

**Deloitte.**



**See beyond the matter at hand  
with clear and focused attention**

Deloitte Discovery  
2017 Americas Guide

# Going beyond borders to help our clients move ahead

**We help you embrace change, turning issues into opportunities throughout the business lifecycle for growth, resilience, and long-term advantage.**

## **Delivering market-leading global guidance**

Around the world, Deloitte Discovery helps global organizations solve their toughest discovery challenges and improve their discovery processes, programs, and technology.

We provide the full spectrum of information governance, computer forensics, Discovery, complex analytics and document review services. In helping our clients, we bring agile teams with diverse cultural backgrounds and in-depth experience; specialized technical and industry capabilities; and an innovative use of data and emerging technology to uncover possibilities that others fail to find.

## **Accelerating results through smarter, simpler solutions**

Whether tasked with preserving data from thousands of mobile devices, or improving the efficiency of document review with new technology, we combine the highly specialized skills of our people, our commitment to technological advancement, and our vast global network to provide deeper insights and smarter, more efficient solutions.

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](http://www.deloitte.com/about) to learn more about our global network of member firms.

Further, Deloitte’s state-of-the-art Electronic Discovery Solutions Center in the United States — the centerpiece of our data collection, processing, and hosting capabilities — provides the security, scalability, and technical support that our clients’ sensitive data requires. As such, we help our clients to both better control cost and to mitigate risk during discovery.

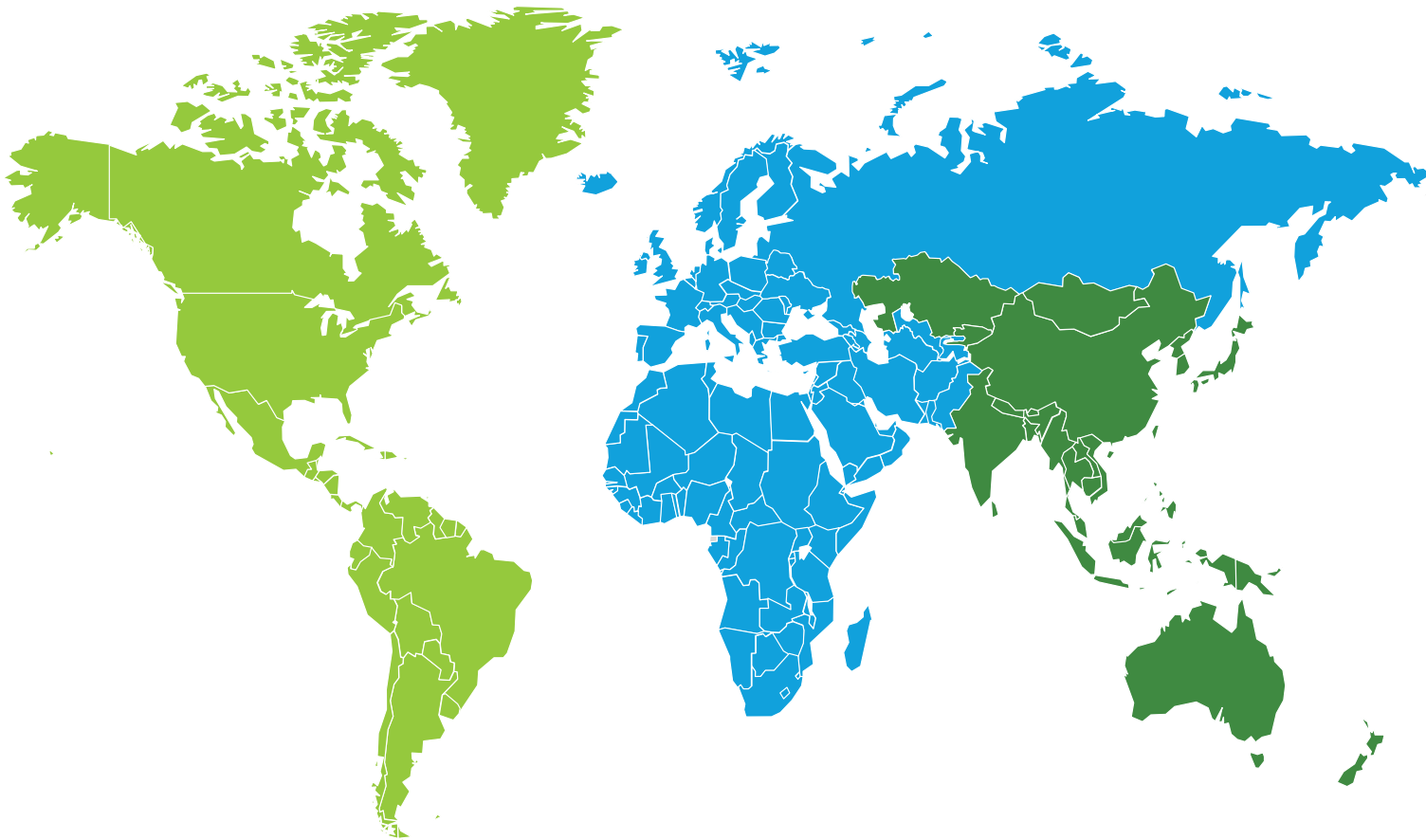
## **Emphasizing collaboration and innovation**

In serving clients, our focus is three-fold: provide the smartest solution; build a strong relationship; and add value by making an impact. Throughout the discovery process, we try to do that every day, for every client. In doing so, we help global organizations —of all sizes, across all industries, beyond all borders — to become stronger and more resilient.

**Go forward *faster* with**  
**Deloitte Discovery**

Deloitte Discovery is one of the industry’s largest global discovery services providers, with highly skilled professionals in more than 35 countries through the member firm network of Deloitte Touche Tohmatsu Limited, through the DTTL network of member firms serving multinational corporations, law firms and government agencies in complex litigation and regulatory matters. Deloitte’s multimillion dollar investment in discovery technology, analytics and global resources provides its clients with a variety of options to help control costs and mitigate risks throughout the discovery process. As a non-legal service provider, Deloitte’s discovery and document review services are provided under the direction and supervision of its clients’ legal counsel.

# Contents



To view on a computer:

- Click on the country names to go to that page.
- Roll-over colored arrows on left margins to read service information.
- Click directly to each section in the navigation bar at the bottom of country pages.

To view on a tablet:

Interactivity and individual country service information is not available.

# Deloitte Discovery experience

**Deloitte Discovery** combines the highly specialized skills of our people, our highly developed technologies, and the power of the Deloitte global network to provide deeper insights and smarter, more efficient solutions so clients can control costs and mitigate risks during the discovery process.

Deloitte named a global leader in Forensic Investigation Advisory, based on capabilities, by ALM Intelligence

Source: ALM Intelligence; Forensics & Dispute Advisory 2016; ALM Intelligence estimates © 2015 ALM Media Properties, LLC. Reproduced under license

## 5 Core Services

-  Advisory
-  Collections
-  Processing
-  Hosting
-  Review

Discovery services for nearly 30 years



Clients on **6** continents

**EDSC was awarded Relativity's Best in Service Orange level**



Achieved kCura's Orange-level Relativity Best in Service recognition for exceptional customer service.

**6**

Industries

-  Consumer & Industrial Products
-  Financial Services
-  Public Sector
-  Technology, Media & Telecommunications
-  Life Sciences & Health Care
-  Energy & Resources



**200,000+**  
**PROFESSIONALS**

Including **1000** focused on Discovery

In more than **35** Countries

# Services and capabilities



## Discovery Advisory

**Bringing our global knowledge to you to provide operating models that manage the costs of discovery through informed decision making and process improvement.**

Deloitte Discovery provides advisory services that bring to your the global knowledge we have accumulated by assisting our clients throughout the discovery process. We help our 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. This effectively removes the discovery process from crisis to business as usual, allowing for a normal planning budget cycle to be leveraged.

We are broad experience in providing cohesive expert witness services to help mitigate risk. Our professionals leverage computer forensic analytics and specialized data analytic tools to assist with identifying issues potentially relevant to a matter and have served as expert witnesses in jurisdictions across the globe.



## Collection

**Effectively identifying and assembling data and documents to meet discovery demands.**

Deloitte Discovery professionals work with companies and their legal counsel to complete the collection process quickly and efficiently, with a predictable cost structure. Our collection professionals are equipped with computer forensic “road kits” that allow them to travel for on site collections. They are also equipped to handle remote collections if covert collections are required or if physical access is not available.

In addition, our specialists can handle live acquisitions if memory analysis is needed. Deloitte's data collection services cover an extensive range of data sources and devices, including Windows-based PCs, Mac® computers, servers, remote data centers, cloud storage, mobile phones, PDA/ Smart phones, tablet computers, backup systems, Exchange email servers, Lotus Notes systems, and backup tapes in various formats.



## Processing

**Securely and efficiently reducing collected data to a manageable set for review.**

Deloitte Discovery uses a wide range of advanced processing technologies through 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. In addition, we have forensic centers located in 35 countries and each location supports processing capabilities.

Large-scale processing takes place in our primary data centers in the United States, Canada, United Kingdom, Switzerland, the Netherlands, Germany, Hong Kong, mainland China, Japan, Korea, India, and Australia. Moreover, Deloitte has the ability to set up short-term processing and hosting environments in virtually any Deloitte or client location, as needed.



## Hosting

**Providing clients and their legal counsel with a secure, online, collaborative environment for legal review.**

Deloitte Discovery includes multiple web-based hosting and review options for our clients. Depending on the matter type, data volumes, case theory, and number of concurrent users, we match the right technology to meet your unique 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 pre configured mobile units or standard technology stacks that we can ship from our primary data centers to the desired location.

In consecutive years, Deloitte has been awarded Relativity's Best in Service Orange level, which recognizes providers for making additional investments in people, process, and technology to manage installations with above average user counts. Deloitte Discovery's global Relativity network includes 4,500 seat licenses across 35 countries.



## Review<sup>1 or 2</sup>

**Efficient and timely assistance with document review and production in business disputes and investigations.**

Deloitte Discovery's dedicated document review professionals, many holding legal degrees, deliver efficient and defensible managed document review services. We have built our document review services on a foundation of demonstrated technology and analytics, along with tested methodologies for conducting defensible technology-assisted document reviews.

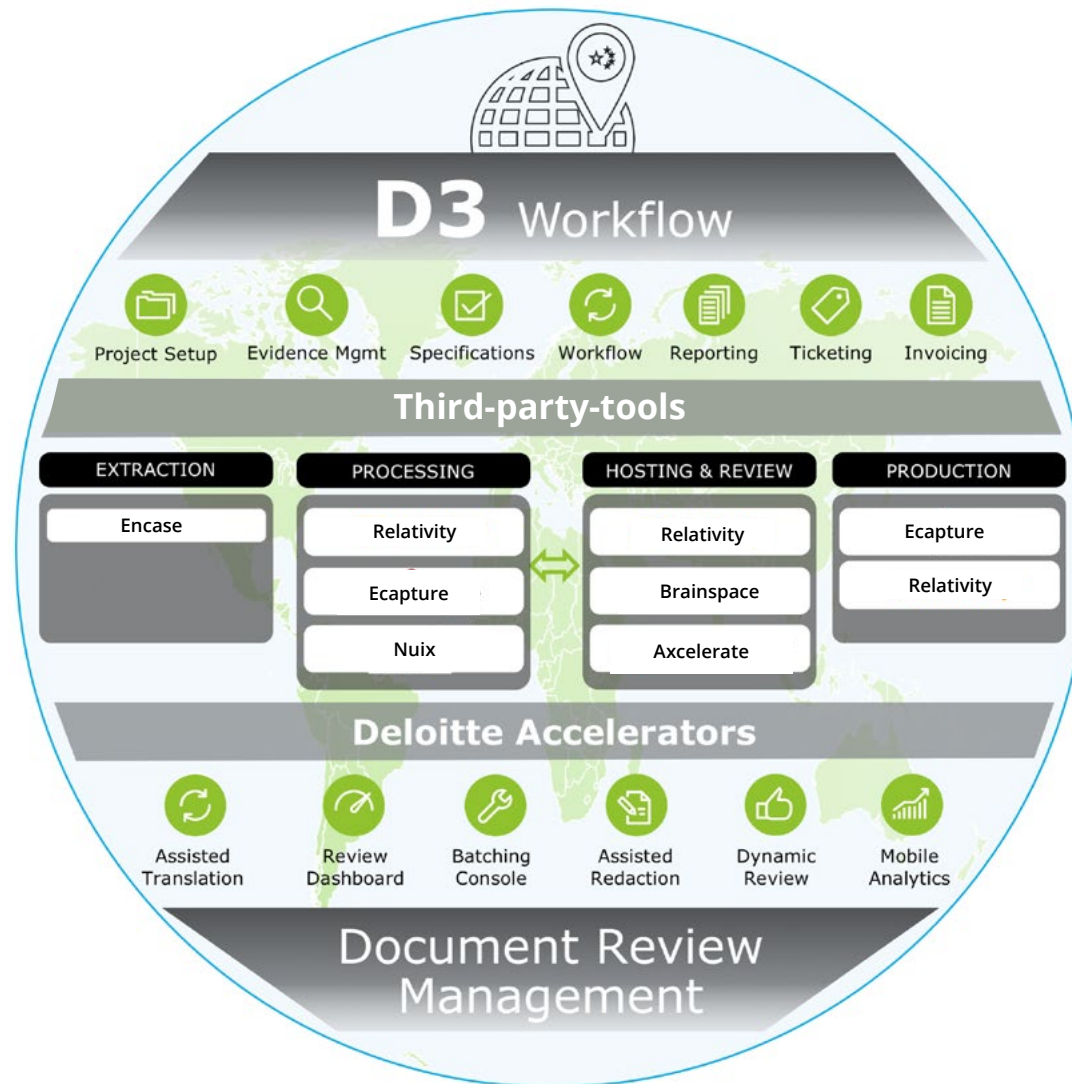
Deloitte has been conducting document review in a controlled operations environment for well over a decade. Our experience delivering reliable and flexible large-scale document review services places us many years into the learning curve of managing people, processes, and technology.

“1” indicates document review with legally trained resources and a dedicated team.

“2” indicates document review using experienced Discovery professionals.

# Deloitte Discovery experience

## Our workflow management system



# Americas



# Argentina and Latin America

## Overview

The Latin American market is evolving rapidly with a traditional business model that is changing to adopt cross-border global solutions. Deloitte teams in Argentina and Latin America are constantly adapting their services in this ever-changing market in order to meet the needs of our clients, who must develop new solutions to these emerging issues. In light of this reality, the Deloitte Latin American Countries Organization (Deloitte LATCO) has been established as a regional organization to provide a wide array of services to their local clients. This regional organization unifies the member firms of Argentina, Bolivia, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Paraguay, Peru, Uruguay, and Venezuela; with nearly 4,500 professionals distributed among 25 offices in 15 countries. Deloitte LATCO is positioned as one of the leading professional services companies in Latin America. The professionals in each of the member firms of Deloitte LATCO work together in teams, providing a diverse range of skills and experience to our clients.

Discovery and litigation support inevitably involve managing large amounts of electronic information, such as email, electronic files, and financial data. Traditional filtering techniques, such as “de-duplication,” are becoming less effective as data sizes increase. By using advanced search and review methodology, combined with scalable technology platforms, we are able to find, produce, and validate the relevant data that our clients need.

## Technology

Our facilities include a secure, purpose-built discovery lab facility located within Deloitte’s facilities in Buenos Aires, Argentina, and Bogota, Colombia. These labs feature logged restricted access and a stand-alone, segregated, and highly-secure IT infrastructure.

## Data privacy and security

Certain countries such as Peru and Argentina, similar to the European Union, have legislation regarding sensitive personal data





Industry specialization:

- Consumer & Industrial Products
- Life Sciences & Health Care
- Real Estate
- Energy & Resources
- Technology, Media & Telecommunications
- Financial Services
- Public Sector

management. These laws can have a major impact on a company's ability to manage investigations. They can affect how companies monitor the use of this type of information, such as how to regulate the life cycle of personal data, from collection to destruction, or the ability to transfer personal data to countries without a similar Data Protection regulation. Our computer forensics lab in Buenos Aires adheres to Argentina's Data Privacy Law and has the capabilities to process data from our region in order to comply with regulatory Data Privacy requirements of surrounding countries.

**Representative client engagements**

**Forensic data collection and preservation for a multinational US retail company**

Deloitte in Argentina and Colombia assisted an international law firm to perform forensic data collection and preservation for a retail company in its Argentina subsidiary. We forensically imaged computers with collection required from various types of hard drives, including IDE, SATA, ZIF, and SSD.

**Computer forensic investigation for a private health care company**

Deloitte in Argentina and Colombia assisted a healthcare company with an investigation into the root cause of a data leakage incident.

**Discovery support for an International Insurance Company**

In supporting a client internal investigation, Deloitte Argentina processed a terabyte of email data from more than a hundred of custodians using Relativity for document review. In this investigation we were able to use analytics to accelerate and find "quick wins" for the investigation.

**Forensic data collection for an international mining company**

Our team in Bolivia performed forensic data collection and preservation for a mining company's subsidiary in Bolivia, in support of an engagement with Deloitte Canada. More than 20 computers and mobile devices were forensically imaged in less than three working days.

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# Brazil

## Overview

In recent years, Brazil has built a new development model supported by monetary stability, fiscal responsibility, and social inclusion. These measures have led the country to an economic expansion cycle and a new level in the international context, increasing investor interest. Brazil has become one of the most powerful countries in Latin America in economic terms and is leading the other countries of South America.

With more than 5,000 professionals in 12 offices spread across Brazil's economic capitals, Deloitte Brazil is one of the largest professional services firms in the country. Deloitte's client base in Brazil includes multinational corporations with a presence in Brazil, as well as important local groups. We also work for local and international law firms, assisting their clients in fraud investigations and litigations.

Deloitte Brazil provides our clients with computer forensics, electronic discovery and data analytic capabilities in a single, dedicated, and seamless solution. The Discovery practice is specialized in understanding client challenges, gathering and analyzing electronic data and creating detailed reports. Deloitte Brazil has established processes in place so that the data collected for investigations and litigation complies with local data collection and preservation chain of custody requirements. We also support our clients' decision-making process and the legal proceedings aligned with the client strategy and in accordance to local law.

We work with our clients to adapt our resources, tools, and approach to provide the best solution for each situation. From hard drives, servers, thumb drives, mobiles, CD/DVD, hard copy documents, cloud to transaction data, bank records, inventories, access information, and emails, we can analyze and detect patterns, trends and anomalies that support our clients in different and complex situations.

## Technology

Based in São Paulo, Deloitte Brazil owns and operates a computer forensic, analytic, and Discovery lab, which contains state-of-the-art infrastructure to acquire, process, and analyze large amounts of data from different storage media. Our forensic laboratories are subject to a range of security controls and processes to monitor and restrict access



#### Industry specialization:

- Consumer & Industrial Products
- Technology, Media & Telecommunications
- Financial Services

to only appropriate staff.

Our infrastructure is also capable of quickly processing the collected data and making it available through our Discovery platform for specific analysis by our team of forensic specialists, or for attorneys, technicians, and client specialists.

Our capabilities include the following:

- Maintain data security protocols, including the use of government-level data encryption;
- Apply several internationally accepted forensics methodologies in accordance with Brazilian laws to promote the integrity and legal value of the analysis and information;
- Provide technologies to de-duplicate, filter, and index documents to ease the access to the information and optimize the examinations and reviews;
- Maintain chain-of-custody records and tracking activity to address authenticity of data and process concerns; and
- Preserve the confidentiality of the information collected or provided by the client by keeping it in a secured environment, controlled, and within our company's infrastructure.

#### Data privacy and security

While there is no specific data protection law in Brazil, other laws (Privacy and Confidentiality Laws) impose a range of privacy obligations that replicate some aspects of a more specific data protection framework. These laws include: (i) the general principles relating to privacy, private life, honor, image, and correspondences of individuals and indirect personal data contained in the Brazilian Federal Constitution; (ii) sector-specific laws, such as banking secrecy and telecommunication laws; and (iii) the Criminal Code, which criminalizes violation of private computers and interference with private correspondence.

#### Representative client engagements

##### Information leakage at the industry sector

We were engaged by a law firm to support a multinational industry company in a case of information leakage regarding IP material. A significant amount of information was collected from computers, servers, external drives, smartphones and tablets, including encrypted information and deleted data. We were able to process, filter, and cull to the most relevant information and make it available in a Discovery platform for the attorneys who performed the review. With our support, the law firm was able to resolve the case, in turn saving the client a considerable amount of time and money.

##### Fraud investigation

Our team was retained by the legal counsel of a global European company to help in a case of embezzlement through an ERP software breach. Deloitte Brazil acquired information from a variety of sources, including payment system software, databases, network shares, computers, and email servers. Our team in Brazil processed the dataset, de-duplicated, and highlighted what was relevant to the investigation. We delivered the results in a timely manner using our specialized document review team.

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# Canada

## Overview

Deloitte professionals in Canada are considered thought and market leaders in Discovery with deep experience in a wide spectrum of litigation support, investigative, and dispute consulting matters. Deloitte has one of the largest private Discovery centers in Canada, which is conveniently located in Toronto's Financial District. Our professionals provide an end-to-end Discovery solution — from data identification, collection, and preservation through consulting on hosting solutions and production. We understand litigation risks and apply our forensic knowledge in bringing chain of custody simplicity and single point of contact management accountability. Our team of experienced professionals can offer local delivery while you benefit from our global network of computer forensic and Discovery professionals.

We offer consistency with cross-border, and international data-gathering requirements, providing clients with efficient and cost effective collection procedures, and hosting of EU data. We have significant experience with Canadian clients experiencing local, cross-border, and international class action and complex litigation matters; including those cases involving multiple parties and government agencies. Our clients have access to experienced forensic technology specialists, application certified professionals, forensic accountants, dispute and damage quantification specialists, and former law enforcement professionals.

Our computer forensic professionals assist in Discovery engagements to maintain evidence integrity. We have assisted clients in challenging the integrity of data provided by opposing parties as evidence in legal matters and determined that collection and processing processes were compromised because untrained personnel lacked the skills and experience to properly handle and process electromagnetic media. Many of our professionals have been expert witnesses with significant testifying experience. Our Computer Forensic and Discovery

professionals maintain "Secret" level security clearances from the Government of Canada, as we appreciate the requirements of privacy and security of data. We have a Legal Project Solutions (LPS) team that works with hundreds of lawyers to review documents. Whether it is a piece of litigation or a complex regulatory challenge, LPS has a demonstrated track record of reviewing millions of documents in a timely and cost effective manner.



## Technology

Our National Discovery & Analytic Centre (NDAC), located in Toronto, Ontario, is the one of the largest private analytic labs in Canada for conducting computer forensic, Discovery and analytic insight engagements. The NDAC is a state-of-the-art facility designed to satisfy today's high-volume processing requirements for data analytic and Discovery assignments, with an ability to quickly expand capabilities to meet future demands. It was designed to assist Canadian clients in responding to litigation matters and to reduce reliance on US vendors for Discovery needs. The NDAC provides:

- Industry-leading throughput and storage capacity
- High availability, fault tolerant architecture
- Operations 24 hours a day, 365 days a year
- Deloitte owned and operated
- 24/7 monitored access control, security personnel, video surveillance, and magnetic identification cards for all visitors
- Issuance of user names and passwords, including two-factor authentication
- VPN permission rules
- Data-at-rest and data-in-motion encryption policies and processes
- Project rooms available for client engagements

## Data privacy and security

Canada has numerous laws and regulations in place to address data privacy and security, personal data collection and processing, and the transfer of personal data. The European Union has recognized Canada as providing an adequate level of protection for personal data transferred from the Community to recipients subject to the Canadian Personal Information Protection and Electronic Documents Act. In an attempt to mitigate the data privacy impact on cross-border, multi-jurisdictional Discovery engagements (for example,

if EU data was required for US investigations and litigation), we provide processing and hosting services for EU data within our Discovery facility in Toronto.

## Representative client engagement

### Discovery services for both parties in a proposed acquisition

Deloitte Canada was engaged to provide Discovery services for both parties in relation to the proposed acquisition of one client by the other. Both clients required assistance with responding to a Supplementary Information Request (SIR), similar to a Second Request in the United States, from the Competition Bureau. The effort involved collection of data in excess of 50 TB, across approximately 140 disparate custodians and systems, from two distinct infrastructures. More than 400 pieces of evidence were collected and processed for review resulting in more than 18 million documents, prior to filtering and keyword searches. The entire process from initial preservation to production took less than 45 days.

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### Industry specialization:

- Consumer & Industrial Products
- Energy & Resources
- Financial Services
- Life Sciences & Health Care
- Technology, Media & Telecommunications

# Caribbean & 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 CBC helps businesses by using technology to bring new levels of clarity, integrity, and experience to cut through the confusion.

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, Tourism & Hospitality, the Public Sector, and Oil & Gas. We have assisted several clients on a large number of complex, multi-jurisdictional litigations, insolvency and investigative matters involving banks, hedge funds, captive and reinsurance companies, corporate service providers, and special-purpose vehicle companies.

Deloitte in CBC has more than 700 professionals with offices in the key jurisdictions of the Bahamas, Barbados, Bermuda, the British and US Virgin Islands, the Cayman Islands, and Trinidad and Tobago. Additionally, our Financial Advisory professionals in the CBC have diverse backgrounds and significant experience in helping companies with their complex issues.

We have an experienced team of practitioners in the following areas:

- **Discovery** – We are fully versed in digital forensics, electronic discovery, and navigating diverse legal frameworks to provide defensible end-to-end Discovery services for our clients.
- **Discovery Analytics** – Our team is dedicated to helping clients understand their data. Examples include data mapping, revealing patterns and trends in processed data, and identifying suspicious transactions.
- **Forensic Investigations** – Our team's services are designed to provide organizations with access to the skills, experience, and knowledge that are needed to effectively conduct forensic investigations, no matter the size or complexity.



## Technology

Our team and data center, the largest of their kind in the region, are headquartered in the Cayman Islands. Our Discovery Data Center is in a secure, purpose-built facility with fully redundant power, water, security, fire-suppression and telecommunication systems. Featuring logged biometric access and segregated and secure information system networks, our facility is one of the most secure, structurally sound and resilient buildings in the region.

Our Discovery Data Center is equipped with a special-purpose forensic laboratory that contains forensic workstations and the tools required to conduct forensic examinations. Additionally, we house virtual forensic workstations available to our global investigative teams over a secure connection.

Deloitte in CBC is equipped with the latest hardware and software solutions to provide an efficient and appropriate response, regardless of the location, scale, or complexity of technology encountered. Team members have dedicated computer forensic field kits that are deployed globally to perform forensically sound collections of servers, laptop and desktop computers, mobile devices, and cloud-based storage services.

In addition to our on-site collection capabilities, our team is able to remotely perform forensically sound targeted collections that not only help our clients reduce costs typically associated with collections, but allow the collections to be conducted in a non-invasive manner.

Our team is experienced in the extraction, processing, and forensic analysis of collected data and the restoration or replication of application systems, such as corporate databases, email, and system backups.

### Data privacy and security

The laws and regulations regarding collection and transfer of data for the purpose of discovery and forensic investigations vary across the CBC region. Certain territories in the CBC have developed, or are in the process of developing, specific data privacy and data protection rules. Our Discovery specialists work closely with legal professionals across the CBC to support our clients in addressing and observing these critical laws and regulations.

### Representative client engagements

#### Large-scale digital forensic investigation and discovery

Deloitte teams in the Cayman Islands and Trinidad & Tobago were engaged to provide a full suite of forensic and discovery services for a complex, multinational fraud case. Services provided included evidence identification and management; forensically sound collection of more than 50 terabytes of electronic data from more than 3,000 sources including: enterprise systems, laptop and desktop computers, financial data platforms, mobile devices, back-up data spanning more than ten years, and more than 1.5 million pages of hardcopy documents; digital evidence examination, processing, and analytics to defensibly reduce the review population; secure, collaborative hosting; first-pass review; and further examination by forensic accountants. Deloitte coordinated further examination with client's counsel and other agencies.

### Large-scale discovery

Deloitte's client Cayman Islands, a global financial services institution, requested that we conduct a defensible collection of data from their financial, email, and user systems in response to a multi-jurisdictional legal matter. In less than a week, more than 20 terabytes of data were collected in a forensically sound manner with more than one terabyte of data being processed and hosted for review teams in the Cayman Islands and the US. Deloitte Cayman Islands assisted counsel with validating search terms, used advanced data analytics tools to reduce the overall review population, implemented concept-based clustering to batch documents to reviewers, provided daily reporting for processing metrics, search term hits, review metrics, and performed rolling productions to meet a strict and short deadline.

### Digital Forensic Investigation and Multi-Jurisdictional Discovery

Deloitte in the Cayman Islands was engaged by the court-appointed liquidators of a Cayman Islands domiciled hedge fund to collect, process, and review data as part of an asset recovery investigation. Forensic collections of desktop and laptop computers, storage servers, and email servers were conducted throughout North America with the data processed and interrogated at our Discovery Data Center in the Cayman Islands. Teams of attorneys in the US and Cayman Islands conducted the document review with the responsive population ultimately being produced for asset recovery litigation in the US.

### Digital forensic investigation and discovery

A large public utilities company requested our team conduct a fraud investigation involving 20 custodians believed to be involved in bid-rigging activities. At the request of our client, covert data collections were conducted at multiple offices throughout the country to avoid alerting the involved parties to the ongoing investigation. Forensic images were securely transported to our Discovery Data Center for forensic analysis, deleted file recovery, data decryption, processing, and analysis.

#### Industry specialization:

- Financial Services
- Energy & Resources
- Public Sector
- Tourism & Hospitality
- Technology, Media & Telecommunications

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# Chile

## Overview

With more than 1,800 professionals across the country, Deloitte Chile is one of the largest professional services firms in Chile. In an evolving discovery market with a growing need for cross-border global solutions, Deloitte Chile is adapting its services in order to meet the needs of our clients who must develop new solutions to these emerging and pressing issues. Deloitte Chile professionals apply forensic practices to collect, preserve, and process data required for the discovery process or potential use as evidence in legal proceedings. An entire business dispute, commercial investigation, or multibillion-peso litigation may hinge on identifying when a single piece of data was communicated, generated, altered, or deleted; by and to whom, and under what circumstances. Our highly experienced professionals assist clients in addressing the technological challenges of today's complex investigation and litigation environments by implementing practical approaches, supported by specialized technology and processes. Deloitte Chile has supported a large number of investigations with discovery solutions for global clients headquartered in North America and Europe. Our robust discovery capabilities distinguish Deloitte Chile from our peers.

## Data privacy and security

Chile has a number of data privacy laws and related regulations governing the collection, processing, and hosting of personal and sensitive data. Chile's privacy protection laws are in transition, and expanding in scope and strictness. Our Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing these critical laws and regulations.

## Representative client engagements

### Fraud investigation conducted on behalf of a US industrial goods company

We performed an investigation into employee expense fraud, collusion, and financial reporting irregularities for an industrial goods company in the United States. The investigation was supported by email reviews and reviews of electronic data files related to statements of account and employee emails.

### Fraud investigation conducted on for an Australian mining company

Our team performed an investigation and subsequent email review, which uncovered multiple violations of corporate ethics principles and potentially fraudulent activity related to vendor kickback schemes and leakage of sensitive data/information.

### Fraud investigation conducted on behalf of a Canadian financial services company

Our team performed an investigation which focused on bid rigging (or collusive tendering) schemes and was supported by hard drive forensic analysis and forensic imaging.

### Fraud investigation conducted on behalf of a Latin American manufacturing company

Our team performed an investigation of financial misstatement fraud, which included hard drive forensic analysis, forensic imaging, and email review.

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#### Industry specialization:

- Consumer & Industrial Products
- Energy & Resources
- Financial Services



# Mexico

## Overview

The electronic data stored on a laptop, desktop, tablet, or mobile device is the reflection of the lifestyle and behavior of most people in the business organization. Oftentimes, the data collected becomes useful information when the appropriate techniques and methodologies are applied to retrieve meaningful data. Deloitte Mexico has the tools, resources, and experience to collect data and to help businesses by performing forensic investigations in a sound manner. Our experienced team of analytic and forensic professionals with backgrounds in engineering, law enforcement, and accounting, possess deep technical know-how and are experienced in using proprietary software and methodologies as part of their investigations. Since each circumstance is unique and not suited to a simple “one-size-fits-all” solution, we work with our clients to tailor the resources, diagnostic tools, and approaches for their individual situation.

## Technology

Deloitte’s lab in Mexico operates in one of the most modern buildings in Mexico City, with features including badge-controlled access for authorized Discovery personnel; security cameras; a fireproof, climate-controlled room with backup power systems; cold storage evidence room; and powerful, state-of-the-art workstations to analyze collected data.

### Industry specialization:

- Energy & Resources
- Technology, Media & Telecommunications
- Life Sciences & Health Care
- Consumer & Industrial Products

## Data privacy and security

The Mexican government enacted the Personal Information Protection Law in October 2010, which applies to collecting, processing, or handling personal information of Mexican nationals. Our Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing the Personal Information Protection Law.



## Representative client engagement

Deloitte Mexico participated in one of the largest forensic investigation cases related to the largest accidental marine oil spill in the history of the petroleum industry. Our team conducted client interviews, data preservation, and forensic analysis as part of a global team involving Deloitte Discovery resources from the United States, Canada, India, Czech Republic, United Kingdom, and Argentina.

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# 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 Discovery and data management challenges.

With approximately 500 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. Above all, we work closely with the Deloitte Analytics Institute to incorporate analytics principles into our processes to help drive down costs for our clients.

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

In United States section of the publication, "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.



## Technology

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.

In 2013, the EDSC was awarded Relativity's Best in Service Orange level.

"Orange-level [companies] are recognized for making additional investments in people, process, and technology to manage installations with above-average user counts – all while maintaining the high standards of Best in Service." – kCura



## Data privacy and security

The United States has a variety of Federal and state laws and regulations that address sensitive personal data management. Rules for implementing these statutes impose various security requirements on corporate and Federal entities. Examples of Federal and state laws that regulate the handling of sensitive data include the Health Insurance Portability and Accountability Act (HIPAA) and the Accountability Act (HIPAA), the Gramm Leach Bliley Act (GLBA), and the Massachusetts Data Privacy Law (MA 201). Rules implementing Federal and state statutes in the United States impose various security requirements on entities that hold these sensitive data.

Deloitte maintains a comprehensive information security program in the United States. This program is informed by several industry guidelines and leading practices including ISO27002 Information Technology — Security Techniques — Code of Practice for Information Security Management, the Information Systems Audit and Control Association (ISACA) Control Objectives for Information and Related Technology (COBIT) framework, Information Technology Infrastructure Library (ITIL) practices, and the BITS Financial Institution Shared Assessments Program.

## Representative client engagements

### Large-scale computer forensic investigation and Discovery

A large multinational corporation with operations on three continents, engaged us to conduct multiple fraud investigations of various subsidiaries over the past year. The investigation involved imaging and analyzing approximately 100 computers, including many from South America. To date, several individuals are under indictment or have been convicted in various jurisdictions. We converted emails and documents from the hard drive images and restored backup tapes from Spanish to English and assisted the company in providing Discovery to the US Justice Department on one aspect of the investigation.

### Large-scale computer forensic investigation and Discovery

In conjunction with a Securities and Exchange Commission (SEC) securities litigation matter, our client, a large multinational

corporation with operations on five continents, engaged us to conduct multiple fraud investigations of various subsidiaries over the past year. The investigation involved imaging and analyzing more than 100 computers, including computers from numerous US cities, Europe, Hong Kong, Singapore, Australia, and South America. To date, numerous corporate officers of various subsidiaries and the parent corporation have been terminated. We have also produced more than 300 CDs or DVDs of email and documents to the SEC.

### Computer forensic support of internal investigations for a Financial Services company

A large multinational financial services company, engaged us to perform approximately 20 computer forensic investigations involving approximately 60 computers. We worked hand-in-hand with their internal special investigative unit to provide seamless high technology crime investigative capabilities. One theft of intellectual property investigation resulted in the US Attorney accepting the matter after a two-week investigation and the FBI executing a search warrant at the homes of two employees. We were provided with copies of the seized computers by the FBI to continue our internal investigation of the theft of intellectual property.

### Email recovery

In conjunction with an SEC securities litigation matter, our client was faced with manually transcribing the email of several high-level executives in order to get it into the litigation environment. We restored approximately 400 backup tapes and converted thousands of emails to a usable, searchable format, cutting review time and production costs.

### Industry specialization:

- Financial Services
- Life Sciences & Health Care
- Energy & Resource
- Technology, Media & Telecommunications
- Public Sector
- Consumer Products & Industrial Products

## Large-scale Discovery

Our client, a liquidator, asked us to secure the whole accounting data over the last five years of a large German corporate group. We had to secure a large amount of backup tapes and to restore the electronic data of the accounting system. We then analyzed the data for information about the possible reasons for the insolvency of the company.

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### Industry specialization:

- Financial Services
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# Services matrix

Country (click to go to country's page)	Discovery Consulting	Collection	Processing	Hosting	Review
Argentina and Latin America		●	●	●	○2
Australia and New Zealand	●	●	●	●	○2
Austria		●	●	●	
Belgium	●	●	●	●	●1
Brazil		●	●	●	
Canada	●	●	●	●	●1
Caribbean & Bermuda Countries	●	●	●	●	○2
Central Europe	●	●	●	●	●1
Chile		●	●	●	
China	●	●	●	●	●1
Cyprus	●	●	●	●	●1
France		●	●	●	
Germany	●	●	●	●	●1
India		●	●	●	○2
Ireland		●	●	●	●1
Israel		●	●	●	○2
Italy		●	●	●	○2
Japan	●	●	●	●	○2
Korea	●	●	●	●	●1
Mexico		●	●	●	
Middle East and North Africa	●	●	●	●	○2
Netherlands	●	●	●	●	○2
Nordic Region		●	●	●	○2
Russia	●	●	●	●	○2
South Africa and Central Africa		●	●	●	
Southeast Asia		●	●	●	○2
Spain	●	●	●	●	○2
Switzerland	●	●	●	●	●1
Taiwan	●	●			
United Kingdom	●	●	●	●	●1
United States	●	●	●	●	●1

Review: "1" indicates document review with legally trained resources and a dedicated team. "2" indicates document review using experienced Discovery professionals.



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