Investigations. Relativity integrated application, which enables review managers to efficiently oversee, track and manage review process.

SEARPENT: Insurance fraud detection tool, based on AI image analysis.

Lite-DMS: Document management system and collaboration solution which enables for effective managing of individual cases in law firms.

Locations

Prague
Bucharest

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 2 |
| Senior managers | 2 |
| Managers | 7 |
| Staff | 6 |

Leadership



Ivana Lorencovičová

Partner

ilorencovicova@deloittece.com



Jan Balatka

Partner

jbalatka@deloittece.com

EMEA

Central Europe

Representative engagement #1: Discovery



THE BUSINESS CHALLENGE

Project Core—enormously large investigation project across several countries lasting now for 5 years. The investigated client offices are located both locally and in the Western Europe region.

THE SOLUTION

Global cooperation of Deloitte Discovery specialists in multiple Discovery domains spanning through the whole project scope and lifecycle. The Discovery team also included specialists from the US. All teams and Discovery processes had to intensely coordinate the processes, methods and solve challenges continuously arising on this huge project.

THE OUTCOME/ROI

Successful project execution with significant services revenues.

Representative engagement #2: Sensitive investigation



THE BUSINESS CHALLENGE

Highly sensitive investigation project requiring data processing and review to be done on client's premises. As a part of larger project involving multiple entities around the world, the project required close cooperation of multiple Deloitte offices and local experts. The challenges included also the fact that the electronic evidence collection had to be provided in officially sealed office, where the official international investigation (including the US investigators) took place.

THE SOLUTION

Deployment of mobile server hosted review platform and processing machines on client's premises. Close cooperation between Discovery experts from Prague office, review team from Romanian office and other Deloitte teams.

THE OUTCOME/ROI

Successful delivery of review work product while fulfilling the requirements of on-premise data processing and hosting.

EMEA

Central Europe

Representative engagement #3: News alerts



THE BUSINESS CHALLENGE

Provisioning clients by early warning related to specific risks in specific entities. The key challenge includes a vast amount of publicly available information on the internet. This information must be analyzed and digested in a data-driven way in order to derive actionable business intelligence in near real-time, 24 hours a day, 7 days a week.

THE SOLUTION

Integration of two internally developed tools TPRM and AOSINT enables for analysis, visualization and reporting of relevant news data in near real-time. Results are reviewed in Relativity to provide clients with proper identification of relevant risks in specific entities. Artificial Intelligence, natural language processing and machine learning methods are employed during this challenging process.

THE OUTCOME/ROI

In cooperation with Deloitte UK, Discovery services were provided to a number of clients and the services got high visibility both internally as well as in the market.

Representative engagement #4: Cyber attach response



THE BUSINESS CHALLENGE

International cooperation with other Deloitte teams in providing the response to a cyber attack to a major company in Western Europe.

THE SOLUTION

Discovery Central Europe team was together with cyber response and other teams providing services during the response to a cyber attack to a major company in Western Europe.

THE OUTCOME/ROI

Successful recovery of client's business systems and measures were taken to prevent possibility of future cyber attacks.

EMEA

France

Overview

Deloitte France consists of highly qualified technical professionals, consultants and investigators based in Paris and serves France, Monaco as well as 17 French-speaking countries in Africa. They also hold industry-recognized certifications in the areas of forensics, fraud, and Discovery technologies.

Our Discovery team assists our clients with their internal or external investigations, litigations and other regulatory obligations (Sapin II, fraud, antitrust, etc.) by forensically collecting, preserving, processing, analyzing, and hosting their unstructured data. We are also able to assist our clients in responding to requests from authorities such as the AMF, Autorité de la Concurrence, DOJ, SEC and the European Commission, to name a few.

Our flexible approach can be adapted to the client's specific needs while assisting them at each stage of the Discovery EDRM process.

The Deloitte France Discovery team operates in a highly secured laboratory dedicated to forensic analysis, designed around a state-of-the-art virtualized environment, and tailored to perform a wide range of Discovery, Computer Forensics and document review services. The same environment can be replicated and deployed on a client's premises through a fleet of purpose-built mobile datacenter infrastructures.

Also, our client data is hosted in Paris area-based datacenters and all our machines/equipment as well as our infrastructure are maintained by Deloitte France and certified ISO27001.

We take full advantage of the power of a Data Analytics engine to refine and order the scope of a review, especially when dealing with large volumes of data or where a client may not yet know precisely what they may be looking for, in order to make the review targeted and efficient, reducing review-related costs.

Deloitte France utilizes large scale advanced searches such as language and near-duplicates identification, email threading, predictive coding, communications analysis and conceptual searches. We also embed the DAR (Deloitte Assisted Redaction) technology to help our clients redact documents as per their requirements and the DFI (Deloitte Forensic Intelligence) technology to assist on Computer Forensics matters.

Location

Paris

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 2 |
| Senior managers | 1 |
| Managers | 1 |
| Staff | 2 |

Leadership



Géraldine Llorente

Partner

gllorent@deloitte.fr



Dawn Neisen

Managing Director

dneisen@deloitte.fr

EMEA France

Representative engagement #1: Merger document review



THE BUSINESS CHALLENGE

Deloitte France was contacted in the context of an M&A due diligence project involving two market leaders.

Our challenge was to collect, process, review, host and produce data pertaining to over 20 custodians from six different countries during the COVID-19 pandemic in order to meet the European Commission's short deadline.

THE SOLUTION

Deloitte France simultaneously collected data on-site and remotely, where we collaborated with our local Deloitte member firm teams to bring all the data back to France.

We also performed a document review to identify relevant documents and tagged for exclusion from the scope - all documents identified as legally privileged, based on instructions from the client. The in-scope documents were produced following the European Commission's production requirements.

THE OUTCOME/ROI

The green light was given by the European Commission for the merger to proceed only two months after the production was delivered.

Representative engagement #2: Document review



THE BUSINESS CHALLENGE

In the context of a preliminary investigation related to the alleged non-conformity of some of its chemical products, our client contacted Deloitte France to assist its counsel with collecting data from over 20 custodians as well as scanning and redacting thousands of hard copy documents, followed by performing a large-scale document review.

THE SOLUTION

Deloitte France performed the document review within our review platform, flagging relevant documents and summarizing key findings which were shared with the client.

The Discovery team leveraged the power of its artificial intelligence tools to continuously reprioritize and reorder the review to make it more efficient. Also, by using conceptual searches and communication analysis, we also identified new matters which were unknown to the client.

THE OUTCOME/ROI

Our document review has identified key documentation which has helped the client better understand the lifecycle, from creation to distribution of some of its chemical products in order to prepare for potential litigation.

EMEA
France

Representative
engagement #3:
Digital forensics



THE BUSINESS CHALLENGE

Deloitte France was contacted to assist an Oil and Gas client with a Digital Forensics investigation. Our challenge was to preserve and analyze nearly 50 electronic evidence items to identify potential data deletions and the use of anti-forensic tools, if any.

THE SOLUTION

We simultaneously started analyzing the evidentiary items using state-of-the-art Digital Forensic tools along with DFI (Deloitte Forensic Intelligence) to gather more insights. In addition to identifying data deletions, we also identified, via Public IP addresses, the user accounts associated with such actions. The first phase of the project included the analysis of 7 TB of data.

THE OUTCOME/ROI

We identified mass data deletions and the presence of anti-forensic tools on the evidence items analyzed, which has aided the client in its ongoing litigation.

EMEA

Germany

Overview

Germany is a mature Discovery market. Various global corporations in regulated industries are headquartered in Germany. A growing number of companies build specialized teams to support Discovery services inhouse. The main trends for Germany are an increasing demand for Managed Discovery Services and adoption of Hybrid Cloud solutions. Hybrid cloud solutions enable companies to access scalable infrastructure on an on-demand basis, as well as trusted onsite/offsite storage for the most sensitive cases. An additional trend is the leveraging of the Discovery toolchain and know-how to support non-forensic data analysis, establishing Discovery services as an enabler for unstructured and structure mass data analysis outside the classical forensic context.

Data protection is a driving factor for the market. With Germany having to implement the General Data Protection Regulation (GDPR) personal data transfer to countries outside the European Union is restricted and requires dedicated Data Governance and technology to anonymize sensitive data for data protection compliance.

Deloitte Germany operates a dedicated Forensic Data Center on hardware owned and operated by Deloitte in Germany. This data centers serves as a hub for various managed services beyond standard Discovery support.

Some examples are:

- The PII Suite, a set of tools and workflows to find and redact/pseudonymize. With the PII Suite we help clients to identify GDPR relevant information with large data sets and sanitize it.
- Deloitte Smart Search, an Early Case Assessment Tool for large file shares that can be deployed prior to forensic data collections.
- The e-Forensics central custodian tracking tool, enabling evidences and custodian transparency especially for large matters.

Locations

| | |
|------------|-----------|
| Berlin | Cologne |
| Düsseldorf | Leipzig |
| Frankfurt | Munich |
| Hamburg | Stuttgart |

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 5 |
| Senior managers | 9 |
| Managers | 12 |
| Staff | 54 |

Leadership



Thomas Fritzsche
Partner
thfritzsche@deloitte.de



Maximilian Wevers
Director
mwevers@deloitte.de

EMEA

Germany

Representative engagement #1: Fraud investigation



THE BUSINESS CHALLENGE

A client in the automotive sector was faced with an international fraud investigation involving multiple jurisdictions round the globe. The client was required to identify, preserve secure data from a large (three figure) number of custodians. The investigation also required managing multiple stakeholders including a large number of law firms and authorities.

THE SOLUTION

Deloitte provided initial response guidance and data preservation measures. In cause of the project, we helped the client build and operate the necessary inhouse Discovery infrastructure and workflows as well as leadership guidance and international in country support coordinated from Germany.

THE OUTCOME/ROI

Deloitte guidance and support provided order and structure in a very dynamic and high-pressure environment. The client was able to timely react on various international requests and implement efficient workflows to fulfill ongoing court matters.

Representative engagement #2: Compliance review



THE BUSINESS CHALLENGE

A client in the Health Care sector under US monitorship was faced with a large amount of international Third-Party Due Diligence revisions to fulfill the monitor findings. These revisions included initial scoping of affected parties, prioritizing groups and countries as well as consolidation of external and internal information. The monitor requested regular progress reporting and ad-hoc queries into detailed subjects.

THE SOLUTION

Deloitte implemented an efficient compliance review supported by implementing automated information gathering and query tools centered around the Relativity document review platform at the core to consolidate the information and streamline the review.

This enabled scalable workflows to maintain a pace to meet the monitor deadline while keeping an overview on progress and providing regular standardized reports.

THE OUTCOME/ROI

Deloitte's TPDD review platform and team provided scalable support to dynamically focus on the most pressing monitor requests and divert resources accordingly. With our help the client was able to meet and satisfy the monitor requirements in time and with high quality.

EMEA

Germany

Representative engagement #3: Compliance management system



THE BUSINESS CHALLENGE

A client from the industrial sector with a very complex, global organizational structure was faced with the challenge of adapting its business units and processes with regard to data protection requirements. For this purpose, a compliance management system (CMS) for data protection had to be implemented, the penetration in the organization had to be driven forward and continuous board level reporting on the status had to be established.

THE SOLUTION

Deloitte set up a highly interdisciplinary project team for this Legal and IT Support Service, which, in addition to Financial Advisory, includes members from Risk Advisory, Consulting and Deloitte Legal. In more than twelve different workstreams, various aspects relating to organization, processes, communication, reporting and digitalization were implemented. Special attention is being paid to improving process quality, automating processes for greater efficiency, and adaption to new regulatory requirements at an early stage. In parallel, an IT landscape is being established for all data governance process solutions and their harmonization and integration is fostered.

THE OUTCOME/ROI

Within the scope of the project, the various stakeholder interests were comprehensively taken into account and together with Deloitte the company implemented a state-of-the-art compliance management system. Deloitte was able to build on its extensive knowledge of the processes and IT systems from a parallel Discovery project and offered the client hereby a considerable value add. The automation and digitization subprojects (some ongoing) allow the client successively an integrated reporting on the status of international data privacy compliance within the organization.

Representative engagement #4: Ransomware attack



THE BUSINESS CHALLENGE

A company in the transport and logistics sector was severely affected by ransomware with an innovative supply chain attack. The deployed ransomware encrypted all systems, including the backup data. This forced the company to manually map all business processes and to rebuild the entire IT infrastructure from scratch.

THE SOLUTION

Within a few days, Deloitte formed a multidisciplinary team and started the operation on site. With four parallel workstreams, our team supported the company to immediately contain the attack and to continue business operations by establishing manual processes (incl. invoicing, payroll). Deloitte provided tailored Forensic Accounting, Legal and Tax services to meet the individual needs of the client and conducted a compromise assessment as well as a digital-forensic investigation to solve the matter.

THE OUTCOME/ROI

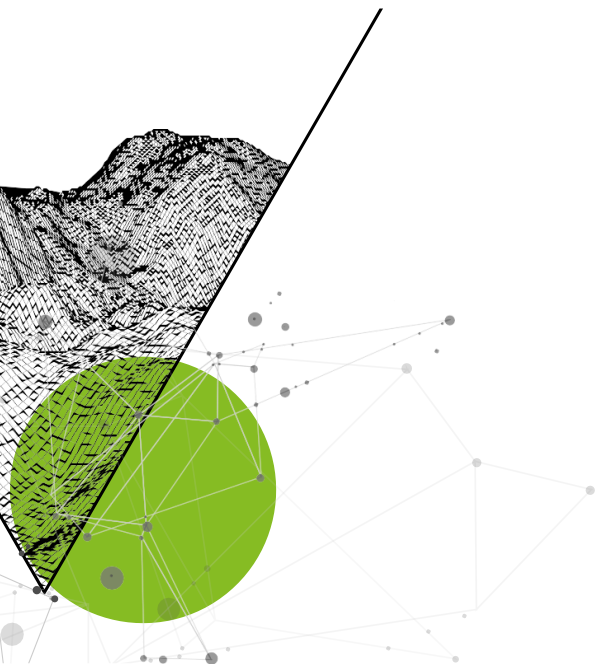
The company could resume business processes shortly after the attack and was able to rebuild key data sources after the completion of the compromise assessment and successful data cleansing measures. Based on the results of the investigation, the client could close existing security gaps and was highly satisfied with the comprehensive service offering.

EMEA Ireland

Overview

The Republic of Ireland's place within the European Union and its increasingly important status as a business-friendly jurisdiction has led to strong local economic growth and an increasing demand for discovery services. To address these needs and the continuing maturity of the legal framework around ESI evidence locally, Deloitte discovery Ireland have invested in developing capabilities encompassing purpose built forensic technology facilities in their Dublin office's servicing the whole of Ireland and deep local expertise in providing end to end forensic technology services covering all stages of the EDRM life cycle.

The Deloitte discovery team in Ireland comprises a unique combination of seasoned professionals from computer forensics/eDiscovery, law enforcement/military intelligence, cybersecurity and forensic data analysts, providing a wide breadth of service covering technology, public sector, life sciences and health care sectors of the economy. All our professionals are trained in navigating the stringent and increasingly complex EU and local data privacy requirements.



Locations

Dublin
Cork

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 2 |
| Senior managers | 0 |
| Managers | 2 |
| Staff | 4 |

Leadership



Ash Mahmood

Leader Deloitte Discovery
Ireland

[Ashmahmood@deloitte.ie](mailto:Ashm Mahmood@deloitte.ie)



Deirdre Carwood

Leader Forensic Ireland/
Global Leader for Investigations

dcarwood@deloitte.ie

EMEA Ireland

Representative engagement #1:



THE BUSINESS CHALLENGE

A Global Automotive Manufacturer was looking for discovery and forensic services for a complex and high value fraud investigation involving multiple entities in several jurisdictions.

THE SOLUTION

Deloitte was engaged to assist our client with investigation strategy and execution, data identification, collection, processing, structured analytics, evidence categorisation and assisted review, evidence management, document review services, litigation support and legal hold.

THE OUTCOME/ROI

Deloitte supported the client with the following:

- Conducted several rounds of interviews with key stakeholders and identified devices in scope across geographies.
- Leveraging the global Deloitte network, local member firms engaged for preserving, extracting, and documenting evidence stored in computers across different client locations.
- A combination of best-in-class tools along with a bespoke evidence management system used for analysis and for presenting evidence in court matters.
- Subject Matter Experts, investigation reports and analyses from Deloitte personnel leveraged in court proceedings.
- Annual on-going support for collections, imaging, secure destruction as part of legal hold.

Representative engagement #2:



THE BUSINESS CHALLENGE

As part of a data hold order for legal proceedings, a large retail company was looking for support with forensic data collections and analysis services which could span several geographies.

THE SOLUTION

Deloitte was selected as a partner to assist with forensic data collection, maintenance of chain of custody and handling of evidence in line with the ACPO principles. The collections were in the range of approximately 5TB of data annually from 2015-2019.

THE OUTCOME/ROI

Deloitte supported the client with the following:

- Using domain knowledge and tools to triage devices in scope for the investigation.
- Leveraging industry standard tools for forensic data collection and evidence preservation.
- Performing review and analysis of the data collected and providing a mapping of devices containing data in scope for legal hold.

EMEA
Ireland

Representative
engagement #3:



THE BUSINESS CHALLENGE

A large Manufacturing company suffered a ransomware attack and was looking for a supplier that could support with both initial incident response and recovery efforts, along with a mature Discovery practice to handle evidence in case of legal proceedings.

THE SOLUTION

Deloitte was engaged to provide discovery and forensic services for a complex investigation involving multiple units across their global operations in several jurisdictions.

THE OUTCOME/ROI

Services provided included assistance with investigation strategy and execution, data identification, collection, processing, evidence categorisation and assisted review, evidence management, document review services.

Key activities performed:

- Leveraging the global Deloitte network, local member firms engaged for preserving, extracting, and documenting evidence stored in computers across different client locations.
- Devices imaged and analysed include: Windows workstations, laptops, servers, Exchange servers, mailboxes and targeted collections of files on the network.

EMEA Israel

Overview

There is a medium size local market for Discovery type services with services ranging from forensic collection, to full end-to-end eDiscovery support.

In the recent years, a growing number of Israeli technology companies have listed in the US and as a result are now regulated by the SEC and other regulators. This has led to increased activity in the local market.

There are small number of end-to-end eDiscovery services providers in the local market which creates a competitive advantage for us. In addition, there are several global law firms which have local presence but don't have the eDiscovery capabilities thereby creating partnering opportunities for us.

Deloitte Israel has a local on-premise instance of Relativity. This is particularly important for eDiscovery where local data is being stored in country (privacy law demands this).

We make use of the regular forensic collection technology e.g., Cellebrite, XRY, eNcase, NUIX.

Location

Tel Aviv

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 2 |
| Senior managers | 4 |
| Managers | 6 |
| Staff | 10 |

Leadership



Simmy Zimbalist

Partner

szimbalist@deloitte.co.il



Akiva Ehrlich

Partner

akiehrlich@deloitte.co.il

EMEA Israel

Representative engagement #1: Litigation support



THE BUSINESS CHALLENGE

Deloitte Israel was engaged to provide assistance to the Expert appointed by the Court relating to a matter involving two Pharmaceutical Companies.

The expert requested an objective review of relevant reports and related documentation to assess whether there were any deliveries for the period under investigation of all the products that contains the specific ingredient.

THE SOLUTION

Independently and objectively examine the data received from client's systems for the period under investigation of all the products that contains the specific ingredient and all the deliveries of related products which occurred within the Italian territory. Interviews conducted with the Company appointed representative to understand which systems were involved in registration of products, the sales and delivery thereof to customers.

THE OUTCOME/ROI

- Deloitte delivered scalable tools and processes that provide value now and can be used for future.
- Deloitte helped with litigation support and reliable deliverables that helped sorting out the conflict.

Representative engagement #2: eDiscovery



THE BUSINESS CHALLENGE

Deloitte Israel was asked to assist a US law firm, who in turn was supporting an Israeli company. The client was under investigation by the US regulator and as such has been asked to produce documents related to the matter at hand.

THE SOLUTION

We are currently providing end-to-end eDiscovery services using its Relativity platform. The work started with collection of laptops, mobile devices and then moved into the processing of collected data and review of selected documents. The next stage will be to support the Production of these documents as required by the US regulator.

THE OUTCOME/ROI

Support the eDiscovery process with the US regulators.

EMEA Italy

Overview

The local eDiscovery market is crowded by several players, from the Big Four to small boutiques or even single professionals, making the environment highly demanding in terms of price competition. Not a significant request for ongoing eDiscovery managed services, but mostly “ah hoc” engagements in the context of internal investigations or disputes, even from structured large companies. In general, the local eDiscovery market is not mature yet and offers spaces for additional growth.

A good source of eDiscovery engagements are law firms where external counsel meet on past engagements and may bring new opportunities on different and new clients.

A recent growing request trend for investigations post cyber and security incidents that often brings collaboration between forensic and cyber security teams.

Consolidated team of professionals with a significant history of engagements successfully conducted.

Local Discovery lab based in Milan with all the main forensic tools and technologies commonly used within the global network, facilitating an efficient and appropriate response to our clients’ issues, regardless of the location, scale, and complexity of technology encountered. Relativity One instance (EU based) shared with the Dutch team.

Availability of a specialized team of core forensic professionals with a diverse set of experience in industries, languages, and knowledge areas such as accounting and regulations to assist clients during eDiscovery reviews.

As a member of the European Union, Discovery engagements in Italy are subject to GDPR regulations in addition to specific local laws in protection of workers rights and data privacy. Personal data transfer to other countries is, in many cases, restricted and only allowed under certain circumstances to some countries (primarily within the European Union). Our Discovery team works closely with legal professionals to support clients in addressing and observing all the applicable privacy laws.

Locations

Milan

Rome

Bologna

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|-----------------------------|
| Partner, principals, directors | 3 |
| Senior managers | 0 |
| Managers | 1 |
| Staff | 2 AFT+ 5 forensic reviewers |

Leadership



Stefania Papa

Partner

spapa@deloitte.it



Marco Vidos

Director

mvidos@deloitte.it

EMEA
Italy

Representative engagement #1:



THE BUSINESS CHALLENGE

After a cyber fraud (business email compromise) that caused a relevant economic loss, the Client asked us to perform a root cause analysis to assess how the fraud was carried out, find lacks on internal controls and failed security measures, identify potential responsibilities and provide recommendations.

THE SOLUTION

We collected electronic devices and mailboxes of several custodians potentially involved in the fraud, in addition to many different logs from main systems (e.g. email access logs, web browsers logs, etc.), analyzed email contents (e.g. to identify phishing attempts, verify sender domains, etc.)

THE OUTCOME/ROI

We identified a phishing email in a custodian mailbox and, few minutes after, a visit to the fraudulent URL from a custodian device. Later on, the mailbox has been accessed from an anomalous location (East Europe country). We advised the client about security control measures that can reduce the risks of similar frauds in the future.

Representative engagement #2:



THE BUSINESS CHALLENGE

Support to the external legal advisors of the client during a Class Action with around 80.000 opt-in notices from consumers. Our support consisted in (i) retrieving and analyzing hundreds of thousands of documents, extracting relevant information using eDiscovery tools, and based on the legal strategy, providing lists of different exceptions through the op-in notices; (ii) develop state of the art analytics solution to perform massive analyses and produce technical reports used by the legal advisors in their statements of defense.

THE SOLUTION

We extracted relevant information with OCR tools from the data set of opt-in notices and applied advanced analyses techniques. In addition, we developed a web-based application used by a large team of reviewers to confirm/amend the information automatically retrieved, with real time controls to prevent typo and errors.

THE OUTCOME/ROI

The legal proceeding around the Class Action is still ongoing, and we are still supporting the client legal advisors.

So far, around 25% of the opt-in notices have been ruled out of the proceeding, determining a significant saving for the client.

Representative
engagement #3:



THE BUSINESS CHALLENGE

The client asked for our support after suspecting that the CEO of a subsidiary was reading colleagues' email conversations without proper authorization.

THE SOLUTION

As the subsidiary used Google GSuite as email server, we collected all the available logs. The analyzes showed that Google Vault was active, although made unavailable to all users by the CEO himself. We re-enabled Google Vault and collected the usage log.

THE OUTCOME/ROI

Log analyses clearly showed that the CEO was indeed using Google Vault to control email conversations between the parent company and the subsidiary employees. The Client sued the CEO and appointed us as Expert Witness during a criminal proceeding against him.

EMEA

Middle East and North Africa

Overview

The Middle East and North Africa region covers a wide geography with a diverse legal and business landscape. Additionally, within the countries there can be varying laws and regulations which need to be considered when planning Discovery; for example, the Dubai International Financial Center (DIFC), Abu Dhabi Global Market (each modelled on EU laws), and Dubai Healthcare City have specific data privacy laws to consider. In the recent years, there has been an increased focus on data governance, protection and privacy, with new data protection laws or other laws that include data protection safeguards enacted in the United Arab Emirates, Saudi Arabia and Qatar including varying degrees of restrictions on cross-border data transfers. In terms of technology, the region has a wide spectrum on the technological maturity, with immense focus and investment on technological advancement in the dominant markets. For businesses, BYOD policies are increasingly common, and with the current work environment, virtually all businesses have rapidly adopted various online collaboration platforms that also bring new Discovery, privacy and security requirements.

Deloitte is a market leader in Discovery Services in the Middle East and North Africa region with an established team since 2012. Our highly qualified team includes practitioners holding various certifications and has been providing services on various high-profile matters for several years, working with corporations and law firms around the world, including three of the largest cases in the UK High Courts, involving tens of millions of documents.

Our secure and state-of-the-art Digital Forensic labs and data hosting facilities based in the UAE (DIFC) and Saudi Arabia, hosting Relativity, Brainspace and Nuix platforms, combined with scalable mobile solutions for on-site discovery requirements, allow us to offer solutions to complex electronic discovery challenges and provide data hosting for significant data volumes within country in compliance with local laws and client requirements.

Locations

Dubai, United Arab Emirates

Riyah, Kingdom of Saudi Arabia

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 2 |
| Senior managers | 4 |
| Managers | 3 |
| Staff | 11 |

Leadership



Neil Hargreaves

Partner

nehargreaves@deloitte.com



Boray Altunisler

Director

baltunisler@deloitte.com

EMEA

Middle East and North Africa

Representative engagement #1: Tax fraud litigation



THE BUSINESS CHALLENGE

In relation to multi-billion dollar tax fraud litigation matters in the UK, US and Dubai, our team in MENA provided Electronic Discovery, supporting various law firms in the Middle East, US, UK, and EU.

THE SOLUTION

Following a court order, we performed a comprehensive search and seizure exercise at the Defendant's offices.

Over 43 terabytes of electronic data was collected and processed, yielded over 13 million documents after de-duplication.

As a result of the Defendant claiming that all data is potentially privileged, we developed an approach Technology Assisted Review (TAR), which is one of the first instances where a court has approved the usage of TAR for privilege determination.

For the disclosure in the English High Courts, we leveraged Continuous Active Learning, introducing significant savings in the manual review.

THE OUTCOME/ROI

We devised a defensible and structured approach, both for TAR review for privilege determination and CAL for disclosure of millions of documents. This resulted in significant time and cost savings for our client as well as a high level of accuracy of review decisions.

We managed the disclosure of millions of documents to over 90 defendants in the English High Courts based on Continuous Active Learning. This case was the first use of CAL in the English Commercial Courts.

Representative engagement #2: Regulatory litigation



THE BUSINESS CHALLENGE

We were engaged by a leading global IT company to provide forensic technology support on multiple large regulatory investigations.

Our scope included collection, processing and hosting of electronic data from a variety of data sources including laptops, servers, network storage and mobile phones.

The client also required Relativity data hosted by various service providers to be migrated and consolidated into a single repository.

THE SOLUTION

Forensic collections were performed for a number of custodians across the Middle East. Over 3.5 TB of data was migrated from another eDiscovery service provider. Due to differences in the data format, custom deduplication was performed and analytics was performed to reduce data volumes and create a consolidated data set for review.

Given the high volumes of documents (over 7 million de-duplicated documents) for review, we have successfully applied analytics and various review accelerators to help reduce volumes and make the review more efficient for the reviewers.

THE OUTCOME/ROI

The data was hosted within our secure Relativity Hosting platform where we successfully applied various review accelerators and workflows to support a team of 40 reviewers based in different geographies and time zones. This resulted in significant time and cost savings for our client, and successful disclosures to the DOJ.

Our initial scope limited to the Middle East later expanded to the US, Germany, Russia and Pakistan as a result of the value-add we delivered on the project.

EMEA

Middle East and North Africa

Representative engagement #3: Regulatory investigation



THE BUSINESS CHALLENGE

We performed a regulatory investigation for the Saudi Central Bank (SAMA). Due to KSA banking regulations, all work was performed onsite utilizing our mobile Discovery platforms.

THE SOLUTION

In order to comply with the regulatory and legal, requirements, we deployed our mobile Discovery platform at SAMA's premises to process data onsite and enable document review within an isolated environment.

We supported a large-scale review working with SAMA and the Deloitte Investigations Team, utilizing analytics and various review accelerators in Relativity, providing better insights into the data and increasing the efficiency and effectiveness of the review.

THE OUTCOME/ROI

We were able to process significant data volumes on our mobile platform within tight deadlines for the regulatory investigation.

Working very closely with the investigators and providing advanced solutions to target the relevant data and cull data volumes, our team was able to provide substantial savings in the manual review efforts as well as enabling the investigators to uncover the most relevant information faster to adjust the investigation strategy efficiently.

Representative engagement #4: Cyber threat hunt



THE BUSINESS CHALLENGE

Deloitte assisted a government agency with a forensics and cyber threat hunting exercise following the detection of a potential cyber attack.

The purpose of the investigation was to understand and analyse the root cause of the incident, identify the possibility of other systems being compromised and provide recommendations for incident containment and remediation.

This incident was detected during a penetration testing exercise performed by another Deloitte team, which revealed a backdoor into a web-based server.

THE SOLUTION

A vulnerability was discovered in a web-based application which allowed for unauthorized access to the server hosting the application.

The analysis of the system artefacts, logs and network traffic revealed the servers were compromised by uploading payload files which targeted the server with malicious PowerShell scripts from a remote source.

By doing so, the server had been used to remotely install cryptocurrency mining software and subsequently, mine for cryptocurrency. The installed software utilized the affected server's computing power.

THE OUTCOME/ROI

Deloitte were able to timeline and show the extent of the compromise.

The analysis indicated that the attack primarily targeted the web server and used it as a resource to mine cryptocurrency. Unfortunately, the security logs available didn't allow to identify the source or initial date of entry of the unauthorized access.

EMEA

Netherlands

Overview

The Deloitte Netherlands' Center of Excellence for Discovery and Computer Forensics ("The Center") is one of the largest hosting hub practice with dedicated Discovery professionals. The Deloitte Netherlands team is based in Amsterdam, and frequently provides its core services across the full EMEA region. The team supports our European colleagues in active Discovery engagements, knowledge sharing and transfer, as well as business development efforts. The team also manages Deloitte's EMEA RelativityOne instance hosted centrally in Amsterdam and provides administrative and instructive support to other European member firms who have joined the RelativityOne initiative.

Our office supports global teams in collecting electronic data and providing dedicated onsite Discovery deployments for some of Deloitte's largest global accounts. Our Deloitte Discovery team is part of the largest Forensic practice in the region with more than 100 specialists.

Our discovery team can provide full spectrum of complex data management services that relates to investigations, litigations or regulatory compliance:

- Deloitte's document review services
- Cloud discovery
- Mobile device discovery
- Digital forensics
- Litigation and ediscovery readiness
- Information lifecycle and archive assessments

In addition to specific client requests, Deloitte Netherlands also maintains several 'Discovery as a Service' contracts, where we assist our clients with forensic and discovery services on an ongoing basis and act as their Single Point of Contact within Deloitte.

Locations

| | | |
|------------|------------|------------|
| Amsterdam | Rotterdam | Eindhoven |
| Arnhem | Venlo | Leeuwarden |
| Maastricht | Middleburg | Breda |
| The Hague | Zwolle | |

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 2 |
| Senior managers | 1 |
| Managers | 3 |
| Staff | 7 |

Leadership



Mark Hoekstra

Partner

mahoekstra@deloitte.nl



Kursad Guney

Director

kguney@deloitte.nl

EMEA Netherlands

Representative engagement #1: Investigation



THE BUSINESS CHALLENGE

Data sharing across borders and jurisdictions that we faced on International assignments.

THE SOLUTION

Deloitte Netherlands developed advance machine learning algorithms to identify personal data/PII, privileged communication, and other forms of communication that would require redaction. Using advanced analytics, thousands of documents restricted from being exported or analyzed outside of the EU were quickly identified, reviewed, and redacted.

THE OUTCOME/ROI

The Review process and the exporting of relevant information for the investigation was performed at a 40 percent lower cost than manual review and allowed for rapid exchange of key information in a matter of days instead of weeks or months.

Representative engagement #2: Data collection and processing



THE BUSINESS CHALLENGE

Handling big amounts of data and making review strategies to find the needle in a haystack.

THE SOLUTION

The project involved data from more than 50 custodians, and more than 4 TB of unstructured data. Deloitte Netherlands provided onsite data collection, data processing. Hosting and review strategies were made in collaboration with client to reach to the relevant information as soon as possible.

THE OUTCOME/ROI

Using analytics technology and review accelerators helped in getting to the information in days and saved cost.



EMEA Netherlands

Representative engagement #3: Corruption investigation



THE BUSINESS CHALLENGE

For an international pharmaceutical client, Deloitte Netherlands was retained to provide its outside counsel with litigation and Discovery support across Europe. The project involved more than 10 European countries to identify and analyze corruption-related matters to the sales of certain medications. Due to privacy, legal, and other limitations and risks, the client asked Deloitte Netherlands to facilitate this process entirely from their premises.

THE SOLUTION

Deloitte Netherlands effectively ran the project, providing onsite hosted review to a team of 30-plus reviewers with adequate hardware and review support, delivering the same experience and capabilities onsite in a high-security environment on par with its hosted solutions in the Center in Amsterdam.

THE OUTCOME/ROI

Using advanced data analytics tools to reduce the overall review population, implemented concept-based clustering to batch documents to reviewers and performed rolling productions to meet a strict and short deadline.

Representative engagement #4: Regulatory inquiry



THE BUSINESS CHALLENGE

Deloitte Netherlands was retained by outside counsel of one of the largest telecommunications companies globally to assist in a competition law matter. The company was under scrutiny from regulators in the Netherlands with regards to possible pricing agreements between different telecommunications companies in the Netherlands and had to move quickly in the race for leniency.

THE SOLUTION

Deloitte Netherlands was able to create the momentum to acquire, preserve, and analyze the data faster than competition authorities as well as provide counsel with the adequate means through computer assisted review to rapidly defend its client in the process.

THE OUTCOME/ROI

The process resulted in successfully challenging the allegations within time.

EMEA Netherlands

Representative engagement #5: Redaction support



THE BUSINESS CHALLENGE

Deloitte Netherlands was requested by a Ministry to support them with reviewing and applying redactions to a large dataset related to a specific matter. The file consisted of documents from various sources, due to which our client only had limited insights into what kind of files were present in the set. As the documents in the file were to be shared with the Dutch Parliament, all PII and other sensitive information needed to be redacted.

THE SOLUTION

Deloitte Netherlands collected, processed and analyzed the dataset to gain initial insights in the types of sensitive information in the documents. Using NLP, regex, we were able to help the client get an initial understanding as well as assist the client with QC of the applied redactions (i.e., was certain information missed). Leveraging various Relativity scripts, we were able by reducing the number of manual redactions to be applied, allowing for more robust and less time-consuming manual work to be performed.

THE OUTCOME/ROI

Deloitte Netherlands managed to identify sensitive information and apply initial redactions on ca. 35.000 pages in an efficient way as well as providing insights to the Ministry to help them decide on a QC workflow on the applied redactions. Further, our approach reduced the number of pages to be manually redacted and QC'ed by ca. 40%.

Representative engagement #6: eDiscovery



THE BUSINESS CHALLENGE

Deloitte Netherlands was approached by a client in ER&I to assist them with an investigation with regards to potential infringement of trade regulations. This was initialized through a whistleblower and the client wanted to assess the situation towards being able to proactively report to the relevant regulators if necessary. The dataset for analysis contained a significant amount of data in multiple languages as well similar documents where minor differences could indicate the issue at hand.

THE SOLUTION

Deloitte Netherlands assisted the client's investigation team by providing eDiscovery support as well as investigation and review support. We worked with local teams from Denmark and Sweden to enable review by native speakers and mainly leveraged Assisted Review and Categorization to maintain momentum in the investigation. Further, we identified specific categories of documents to be reviewed by the involved legal team with regards to trade compliance.

THE OUTCOME/ROI

The process resulted in very low number of irrelevant documents being reviewed (First Level Review was 65% relevant, confirmed by Second Level Review) and the ability to distribute documents on certain topics or languages allowed the team to maintain a high review speed, allowing the client to complete their investigation quickly and efficiently.

EMEA Nordics

Overview

The discovery and digital forensics market in the Nordic countries (Denmark, Finland, Norway, Sweden and Iceland) is still an immature but a growing market. Clients are gradually realizing the importance of auditable structured review strategies to prove integrity and authenticity of data and are moving away from old-fashioned, manual and highly ineffective document reviews to much more data driven types of analysis and reviews. Recent high-profiled cases and complex legal matters before the local courts have positioned Deloitte well as a market leader in the area of discovery and digital forensics in the Nordics. Furthermore, clients are increasingly requesting additional services and support where we can leverage our full technology stack and knowledge in discovery and digital forensics to help detect and respond to cyber forensic incidents, complex GDPR issues, contract management and analysis etc.

We apply the latest methodologies, technology and global solutions to assist our international and local clients in the Nordics. Our Forensic data center in Denmark is the center of excellence for the discovery practice in the Nordic region where we host numerous client engagements. We work with both unstructured and structured data from ERP systems, email solutions, instant messaging and chats, audio files, mobile devices, social networks and cloud solutions etc. We offer the possibility for secure local hosting of data via the world's leading review and analysis platform RELATIVITY. With BRAINSPACE, we offer the most advanced analytics platform for digital inquiries to quickly and efficiently identify relevant facts and possible evidence in the case. Using SYSTRAN, we can provide access for our clients to a high-quality automated translation of relevant files and documents in a secure environment.

Locations

Copenhagen

Stockholm

Oslo

Helsinki

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 5 |
| Senior managers | 6 |
| Managers | 3 |
| Staff | 1 |

Leadership



Kim Sparre

Director

ksparre@deloitte.dk



Sofus Emil Tengvad

Managing Partner

pstengvad@deloitte.dk

EMEA Nordics

Representative engagement #1: Digital forensics and discovery



THE BUSINESS CHALLENGE

The client needed to address several global and complex legal actions that arose from extensive international financial crimes committed against the Danish state.

THE SOLUTION

Deloitte in Denmark and in the United States assisted the Danish authorities over a time period of more than two and a half years as a Discovery advisor and provider of digital forensics and Discovery solutions.

Deloitte carried out a comprehensive mapping and collection exercise of relevant data from multiple data sources and systems through collaboration with the client's key stakeholders in Denmark, the United States and the United Kingdom. Roughly 40TB of relevant data was identified, collected, processed, hosted and produced in collaboration with legal counsel.

THE OUTCOME/ROI

The client was able to meet the discovery obligations to multiple parties by identifying the relevant data sources and producing documents in a timely and effective manner to mitigate the risk of non-compliance with discovery requests.

Representative engagement #2: Investigation



THE BUSINESS CHALLENGE

The client had a desire to investigate a potential money laundering and bribery scheme of a Danish subsidiary of a US-based listed company which had come under intense scrutiny by the authorities and regulators.

THE SOLUTION

Deloitte Discovery specialists in Denmark secured data from current and legacy email systems and servers, PCs, backup tapes, and ERP systems and identified "red flag" patterns of transactions through a combined review of email correspondence, IM communications and transactions covering a period of almost 10 years.

The Deloitte team assisted the company and legal counsel with self-reporting and supplying the authorities (including the SEC) in three different countries with documentation on the matter.

THE OUTCOME/ROI

The client was able to respond to the authorities by identifying the relevant documents in a timely and effective manner as well as make rapid and well-informed decisions about the remediation activities which needed to be taken regarding the Danish subsidiary and legal action towards local management.

In response to several subpoenas from the SEC over two years, our team helped produce more than 50,000 documents relevant to the investigation in accordance with specific data delivery standards outlined by the American and the Danish authorities.

EMEA
Nordics

Representative
engagement #3:
Acquisition support



THE BUSINESS CHALLENGE

During the final phases of a significant acquisition of a Danish production company the acquiring company (the client) identified indications of irregularities in the target company which had occurred for an extended period prior to the acquisition.

The client had a desire to deploy advanced analytics to facilitate review of a very large document population while meeting the court deadlines.

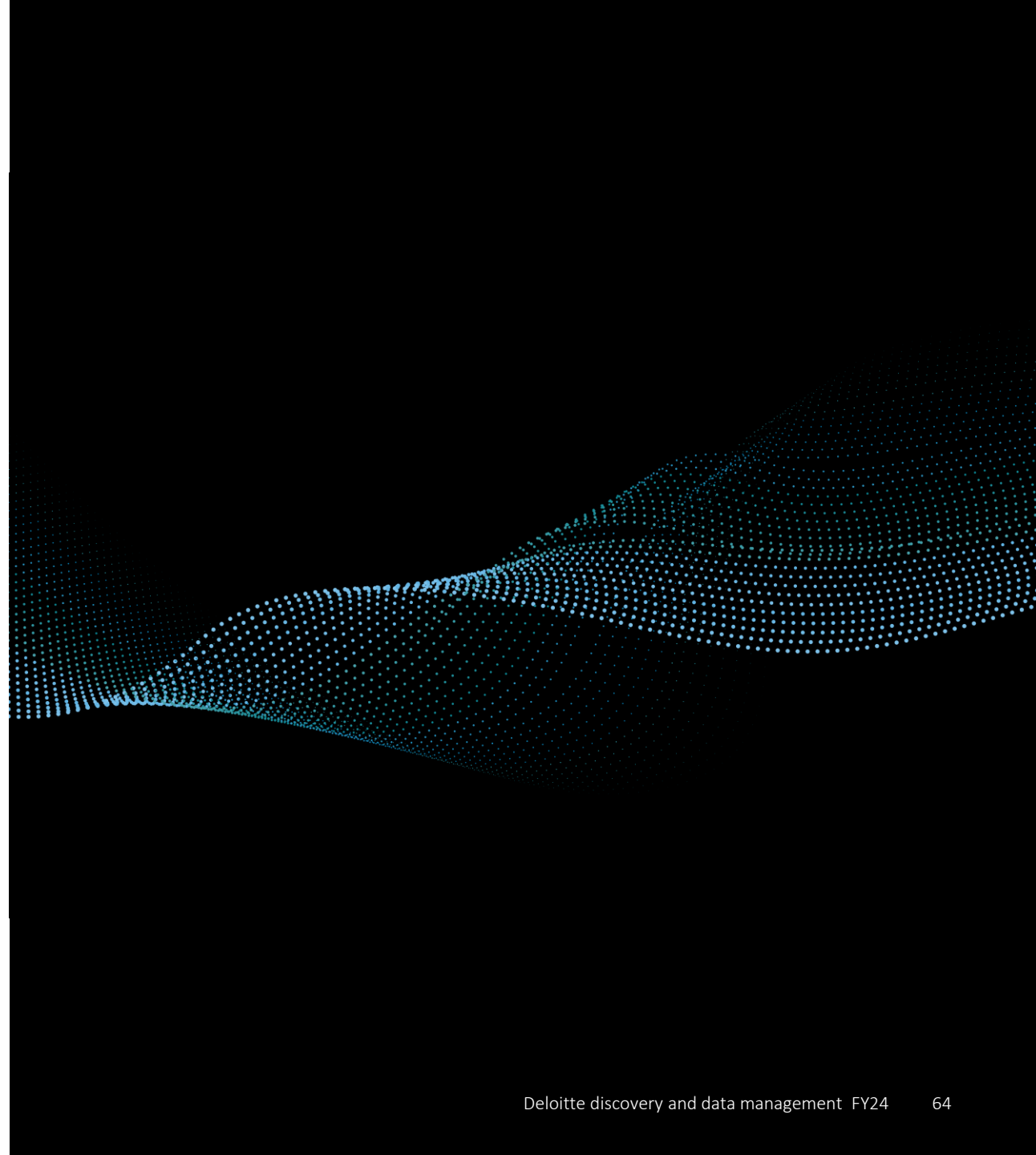
THE SOLUTION

We assisted the client at the target company headquarter and conducted a comprehensive data mapping and securing of more than 10TB data from relevant data sources on site, including the ERP system, email servers, file servers, PCs, cell phones, etc. We also facilitated a process for restoring and securing data from older archive solutions and backups in collaboration with the company's external hosting provider.

We carried out the processing of the secured data and established, among other things, in close cooperation with the client's legal advisors a protocol and technical approach to the handling and exclusion of possible private/personally sensitive documents as well as the selection of relevant keywords in the case. We also set up tailor-made workspaces in Relativity as well as organized review processes etc. for the various law firms associated with the case.

THE OUTCOME/ROI

The client was able to effectively investigate and review large amounts of relevant information from multiple data sources and meet difficult legal requirements and deadlines, ultimately enabling the client to reach a successful outcome in court.



EMEA

South Africa

Overview

The South African Discovery market is an emerging market in terms of acceptance and use of eDiscovery technology.

However, the combination of increased focus on economic crime, corruption, and recent changes in legislation regulating electronic information combined with the growing interest from the legal community is expected to result in greater use of eDiscovery technology, methodologies, and specialist technical resources.

We provide the full suite of eDiscovery services. Our highly experienced professionals assist clients in addressing the technological challenges of today's complex investigation and litigation environments by implementing thorough and practical approaches, supported by specialist technology and processes.

We deliver solutions to complex electronic discovery challenges that our clients face, using our state-of-the-art facilities and technology. We collaborate with our clients to assist with the preservation, collection, processing, hosting and production of data subject to discovery.

Our managed review services uses a team of diverse skillsets from qualified and admitted attorneys to forensic investigators, Chartered Accountants, business divestiture and insolvency experts in order to provide review services to internal and external clients from multiple international jurisdictions.

Our review service capacity can be scaled up with very little lead time to cater for fluctuations in demand and we have experience in running multiple projects concurrently.

Our main offices in Johannesburg and Cape Town provide dedicated and secure evidence vaults with biometric access control and CCTV cameras monitoring access to the vault, including fireproof walling, fire suppression, and UPS/Generator power supply.

Deloitte HUB is ISO 27001 certified and confirms to this Information Security Management System for all our infrastructure, data centres and data security. Deloitte HUB is optimised for Deloitte Security Framework security, performance and reliability, and leverages our global member firm for governance and Microsoft's services for any additional services the client may require for security.

Locations

Johannesburg

Cape Town

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 1 |
| Senior managers | 1 |
| Managers | 1 |
| Staff | 0 |

Leadership



Clayton Thomopoulos

Discovery Leader

cthomopoulos@deloitte.co.za



Sean Miller

Senior Manager

seamiller@deloitte.co.za

EMEA South Africa

Representative engagement #1: Fraudulent transactions



THE BUSINESS CHALLENGE

Investigation into allegations of fraudulent transactions across a substantial number of transactions in South Africa.

THE SOLUTION

Deloitte was commissioned to assess the client through a review of processes and procedures, paper and electronic documents and interviews in order to determine whether there were any irregularities as well as the related risks and identify areas of improvement.

THE OUTCOME/ROI

Our work comprised of forensic investigation and eDiscovery services. We liaised with the client and multiple parties, including South African Revenue Services (SARS), forensic investigators and lawyers across Europe and the United States of America to assist with conviction and asset appropriation.

Representative engagement #2: Investigation of corruption



THE BUSINESS CHALLENGE

(Public Sector) Investigation into allegations of fraud and corruption in public sector relating to over 300 potentially implicated parties.

THE SOLUTION

Deloitte was commissioned to perform a search and seizure of over 350 devices. Deloitte then provided hosting and managed review services to perform first and second level document review, including quality assurance procedures, relating to a substantial number of allegations.

THE OUTCOME/ROI

Key findings and risks identified were reported to the client's legal counsel. Evidence identified resulted in a number of suspensions, disciplinarys and pending criminal investigations.

EMEA
South Africa

Representative
engagement #3:
Regulatory
investigation



THE BUSINESS CHALLENGE

Managed review on a regulatory investigation.

THE SOLUTION

Deloitte provided a team of over 30 admitted attorneys on a regulatory investigation for first level review (scaled up and down, as required). The review team categorised the documents using relevancy and issue tagging and, where appropriate, using Case Dynamics. The team also provided more senior resources for project management, quality assurance, training, and reporting.

Representative
engagement #4:
Managed review



THE BUSINESS CHALLENGE

Managed review on an investigation.

THE SOLUTION

Deloitte provided a team of over 10 admitted attorneys on an investigation for first level review (scaled up and down, as required). Deloitte also provided review managers, quality assurance and eDiscovery support.

EMEA Spain

Overview

Discovery is a fast-growing area in Spain, and we are excited to be playing a key part in that growth. While our legal system does not have a Discovery phase as such, our clients appreciate the many different problems we can solve with Discovery technology: Investigations, Arbitrations, Claim management, GDPR, M&A, Compliance, etc. They are seeing the benefits of incorporating these solutions into their day-to-day activities, to the extent that some of them are now seeking our help to guide them in developing certain capabilities in-house or even externalizing.

Our technology suite includes industry-leading software tools managed by our team, specifically trained and certified to use each one of them to its full capabilities. From collections (Encase, Cellebrite, FTK, etc.) to analysis (Brainspace, Alteryx, Tableau, i2), and finally to review and production (Relativity and Nuix), we cover all phases of the EDRM methodology.

We have our own data center in Spain and can also offer cloud-based solutions within the European Union and deploy certain solutions on-prem for certain clients that need to handle particularly sensitive matters.

Locations

Madrid

Barcelona

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 1 |
| Senior managers | 1 |
| Managers | 3 |
| Staff | 10 |

Leadership



Iván Ruiz

Director

iruizperez@deloitte.es



Beatriz de la Higuera

Senior Manager

bdelahiguera@deloitte.es

EMEA Spain

Representative engagement #1: eDiscovery



THE BUSINESS CHALLENGE

A Financial Services client needed to handle many data requests from multiple parties (police, courts, clients, lawyers, other departments, etc.). In order to do that, they needed to gather evidences for client banking operations and other corporate data (such as emails or cloud-based documents), across all their different repositories.

THE SOLUTION

DTT Spain delivered a Discovery service for them with a dedicated team that mapped out all their repositories and developed internal procedures to handle all their requests in a timely and efficient manner.

THE OUTCOME/ROI

Our team drastically reduced the average response time of our client whilst also improving the quality of the results provided for each request. We are now able to handle over 700 requests per month, whilst before the average was 200.

Representative engagement #2: Tax documentary evidence



THE BUSINESS CHALLENGE

Our Tax clients were sometimes struggling to gather the necessary evidences to prove the existence of certain intercompany services on transfer-pricing inspections by different regulators. This was mainly because a few years had gone by since the provision of services and some of the employees had not organized their data in a useful manner.

THE SOLUTION

Combining the expertise of our Tax legal team and our Discovery services, we were able to support our clients through excruciating inspections, where they were able to respond to all the allegations made by the regulator, providing all the existing evidences to defend their position. Through keyword and participant searches, we were able to gather all the documentary evidence, thus leaving no other choice to the regulator than to reconsider their initial claims.

THE OUTCOME/ROI

Our clients can now defend their case from a much stronger position. They are not just presenting a few documents that support their case (those that they could manually locate) but producing each one of the documents related to the services provided, leaving the regulator no room for doubt.

EMEA
Spain

Representative
engagement #3:
eDiscovery



THE BUSINESS CHALLENGE

Our manufacturing client was struggling to handle all the legal claims and internal investigations that came up during the year. Their Internal Audit and Legal departments would have weeks with no work at all and others where they could not keep up with all the different matters that needed their attention. Deloitte had been regularly assisting on specific matters and knew all the ins and outs of their business.

THE SOLUTION

DTT Spain delivered a Discovery service for them with a dedicated team that mapped out all their repositories and developed internal procedures to handle all their requests in a timely and efficient manner.

THE OUTCOME/ROI

With this new workflow, our client was able to handle all their projects, and with a level of attention to detail they hadn't been able to obtain before. In relation with claim management, we were able to identify areas where the review previously done could be leveraged for similar claims, thus streamlining the workflow and significantly reducing costs.

Representative
engagement #4:
Internal
investigations



THE BUSINESS CHALLENGE

Our O&G client had been performing internal investigations on their own for years, with no technical support whatsoever. This process was not only incredibly time-consuming, but also not as safe and defensible from a legal perspective.

THE SOLUTION

DTT Spain offered a dedicated team to help them leverage technology on their investigations, especially focused on guiding them through the filters, searches and review accelerators they could incorporate to reduce their review time whilst obtaining better insights.

THE OUTCOME/ROI

Our client can now gather evidences on their investigations more efficiently and dedicate their time to less tedious tasks that provide them with more valuable results. They always control the investigation, deciding which areas to explore and how, but they are now better prepared to do so as they make the most of the technology at hand to investigate.

EMEA Switzerland

Overview

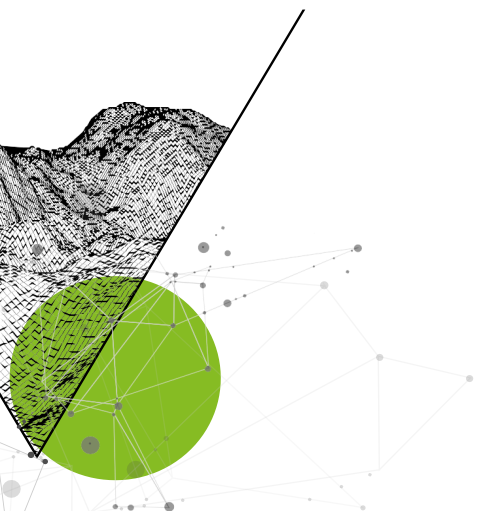
Our Discovery & Data Management practice consists of homegrown professionals combining extremely strong technical and solid project management & advisory capabilities.

We leverage our expertise to service and advise clients across all industries with a special focus on ER&I, Public Sector, LSHC and FSI.

Our flagship services revolve around our unique Technology-Empowered Investigation approach, making us the largest and leading Discovery practice in Switzerland.

Our broad technical knowledge also enables various adjacent services such a Contract Discovery & Analytics which we develop by combining global technology assets together with innovative and modern machine learning approaches.

Switzerland remains a safe data harbour, being outside the 14-eyes agreement and not having encryption key disclosure laws. In such context, the Private Cloud we operate (the 'SDDC') constitutes a market differentiator and enables us to deploy the latest technologies with a lot of flexibility while complying to the highest security standards (we host private banking data, sensitive public sector data etc.).



Locations

Zurich

Geneva

Lugano

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 3 |
| Senior managers | 4 |
| Managers | 5 |
| Staff | 25 |

Leadership



Malik Kheribeche

Senior Manager

makheribeche@deloitte.ch

EMEA Switzerland

Representative engagement #1: Internal investigation



THE BUSINESS CHALLENGE

Analytics Driven Internal Investigation

Large scale, short timeframe, investigation for a Global Chemicals Company. We had 10 weeks to investigate and analyse whistleblowers' reports related to top-management misconduct, prepare high-profile interviews and report on our findings in close collaboration with a top-tier global law firm.

THE SOLUTION

Technology-Enabled Investigation Framework

We collected, processed and analysed 6 TB of custodial data (Server Email, Corporate Laptops and Mobile Phone). Case knowledge from a dataset of 10M documents was exhaustively analysed using semantic search and fine-tuned machine learning classification models. We managed to unveil content to prepare and support in conducting 20 interviews within this time frame. Advanced analytics technics were also applied for the analysis and reconciliation of expense reports as well as private flight trips analysis.

THE OUTCOME/ROI

We discovered and organized critical content which enabled very targeted investigative interviews. Our data analysis formed the basis of claims to recover undue expenses (for a total of more than 2.5M CHF). Our innovative and data driven approaches to the problems at hand allowed us to build extremely durable relationships with both the Client and the Law Firm.

Representative engagement #2: AI contract discovery



THE BUSINESS CHALLENGE

AI-Empowered Contract Discovery

Our Client – an automotive technology supplier – is assessing its next Contract Lifecycle Management solution. As part of its new platform deployment, the very first step is to identify, structure and classify its existing contract population. Potential contracts are spread across dozens of unstructured data repositories (SharePoint Online, shared drives, etc.) and cannot be identified nor retrieved by the business. Our Discovery Team received a collection of 100k+ FILES with the following mission: identify all the contracts, classify them by type of contracts and extract basic metadata points (effective date, document name, parties involved, signature etc.) to prepare for the CLM migration.

THE SOLUTION

Contract Discovery

We leveraged our global eDiscovery assets which we augmented with 2 bespoke machine-learning models to:

- Expand, process and OCR the received data using Nuix;
- Loaded the processed dataset into Relativity;
- Performed contract data point extractions and document classifications using specialized models;
- Applied search-term based indicators for contract identification;
- Build a scoring model evaluating a document likelihood of being a contract;
- Generate a final deliverable spreadsheet containing all the contract together with some basic metadata.

THE OUTCOME/ROI

We solved our client's challenges within 6 weeks while socializing our technology with tens of stakeholders from the business. We achieved a very high identification accuracy and generated a deliverable that provided comfort to the client about the future success of their CLM implementation while giving them an immediate and actionable overview of their contract pool. Similar exercises are to be conducted of additional data repositories.

EMEA Switzerland

Representative engagement #3: Privacy compliant disclosures



THE BUSINESS CHALLENGE

Privacy Compliant Disclosures

In the context of a large scale FCPA Investigation, our client—a Global Digital Technology Industry Leader—was requested to disclose several thousands documents in compliance with multiple data privacy laws. Every data subject identified within the production set had to be assessed by the client’s relevant Country Privacy Leads. Depending on their assessment, data subject should be redacted, anonymized or disclosed prior to production. Each disclosure should be granularly tracked across the entire procedure.

THE SOLUTION

The Privacy Factory

We designed an end-to-end automated process to:

- track the regulatory requests;
- automate the data subject identification using a custom named entity recognition together with a name matching procedure;
- enable and track the data subject relevancy review by the country privacy leads;
- anonymize the documents (using a Discovery Global Asset, DAR).

THE OUTCOME/ROI

We enabled 50+ disclosures on behalf of the client using this custom workflow to comply with various data privacy laws, saving them hundreds of thousands CHF of manual labor while assuring a very high level of confidence around the review and the anonymization process.

Representative engagement #4: Knowledge discovery



THE BUSINESS CHALLENGE

Knowledge Discovery from Scanned Documents

Our client—an international mechanism gathering evidence with the purpose of prosecuting war criminals—needed an approach to analyse a high-value, unique, very low quality and totally unorganized dataset. The dataset consists of 1M pages collected from boxes in war zones and scanned by a large variety of actors over the past 20 years. Innovating beyond traditional digitization methods (OCR would not work on poor quality, handwritten documents) enables discovering knowledge from this precious document collection.

THE SOLUTION

Computer Vision meets eDiscovery

We deployed two complementary computer vision approaches which got integrated within Relativity via custom objects:

- Pre-trained Deep Learning models enable the generation of semantic image representations which can then be fed into unsupervised clustering algorithms to group similar documents together.
- Supervised Object Detection models require precisely annotated examples which can be created by specialized knowledge workers using dedicated annotation tools. This was used to identify official stamps, signature, fax headers and identification documents.

THE OUTCOME/ROI

We extracted knowledge from an apparently unexploitable dataset. This approach was totally new and unique within the international community and led to a publication to the Journal of International Criminal Justice (<https://academic.oup.com/jicj/article-abstract/19/1/131/6276593?redirectedFrom=fulltext>).

EMEA
Switzerland

Representative
engagement #5:
Defensible
disposition initiative



THE BUSINESS CHALLENGE

Defensible Disposition Initiative (DDI)

The DDI refers to the process of collecting, identifying and approving records for further destruction or transfer to the Buyers across divestments. The analysis of the physical records indexes is particularly challenging due to the large volume of records, the quality of the available data and the impossibility to access the underlying documentation. Our Client—a global pharmaceutical company—tasked us to design an automated approach to identify physical records candidate for destruction.

THE SOLUTION

AI-Empowered Physical Records Index Analysis

We combined several Natural Language Processing techniques to:

- Semantically understand the physical record description;
- Mapping the record descriptions to the closest examples from a client's reference document to derive an associated retention policy;
- Classify the records as candidates for destruction based on the client's business logic.

THE OUTCOME/ROI

We analysed 30+ physical record indexes and saved the client more than 4'000 hours of manual work while obtaining a higher precision classification.

EMEA

United Kingdom

Overview

London is a global hub for litigation with one of the largest groupings of legal firms and related support services anywhere on the planet. It is a dynamic and highly competitive environment, and the eDiscovery market reflects this, with all the significant players represented here. The positive side of this highly competitive market is a cradle of innovation particularly around the analysis and review of newer communications platforms and the use of eDiscovery technology for more proactive approaches, such as real time monitoring of comms and transactions.

We are seeing more UK based corporates looking for managed service arrangements to ensure consistency and global reach with commercial arrangements that are both competitive and predictable. Many of these corporates have realized that a managed service that can be utilised by their legal function, investigations teams, HR functions and for M&A activity, making it very good value when compared with buying in such services on an ad hoc basis.

While the UK is no longer a part of the EU it maintains the same level of data protection arrangements as the EU and data can therefore freely move between the UK and the EU. The United Kingdom General Data Protection Regulation (UK-GDPR) is essentially the same law as the European GDPR, only changed to accommodate domestic areas of law.

Deloitte UK's innovation includes our award-winning Audio Discovery application and the work we've done to incorporate analysis of Teams, Slack etc. into Discovery platforms. These innovations have proved popular with corporate clients, particularly in the FS sector where regulators demand that comms monitoring be ever more sophisticated and the legal sectors where lawyers are demanding ever more efficient means for analysing data. All our capabilities around real time monitoring have been brought together under the banner of Deloitte Guard.

Our self-service eDiscovery solutions have given corporate investigation teams the ability to access the latest technology without the complexity and expense of owning and running the platforms themselves.

With our law firm clients, we are seeing an increase in the use of tools visualizing both structured and unstructured data in litigation and class action matters. We have also built claims management functionality into Relativity.

Locations

London

St. Albans

Manchester

Birmingham

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 12 |
| Senior managers | 17 |
| Managers | 22 |
| Staff | 41 |

Leadership



Peter Robinson

Partner

petrobinson@deloitte.co.uk



Nick Conway

Partner

nconway@deloitte.co.uk



Nikil Mathur

Partner

nmathur@deloitte.co.uk



Richard Williams

Partner

richardwilliams@deloitte.co.uk

EMEA

United Kingdom

Representative engagement #1: Global managed service



THE BUSINESS CHALLENGE

An international industrial business was looking to gain more control over its global investigations and bring consistency and cost-effectiveness to its approach to the management of data for its various matters across the Americas, EMEA and APAC.

THE SOLUTION

We implemented a global managed service for the client, leveraging the firms' worldwide data teams and a RelativityOne platform to bring their various investigation matters into a single, consistent, unified system.

THE OUTCOME/ROI

The client was able to reduce its global spend on eDiscovery technology while reducing risk and inconsistency across its various locations. The client's management now has a clearer view of the progress of its various investigation matters and its data under management than ever before.

Representative engagement #2: Regulatory compliance



THE BUSINESS CHALLENGE

In order to comply with CFTC regulatory requirements, Deloitte was engaged by a global financial institution to conduct the selected monitoring of electronic and voice communications of their trading and benchmark submission personnel.

THE SOLUTION

We designed & implemented a yearly managed service to process, review & report. This service included obtaining and managing data from Nice Turrets and landlines, trader mobiles, Email, Bloomberg, ICE and bespoke client Instant Messaging applications (this included over 10m messages and 15,000 hours of call recordings).

We leveraged market abuse and conduct related lexicons alongside metadata filters and behavioral trends to alert on communications of interest and applied automated language detection to filter and triage communications through appropriate review resource workflows with specific markets and language skills.

THE OUTCOME/ROI

We have identified over seven hundred alerts of interest relating to benchmark and broader market conduct issues. In addition, we have delivered five semi-annual reports, shared with the client's Compliance and Internal Audit teams, as well as with their Independent Monitor and with the appropriate regulator.

EMEA

United Kingdom

Representative engagement #3: Technology roadmap



THE BUSINESS CHALLENGE

A significant FS organisation had the challenge of addressing an internal eDiscovery platform which was no longer fit for purpose, but which contained Terabytes of data relating to matters going back over a decade.

THE SOLUTION

We carried out an advisory engagement for the client, identifying key stakeholders, budget holders etc. and mapping out the various legal review processes that the organisation carried out across Regulatory, Investigation and Litigation matters. The outcome of our work was a detailed plan, including technology recommendations and migration plan that provides the company with a clear roadmap to move to a new technology and business model that will develop with the organisation in the years to come.

THE OUTCOME/ROI

The client now has a clear plan not only of its move from one technology platform to another, but also the migration processes that will enable data to be transferred across; as well as significant improvements in its processes.

Representative engagement #4: Litigation discovery



THE BUSINESS CHALLENGE

We were engaged by a London law firm to assist a major investment bank in litigation with a former hedge fund client. The client was claiming significant sums from the bank and there was a need to understand data held regarding the client in c. 80 separate systems within the bank. There was also a need to provide a detailed report of the various systems/data for the court.

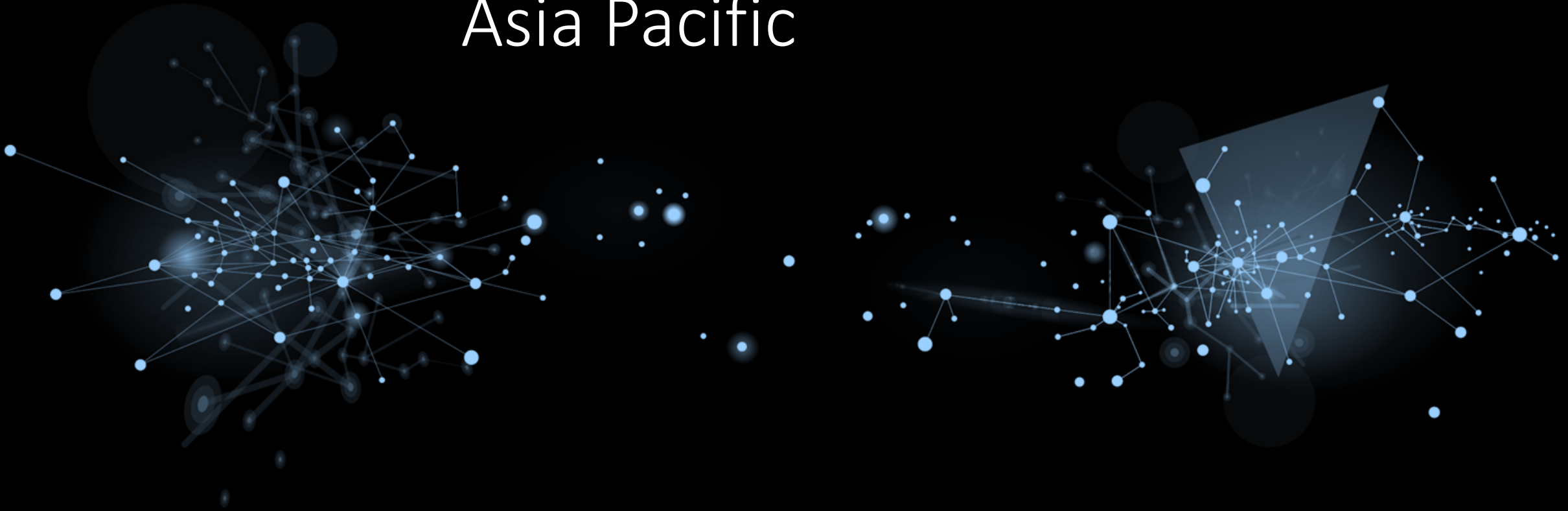
THE SOLUTION

We performed an extensive scoping exercise to identify approximately 80 systems responsible for different aspects of the bank's relationship with the client across multiple asset classes. By explaining to counsel the function of these systems, the extent to which they still retained data from the period and the technical feasibility of recovering it, we agreed on a proportionate approach to determine what information was required from each system. We then worked with numerous separate IT teams within the bank to extract, provide, and document the data which required disclosure.

THE OUTCOME/ROI

Our work on the matter was instrumental in the client winning the court case and having the substantial claim against it thrown out.

Asia Pacific



ASIA PACIFIC

Australia and New Zealand

Overview

The Australian market has evolved significantly since the beginning of the Pandemic. Prior to this the law firm, corporate legal and government market engaged providers in reactive scenarios (e.g., Notices, discovery orders, IP theft). Since the Pandemic our market has been compelled to embrace several technology capabilities including eHearings to support remote court proceedings. Our market has also moved to a more proactive stance on eDiscovery (e.g., Machine Learning) and continues to explore the more innovative aspects of our practice involving proactive digital forensic techniques, accelerating data separation in M&A and broader uses of AI technology to automate aspects of the investigations process. Whilst there is some demand for legal operations support such as contract lifecycle management, it is not yet mainstream, and we plan to undertake research into the demand for a Legal Business Services equivalent in Australia in the 2022 calendar year.

The New Zealand market is seeing a shift towards data privacy awareness, readiness and remediation, a growth in engagements driven by regulator pressures, and more extensive cyber preparedness steps from major institutions. The trend of self-sufficiency from clients continues, and Deloitte New Zealand continues to adapt its delivery models to meet these needs.

Our unique offerings include:

- **eDiscoveryforGov** – a secure platform specifically designed for government agencies. It provides access to eDiscovery services including Relativity and FOIAccelerateTM.
- **Clarity** – integrated with Relativity, Clarity provides a consistent framework for rapid development of custom document classification and data identification/extraction rules across large volumes of unstructured documents.
- **eHearings** – remote and hybrid hearing solutions to support law firms to conduct end-to-end hearings, for cases large or small.
- **DFIT** – a confidential platform to monitor target systems and forensically collect data without alerting the target. It makes investigations more efficient, helping clients to identify issues and capture relevant information faster.
- **DMAAP** – a platform that leverages AI, advanced analytics and a codified methodology to de-risk and accelerate business data identification, integration and segregation throughout the complete lifecycle of M&A transactions.

Locations

Melbourne
Sydney

Brisbane
Perth

Wellington
Auckland

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 16 |
| Senior managers | 11 |
| Managers | 15 |
| Staff | 47 |

Leadership

**Benny Lee**

Partner

bennylee@deloitte.com.au**Paul Taylor**

Partner

ptaylor@deloitte.com.au**Amy Dove**

Partner

amydove@deloitte.co.nz**Chris Pilgram**

Partner

cpilgram@deloitte.com.au**Jerry Hsu**

Partner

jerhsu@deloitte.com.au**Jason Weir**

Partner

jasweir@deloitte.co.nz

ASIA PACIFIC

Australia and New Zealand

Representative engagement #1: DMAAP



THE BUSINESS CHALLENGE

Client bank was divesting its Wealth division to two separate purchasers and needed to transfer 120m files across 100 data repositories, 2000 mailboxes over 20 business units before the contractually obligated completion date.

THE SOLUTION

DMAAP was used to provide a robust end-to-end solution to track key program milestones and hold business and technology teams to commitments.

Intelligent, rules-based document segregation; full auditability and traceability of the data transitioning to each purchaser.

THE OUTCOME/ROI

Separated 120m unstructured files. Prevented over 2.1m sensitive files from inadvertent transfer. Processed over 40 TB of data. Transitioned over 20 organisational business units. Cleansed over 2000 mailboxes. Transferred over 1500 contingent workers. Segregated and audited over 100 business data repositories. Saved over 23,000 manual effort days (estimated). Provided end-to-end traceability and auditability.

Representative engagement #2: Public hearing broadcasts



THE BUSINESS CHALLENGE

The Governor-General of Australia established the Royal Commission into Defence and Veteran Suicide to investigate and report on the systematic and pressing issues around veteran deaths. The Attorney General's Department will facilitate public hearings and investigations to aid the Royal Commissioners in their interim and final reports. Hosting accessible public hearings, receiving evidence from a combination of remote, in-person and anonymous witnesses and experts while being accessible on Deloitte Provisioned platforms and the client's public website.

THE SOLUTION

Livestream Solution to Broadcast Public Hearings on various platforms for public viewing. Digital evidence presentation solution to visually aide all hearing participants and viewers during lived experience and expert witness evidence. Virtual Hearing Solution allowing remote witnesses and representing parties with leave to give evidence and interact with the commission proceedings. Establishment of Remote Technology Kit to allow for Livestreaming, Audio/Visual, Evidence Presentation, and Hearings management from any location. Online Hearing Book to host all documents and evidences received by the Royal Commission.

THE OUTCOME/ROI

Ability to hold Public Hearings from any location. Secure, cost efficient and flexible solutions. Experienced team with knowledge on Government projects and best practices to manage digital evidence and vulnerable witnesses.

ASIA PACIFIC

Australia and New Zealand

Representative engagement #3: Compliance



THE BUSINESS CHALLENGE

NZ Ministry of Justice requested assistance in ensuring an individual had complied with Court instructions to delete and destroy any confidential information related to an on-going case. Deloitte was engaged by the Court to forensically collect, preserve and examine the individual's personal laptop, mobile phone and cloud storage accounts to determine that the individual no longer held any version of the specified data.

THE SOLUTION

Working with our client, Deloitte deployed industry best practices and global standards to properly assess the collected evidence items. Deloitte recommended additional data sources for collection and investigation. A series of written reports were provided to the Court and respective parties at several key phases of the project. All reports were subject to Deloitte's rigorous QA processes which ensures the highest clarity and accuracy.

THE OUTCOME/ROI

Successfully assisted the client and respective parties in deciding on whether the individual was compliant with the Court's instruction. Deloitte's reports withstood scrutiny from the opposing party to the extent where they were not brought into question during the trial and our expert witness services were not required. We were able to draw on and deploy cross-border Deloitte personnel and expertise, maintain a high standard of evidence handling and analysis, all while exercising effective cost management and data tracking using our advanced project management tools.

Representative engagement #4: eDiscovery



THE BUSINESS CHALLENGE

Deloitte were engaged by a participant in a regulatory agency year-long market study. The broad scope encompassed many areas of their business, which included many different reporting requirements and styles. Deloitte's challenge was to help our client rapidly understand their broad and diverse data landscape, undergo data completeness validations and to respond to regulators request in a manner that both complied with the request, and protected their business' confidentiality and market advantage.

THE SOLUTION

Deloitte Discovery, Deloitte Access Economics and our client worked closely to pre-emptively categorise the document population using a theme clustering early case assessment (ECA) workflow ahead of receiving the first RFI from the regulator. This front-loaded approach, in conjunction with targeted searching/filtering and specialist business knowledge enabled a defensible focused review over a subset of the overall population. Documents were produced in accordance with a specification supplied by the regulator.

THE OUTCOME/ROI

Deloitte's client has met all deadlines, remains compliant and has a productive working relationship with the regulator. The client has also mitigated against risk of disclosure of confidential and personal information to a level that senior business leaders are satisfied with.

ASIA PACIFIC

Southeast Asia

Overview

The Southeast Asia Discovery practice is comprised of 25 professionals spread across 6 different locations. Each market has its own nuances however the services we provide in region are primarily focused on investigations. These include misconduct such as fraud and corruption requiring our eDiscovery services; IP theft, necessitating digital forensics. The region is a target of cyber attacks necessitating our cyber forensic services. Legal support is mainly delivered in Singapore and Malaysia where courts and arbitration centres are active. Trends across the region are an increase in enforcement from both local and international regulators in relation to bribery and corruption as well as data protection. In addition, there is an increased regulatory risk in commodities trading centered in Singapore.

- We have set up a DRS team in Malaysia focused on supporting clients across the region providing in-region, multi-Asian language review.
- We have also set up a Discovery Tech Ops capability in the Philippines to serve portfolio clients.
- We have set up a data discovery capability to help clients navigate the sea of unstructured data, particularly in relation to identifying PII to help them comply with regulatory and legislative requirements.

Locations

| | | |
|------------------------|-------------------|---------------------------|
| Jakarta, Indonesia | Singapore | Ho Chi Minh City, Vietnam |
| Kuala Lumpur, Malaysia | Bangkok, Thailand | |
| Manila, Philippines | Hanoi, Vietnam | |

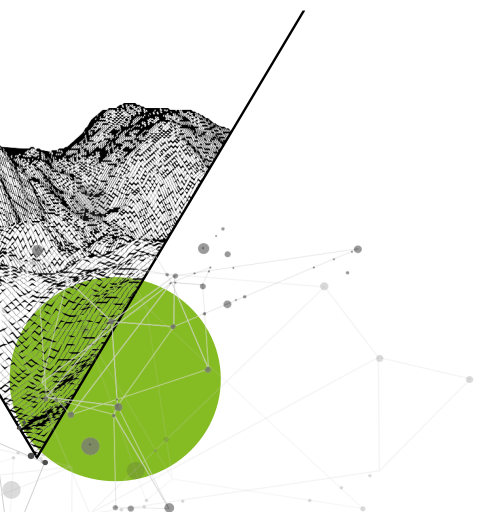
Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 5 |
| Senior managers | 3 |
| Managers | 2 |
| Staff | 15 |

Leadership

**Darren Cerasi**

Partner

dcerasi@deloitte.com

ASIA PACIFIC

Southeast Asia

Representative engagement #1: Corruption investigation



THE BUSINESS CHALLENGE

A US consumer products company with their AP headquarters in Singapore faced allegations of bribery and corruption in Vietnam. This allegation surfaced during the pandemic, and which made it a logistical plus a health and safety challenge. We collected digital and physical evidence spanned 5 different locations and 2 countries.

THE SOLUTION

Due to the laws and regulations of Vietnam, we set up our entire Discovery stack in country to deliver the project. As we operate As One across SEA, the Singapore team provided remote support to ensure that the collections, processing and hosting went smoothly.

THE OUTCOME/ROI

The client identified key issues within their business which they engaged Deloitte to remediate. This led to two separate engagements which are still ongoing.

We are now the only service provider with a full Discovery stack in country to serve clients.

Representative engagement #2: On-premise discovery



THE BUSINESS CHALLENGE

A Chinese energy company faced allegations of breaching US sanctions. Due to the client's security and confidentiality requirements no data could leave their premises. We were required to set up our Discovery technology on premise for our investigations team and external counsel to deliver the project.

THE SOLUTION

We leveraged our long-standing relationship with suppliers and worked with Deloitte ITS to speed up procurement in order to acquire the equipment quickly during the components shortage caused by the pandemic.

THE OUTCOME/ROI

We were able to meet the client's security and confidentiality requirements and ensure that the client met their deadline.

ASIA PACIFIC

Taiwan

Overview

Deloitte's Discovery team in Taiwan follows strict forensic practices to collect, preserve, processing and review data, which may be potentially used as evidence in court. Our team is comprised of staffs specializing in digital forensics, data analytics and fraud investigations, helping clients prepare for investigation and litigation by handling complex IT environments and by managing large amounts of electronic information, such as email, electronic files and financial data during digital investigations. Our Discovery team in Taiwan leverages Deloitte's global network by working in cooperation with other member firms to respond to client needs.

Technology

ISO 17025 accreditation laboratory

Deloitte Taiwan's ISO 17025-certified digital forensic lab uses NIST-CFTT recognized software and hardware and is staffed with highly-trained personnel. Deloitte Taiwan handles digital evidence at the ISO 27037 standard. Our discovery service team is comprised of IT professionals who are able to deal with many different devices and environments, including office computers, servers, mainframes and mobile devices. With deep industry experience and a background in information technology. Deloitte Taiwan is able to provide clients with a wide-range of support on matters pertaining to digital forensic.

AI-Enabled Discovery platform

Deloitte Taiwan has invested heavily in IT infrastructure to provide a discovery and data analysis platform that is fast, efficient, and scalable. The discovery platform is located within a secure data center in Taipei. By use of AI learning technology, the discovery platform is equipped with capabilities of advanced data analytics, such as Continuous Multimodal Learning (CMML), Portable Learning, Cluster wheel, Communication etc.

Data privacy and security

Taiwan has implemented the Personal Information Protection Act since 2012, which covers cross-border processing and/or the use of personal information. Our Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing these privacy laws and regulations.

Location

Taipei

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 4 |
| Senior managers | 1 |
| Managers | 1 |
| Staff | 3 |

Leadership



Peter Fan

Partner

peterfan@deloitte.com.tw



Kay Yang

Director

kayiyang@deloitte.com.tw



Lily Pan

Director

lilypan@deloitte.com.tw



KK Chiu

Director

kkchiu@deloitte.com.tw

ASIA PACIFIC
Taiwan

Representative
engagement #1:



THE BUSINESS CHALLENGE

Our team received a request from a listed company that suspected the former management team had involved suspicious fraud resulting in material weakness of management controls.

THE SOLUTION

Our team performed forensic audits and digital forensic respectively by reviewing accounts receivable, analyzing transaction records, and preserving alleged persons' laptops, followed by data processing and uploading data to Discovery platform for review.

THE OUTCOME/ROI

Our team helped the client to identify any misconducts of the former management team and collaborated with client's lawyer to prepare the evidences.

Representative
engagement #2:



THE BUSINESS CHALLENGE

A number of global companies requested us to proceed forensic investigations due to suspicious fraud from current and former employees.

THE SOLUTION

Our team quickly prepared a plan to forensically preserve laptops, mobile devices, followed by data processing and uploading data to Discovery platform for documents review. With data analytics techniques, our team could have more focus on the relevant documents and discover fact-findings.

THE OUTCOME/ROI

Deloitte Taiwan assisted clients to identify any suspicious fraud and collaborated with clients' lawyer to discuss the litigation strategy.



ASIA PACIFIC
Taiwan

Representative
engagement #3:



THE BUSINESS CHALLENGE

A global client was intended to proceed an investigation for Taiwan employees due to suspicious fraud. However, client's investigator was not able to travel to Taiwan to proceed investigation during COVID-19.

THE SOLUTION

Our team collaborated with the member firm to collect alleged persons' laptops, mobile devices and provide imaging files with member firm for data analysis.

THE OUTCOME/ROI

Deloitte Taiwan assisted the global client to proceed digital forensic by collaborating with the member firm.



ASIA PACIFIC

China

Overview

Deloitte maintains computer forensics labs and proprietary Discovery data centres in both Hong Kong and Shanghai to reflect the differing needs of the PRC and Hong Kong as a Special Administrative Region. Our team has two decades of experience designing technology solutions for both multinationals with operations throughout China, and Chinese companies expanding overseas or encountering disputes proceedings originating offshore. We provide forensic collections to capture all structured and unstructured data residing on disparate systems, Chinese language and character enabled Technology Assisted Review strategies, and first level and advanced document review strategies in English, Traditional and Simplified Chinese. Our forensic technology team comprises more than 20 full time professionals with extensive experience in computer forensics, document review platforms, unstructured analytics and the use of Machine Learning in Discovery. We have submitted reports for courts locally and internationally, including affidavits in multiple offshore jurisdictions, and deposition in US court.

Technology

Our facilities in China include two purpose-built Discovery data centers located on Deloitte premises in Hong Kong and Shanghai. Both are ISO27001-certified and our Shanghai data center also has the China cybersecurity certification from relevant Shanghai authorities. Both data centers are on standalone secured infrastructure and networks, and feature access via named credentials authenticated by MFA. All access is logged.

Mainland China

Handling of data within the PRC is governed by a series of laws, including the Cybersecurity Law, the Data Protection Law, and the Law on Handling of State Secrets, in addition to rules regarding cross-border data transfer. Our China Discovery team has many years of experience collecting, processing, hosting and reviewing data in line with China's data protection requirements.

Hong Kong SAR

Data privacy in the Hong Kong SAR is governed by the Personal Data (Protection) Ordinance. The SAR operates under different laws to the mainland and the focus is on protection of personally identifiable information of the individual. Our team is similarly experienced with conducting all Discovery workflows in line with Hong Kong law.

Locations

Shanghai

Hong Kong

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 4 |
| Senior managers | 5 |
| Managers | 3 |
| Staff | 9 |

Leadership



Richard Kershaw

Partner | Asia Pacific
Discovery Leader
rwkershaw@deloitte.com.hk



Michael Mo

Partner
wamo@deloitte.com.hk



Sean Ye

Director
xiye@deloitte.com.cn

ASIA PACIFIC

India

Overview

India is among the fastest growing economies in the world. As a result, in addition to a number of domestic companies most large global organizations have a presence in India. A number of Global Capability Centres (GCC) for large global multinational companies also operate from here. These create a substantial opportunity for our Discovery practice in terms of misconduct investigations, data theft and leakage investigations, anti bribery and corruption engagements among others. The Indian practice is also advanced in terms of Cyber Forensic engagements, where we assist clients with Data Breach investigations, Ransomware and Malware Attacks, Breach Notification assessments, Forensic Readiness Assessments among others.

The Indian Discovery team is highly experienced in eDiscovery, technology investigations, and cyber forensics. We are the service providers of choice to various businesses as well as regulatory and law enforcement agencies. Several of our engagements and reports have been relied upon in judicial, arbitration and enforcement proceedings.

Deloitte India has fully-equipped analytic and forensic labs located in Mumbai, Delhi, and Bangalore with capabilities in Pune.

Our labs are interconnected to permit seamless work across locations and standardized work product. Each lab is equipped with high-configuration forensic workstations and mobile kits, which are capable of collection, recovery, decryption, and analysis of data from mobile phones, tablets, computer systems, server data, and data collected from cloud and virtual environments. We use RelativityOne as a discovery platform.

Locations

| | | |
|--------|------|-----------|
| Mumbai | Pune | Bengaluru |
| Delhi | | Ahmedabad |

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 2 |
| Senior managers | 3 |
| Managers | 2 |
| Staff | 31 |

Leadership



Jayant Saran

Partner

jsaran@deloitte.com



Sachin Yadav

Partner

sachyadav@deloitte.com

ASIA PACIFIC

India

Representative engagement #1: Corruption investigation



THE BUSINESS CHALLENGE

An investigation emanating from a whistleblower allegation of bribery and corruption against a regional entity of a leading Indian multinational pharmaceutical company.

THE SOLUTION

800GB of email and OneDrive data was collected from O365 for 50 custodians. In addition, data from laptops, tablets, Viber chats and specific emails from personal email accounts were also collected.

The data was collected using FTK Imager, Nuix ECC and EnCase. The extracted data was then processed in Nuix to deduplicate and filter for keywords. There were over 100,000 non-English documents identified through Nuix that were translated using Google API on Google Cloud Platform. The responsive items were then reviewed by attorneys on Relativity as part of electronic discovery procedure.

THE OUTCOME/ROI

Multiple levels of review were performed to identify emails and documents relevant to the issues. These were then shared with the Counsel and produced to US SEC as part of their subpoena.

Representative engagement #2: Breached data investigation



THE BUSINESS CHALLENGE

The Client engaged us to understand what comprised approximately 160GB of data recovered from the Dark Web. It was suspected that this data had been breached from an old files server and contained Personally Identifiable Information (PII) of clients, including from jurisdictions requiring breach notifications.

THE SOLUTION

A combination of analytics procedures were used to understand structured and unstructured data elements in the data provided to us. Discovery procedures were used to analyze unstructured data, while customized Python® scripts permitted extraction and analysis of the structured data to identify items requiring notifying data owners.

THE OUTCOME/ROI

We were able to give a summary of personal data identifiers in the breached data which helped the client to assess the overall loss to them and take necessary action on time.

ASIA PACIFIC India

Representative engagement #3: Cyber vulnerability assessment



THE BUSINESS CHALLENGE

Following allegations of unfair access to certain brokers of India's premier Stock Exchange, we were engaged to assess whether the trade data dissemination system and the Co-location facility were susceptible to manipulation.

THE SOLUTION

We analyzed the source code and the architecture of the trade data dissemination system, and the Co-location operations to identify susceptibility to manipulation when a broker received data. In addition, Discovery procedures were applied to identify relevant discussions, decision makers, circumstances etc. including beneficiaries.

THE OUTCOME/ROI

Outcome of our work resulted in identifying vulnerabilities etc. in the system that was deployed.

Representative engagement #4: Forensic investigation



THE BUSINESS CHALLENGE

Client approached us to perform forensic investigation into allegations that employees who reportedly joined a competitor carried sensitive information of the company to their new employer.

THE SOLUTION

- Understanding of the entire IT infrastructure and the access privileges for the employees in question.
- Performing analysis of the data retrieved from the Nux Adaptive Security (NAS) which was installed and configured by Deloitte before the reported incident.
- Performed relevant artefacts collection & subsequent analysis of various other relevant logs and information.
- Reporting of our observations.

THE OUTCOME/ROI

Based on the various artefacts and logs captured by NAS, we were successful in establishing the data theft by the suspected employees.

ASIA PACIFIC India

Representative engagement #5: Digital forensic readiness assessment



THE BUSINESS CHALLENGE

A major Credit card company in India wanted to enhance its preparedness for investigations by ensuring sufficient availability of information required for investigating instances of Cyber attacks and malicious attempts to compromise its IT infrastructure and applications running in the environment.

THE SOLUTION

Deloitte India Forensic team had proposed to conduct Digital Forensic Readiness Assessment (DFRA) of 39 key applications and IT Security controls with an objective to find any gaps in logging viz. completeness, retention and availability. This also included the assessment of prevailing incident management practices to understand and assess them against industry's best practices. We drew several hypotheses based on the functionality of applications and their interdependencies on other applications and examined whether the information available with the applications can potentially give required details to the investigators at the time of investigation or there are gaps that need to be fixed.

THE OUTCOME/ROI

Reporting of proposed changes that would permit the Client to be more prepared in terms of investigations that may need to be conducted in the future.

Representative engagement #6: Forensic analysis



THE BUSINESS CHALLENGE

The Client requested our assistance to investigate the data leakage incident pertaining to their customer's debit/credit card details which caused reputational damage to the Client. The Client requested us to assist in performing a forensic review of the production environment deployed at their vendor's office to identify the potential gaps in the system by performing forensic analysis of the relevant artefacts, applications and devices that may be potentially involved in the incident.

THE SOLUTION

- Understood the detailed chronology of the alleged incident.
- Understood the vendor's day-to-day operations, nature & type of confidential information handled by the vendor, including end-to-end process of card personalization & underlying IT infrastructure.
- Conducted a review of available documents & other relevant policies pertaining to the suspected incident.
- Reviewed the system artefacts & logs of related security devices & identified the root cause of the data leakage.
- Based on the review, identified, preserved & forensically imaged the system(s) for further analysis.
- Collated information & submitted the report.

THE OUTCOME/ROI

- Review of network architecture resulted in identifying various loopholes in the system.
- Interpretation of potential entry points was carried out based on strong prior experience which helped in understanding the modus operandi.

ASIA PACIFIC India

Representative engagement #7: Fraud investigation



THE BUSINESS CHALLENGE

We were engaged by our Client to perform a fact-finding review on one of their employees who was involved in stealing customer data and defrauding customers of various financial institutions.

THE SOLUTION

- We validated the veracity of the allegations of fraud.
- We identified the modus operandi of the fraud and concluded on how the fraudsters gained access to the Customers' information, including their OTP.
- We identified the perpetrator and his colluders who targeted the Client.

THE OUTCOME/ROI

Our outcome threw light on the various fraudulent activities the suspect and his colluders were involved and methods they used and the gaps they exploited to perform these activities.

Representative engagement #8: Security monitoring



THE BUSINESS CHALLENGE

Our Client engaged us to assist and suggest them with a robust and more in-depth solution towards the challenges faced by their organization to monitor any suspicious user activity, provide information and alerts for the end point system events.

THE SOLUTION

- We implemented the Nuix Adaptive Security (NAS), a product developed by Nuix Limited, which helps in quickly detecting and investigating insider threats and security breaches.
- With the help of its inbuilt Digital behavior recorder and its customizable logic engine we configured the NAS to generate alerts on a real-time basis.
- We customized rules as per the requirement from the Client to detect any traces of uninstallation of important applications or services on the end user system.

THE OUTCOME/ROI

We assisted our Client to strengthen their secure monitoring of end user systems, which eased and assured them of having control over their end user systems.

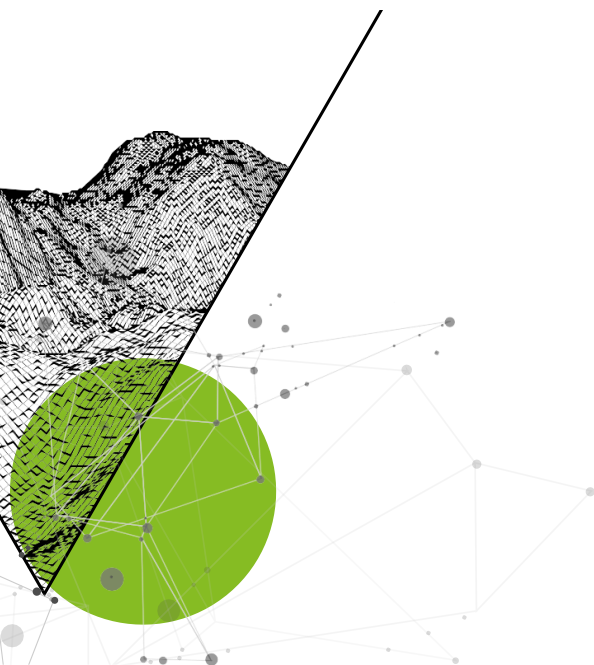
ASIA PACIFIC

Japan

Overview

Deloitte Japan team has many years of experience in providing bespoke data and technology solutions to local and international companies. Across a broad range of industries, we have helped clients with large computer forensic investigations into fraudulent activities or product quality falsification, and large-scale forensic data preservation engagements. Many cross-border matters in Japan involve overseas entities of Japanese corporations or Japanese entity of global corporations.

Deloitte Japan has invested heavily in IT infrastructure to provide a discovery and data analysis platform that is fast, efficient, and scalable. Our primary facility is located within a secure data center in Tokyo. Japan has built a unique platform called LD3 in order to provide various services in one platform securely. New services rolled out in the last year includes voice forensics utilizing Speechmatics and personal information detection without the need of processing target data.



Location

Tokyo

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 2 |
| Senior managers | 3 |
| Managers | 6 |
| Staff | 12 |

Leadership



Daisuke Okada

Managing Director

daisuke.okada@tohatsu.co.jp



Etsuko Akimoto

Senior Vice President

etsuko.akimoto@tohatsu.co.jp

ASIA PACIFIC
Japan

Representative
engagement #1:
Data breach
discovery



THE BUSINESS CHALLENGE

In a data breach case caused by cyber attacks, Deloitte Discovery team was engaged in order to identify personal information subject to protection by the law within the data breached as part of crisis management request (identification of the cause, remedy of the same, data breach investigation, and crisis communication) by the client.

Due to the limitations on budget and time to perform traditional discovery processes (process and review data), we had to identify number of files that had potentially been breached and their file paths.

THE SOLUTION

We used a software developed specifically for personal information identification and provided the desired information. Based on the results, we were further engaged to identify the volume of personal information included in the identified files. Our services helped the client issue press release with accurate numbers of files and individuals at the right timing, completing their investigation in time.

THE OUTCOME/ROI

JPY10M. In addition, we utilized this case study to enhance our capabilities of providing services around personal information identification.



ASIA PACIFIC

Korea

Overview

Deloitte Korea assists companies with Discovery consulting, forensic collections, processing and hosting, and document review. Our team of Korean-licensed and international-qualified lawyers is the only Discovery provider in the Republic of Korea able to fully understand and advise clients on issues with a nexus to Korea related to data privacy, labor law, and chain of custody issues in the context of cross-border disputes. We are the only domestic Legal Technology provider with significant domestic server capabilities. Using only local professionals fluent in English and Korean, Deloitte Korea offers around-the-clock onsite customer support and among the highest level of service available in the region. Our forensic professionals are composed of Korean-licensed and international-qualified attorneys, Certified Public Accountants, IT security audit specialists, computer forensic specialists, forensic accountants and financial research analysts.

The Korean Personal Information Protection Act applies to the collection, processing, or handling of personal information of Korean nationals. In the absence of specific written consent, all data must be hosted in-country, under threat of criminal penalties of up to 50 million Korean Won, and five years in prison. Deloitte Korea's team of Korean-licensed and international-qualified lawyers are experienced in advising clients on issues related to custodian interviews, granting of consent, data collection, review protocols, and data mobility in the context of litigation and investigations.

Locations

| | |
|---------|-------|
| Seoul | Daego |
| Cheonan | Busan |

Professionals

| LEVEL | # OF PROFESSIONALS |
|--------------------------------|--------------------|
| Partner, principals, directors | 2 |
| Senior managers | 7 |
| Managers | 2 |
| Staff | 8 |

Leadership



Chulho Baek

Lead Partner
cbaek@deloitte.com



Jaesung Lee

Partner
jaesunlee@deloitte.com



Taehoon Sohn

Senior Manager
tsohn@deloitte.com



Seungmin Shin

Senior Manager
seunshin@deloitte.com

ASIA PACIFIC Korea

Representative engagement #1: Investigation response



THE BUSINESS CHALLENGE

Deloitte Korea had engaged with a client to support its efforts in making responses to DOJ investigations. What challenged Deloitte Korea most was the limitation in utilizing conventional methods and tools for data collection and processing. Underlying cause of the limitation was all systems where data subject to collection resided in were customized by the client, thus very unique.

THE SOLUTION

Deloitte Korea had closely worked with the client to develop methods to collect data in forensically sound manner and to make data meet the DOJ production requirement. What Deloitte Korea focused on during the cooperation with the client was mapping each metadata embedded to the Client systems to corresponding fields in production environment.

THE OUTCOME/ROI

As Deloitte Korea, the client and its legal counsel reached a consensus as to how to proceed document production. Documents sized more than one terabytes are being produced and more are expected to come.

Representative engagement #2: eDiscovery



THE BUSINESS CHALLENGE

When proceeding an engagement, Deloitte Korea encountered a challenge in collecting data located in multiple platforms operated by a single cloud service provider. As messages and attachments in a single email were stored across the platforms and path information was not recorded in any metadata, Deloitte Korea was to find a way to combine messages and attachments for email data collection.

THE SOLUTION

Deloitte Korea reached out to a US member firm to seek a solution for the challenge. US MF introduced a software that allowed Deloitte Korea to address the challenge.

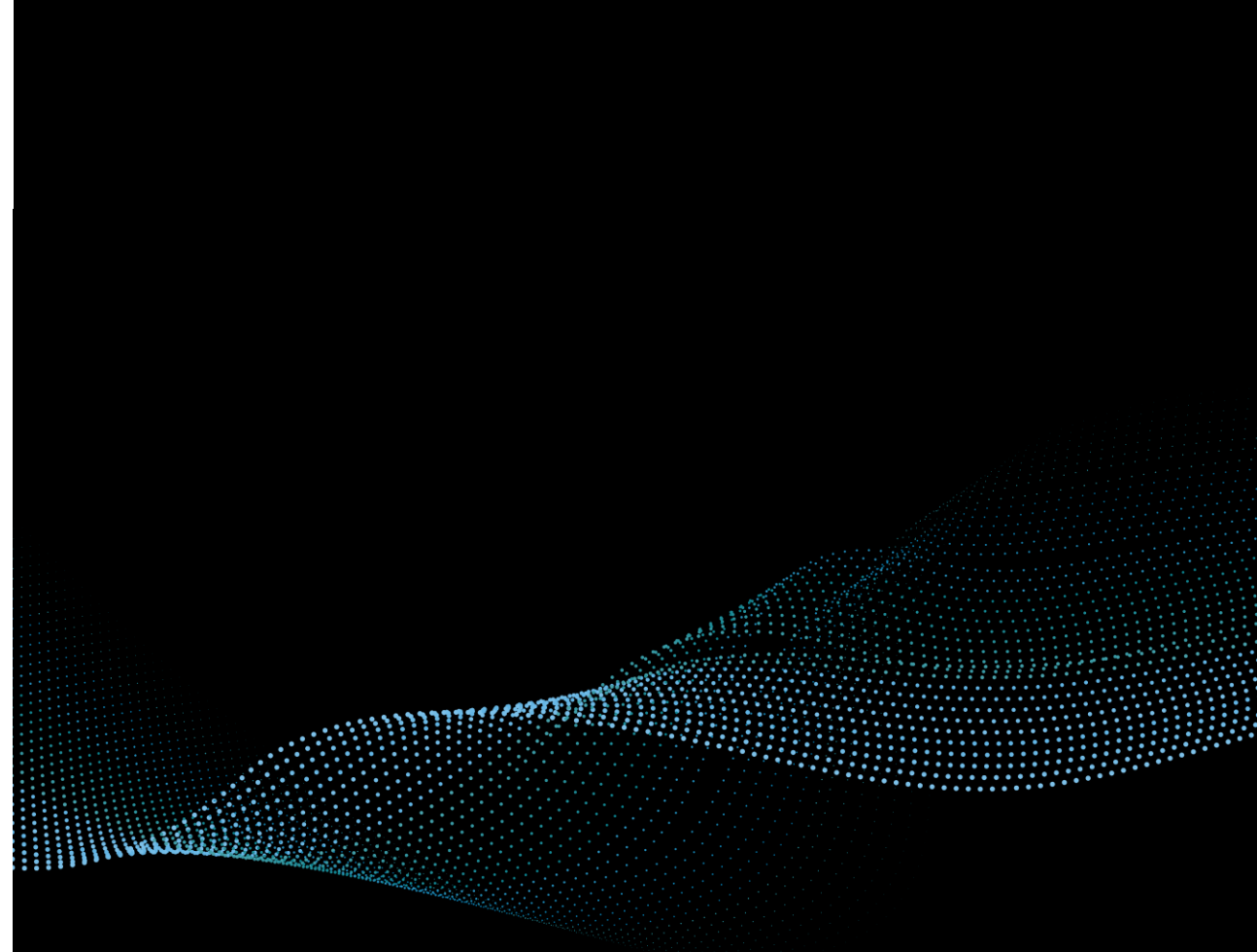
THE OUTCOME/ROI

Deloitte Korea is now able to support Discovery service to the client who has adopted a cloud-based system e.g., Google or Microsoft. The client and its legal counsel have the confidence of all the cloud-based evidence being completely collected.

D&DM leadership listing

Leadership listing

| | COUNTRY | Reach out | Reach out |
|----------------|---------------------------------|---------------------|-----------------------|
| Americas | Brazil | Fernando Yamashita | Paulo Renato Silva |
| | Canada | Gregory Sullivan | Scott Hunter |
| | Caribbean and Bermuda countries | Nick Kedney | John J White |
| | Chile | Pedro Trevisan | Diego Reis |
| | United States | Jessica Anderson | |
| EMEA | Austria | Svetlana Gandjova | Svetlana Gandjova |
| | Belgium | Phillippe Delcourt | Jordan Basseur |
| | Central Europe | Ivana Lorencovičová | Jan Balatka |
| | France | Battine Edwards | Dawn Neisen |
| | Germany | Thomas Fritzsche | Maximilian Wevers |
| | Ireland | Ash Mahmood | Deirdre Carwood |
| | Israel * | Simmy Zimbalist | Akiva Ehrlich |
| | Italy | Stefania Papa | Marco Vidos |
| | Middle East and North Africa | Neil Hargreaves | Boray Altunisler |
| | Netherlands | Mark Hoekstra | Kursad Guney |
| | Nordics * | Kim Sparre | Sofus Emil Tengvad |
| | South Africa | Clayton Thomopoulos | Sean Miller |
| | Spain | Iván Ruiz | Beatriz de la Higuera |
| | Switzerland | Bob Dillen | Malik Kheribeche |
| United Kingdom | Peter Robinson | Nick Conway | |
| APAC | Australia and New Zealand | Benny Lee | Paul Taylor |
| | Southeast Asia * | Darren Cerasi | |
| | Taiwan | Peter Fan | Kay Yang |
| | China | Richard Kershaw | Michael Mo |
| | India * | Jayant Saran | Sachin Yadav |
| | Japan | Daisuke Okada | Etsuko Akimoto |
| | Korea | Chulho Baek | Jaesung Lee |





About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the “Deloitte” name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.

Copyright © 2023 Deloitte Development LLC. All rights reserved.