

**Deloitte.**



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

Deloitte Discovery  
2018 Global 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**

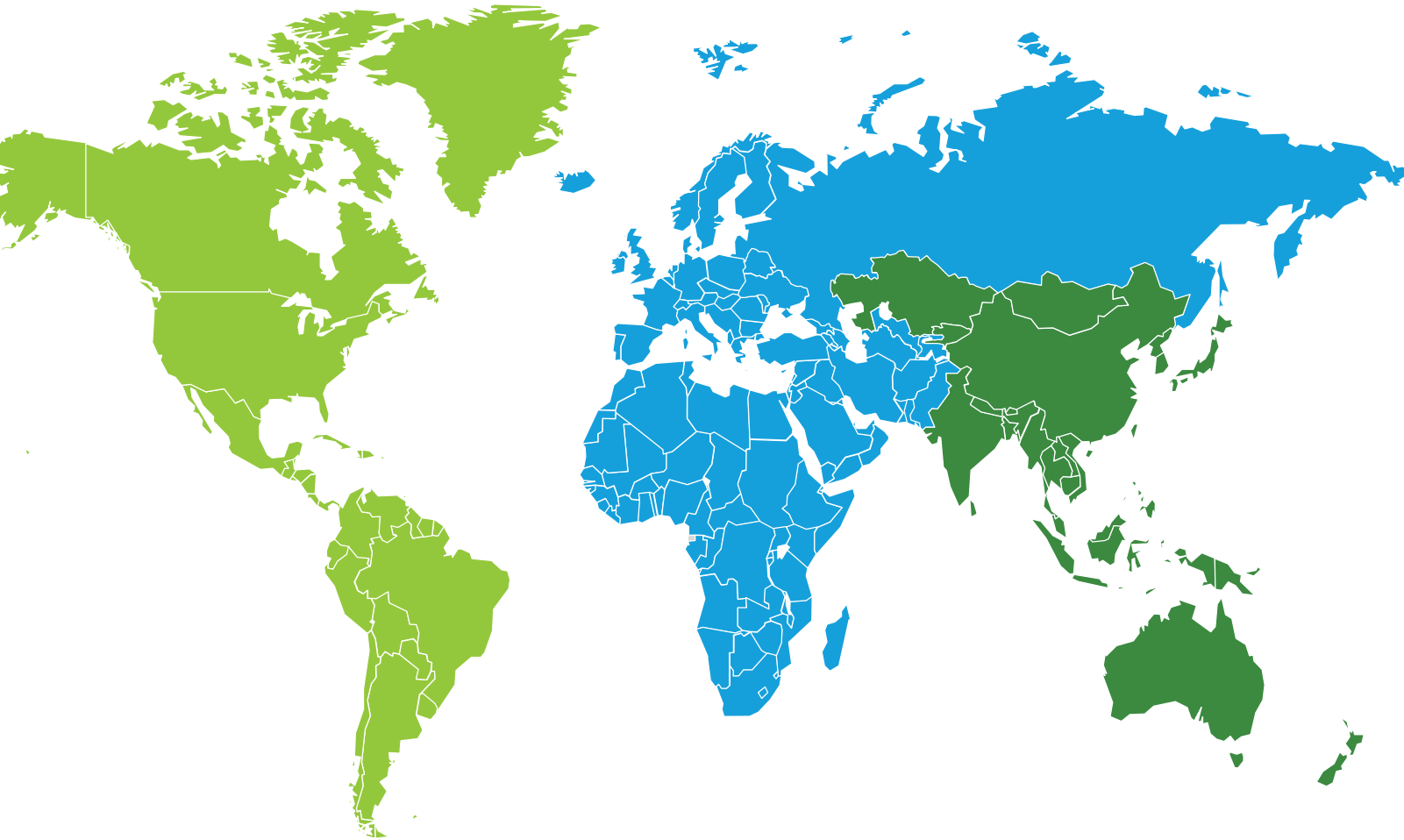
In serving clients, our focus is three-fold: provide the smartest solution; build a strong relationship; and add value by making an impact. Throughout the discovery process, we try to do that every day, for every client. In doing so, we help global organizations —of all sizes, across all industries,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

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# 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 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 have 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.

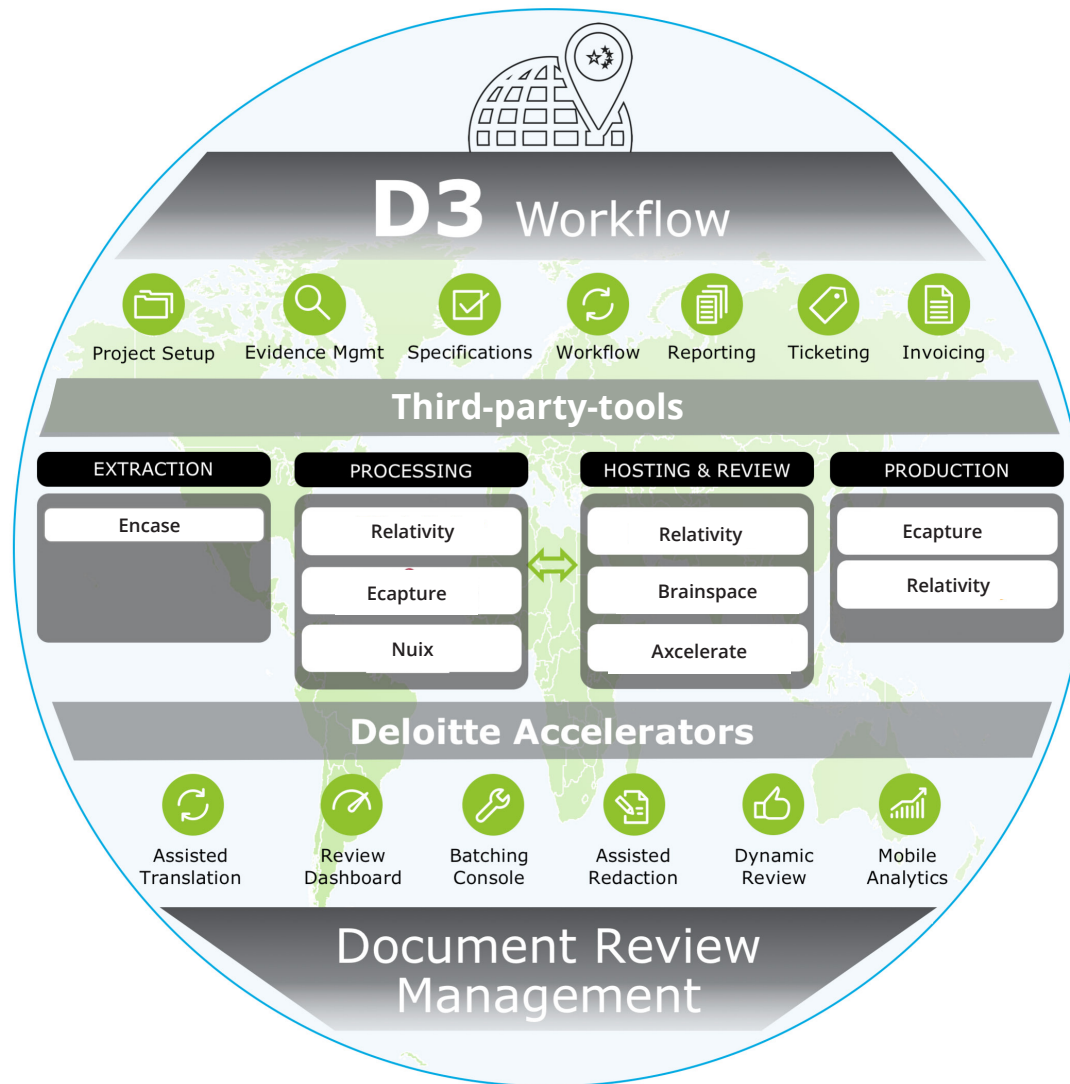
Deloitte has been conducting document review in a controlled operations environment for well over a decade. Our experience delivering reliable and flexible large-scale document review services places us many years into the learning curve of managing people, processes, and technology.

<sup>1</sup> indicates document review with legally trained resources and a dedicated team.

<sup>2</sup> indicates document review using experienced Discovery professionals.

# Deloitte Discovery experience

## Our workflow management system



# Americas



# Argentina and Latin America

Collection



Processing



Hosting



Review<sup>2</sup>



## 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



<sup>2</sup> indicates document review using experienced Discovery professionals.



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

Collection



Processing



Hosting



## 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

- Discovery Consulting
- Collection
- Processing
- Hosting
- Review<sup>1</sup>

### 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.



<sup>1</sup> indicates document review with legally trained resources and a dedicated team.

## 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

- Discovery Consulting
- Collection
- Processing
- Hosting
- Review<sup>2</sup>

**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.

<sup>2</sup> indicates document review using experienced Discovery professionals.

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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Collection



Processing



Hosting



### 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 behalf of 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

Collection



Processing



Hosting



## 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.

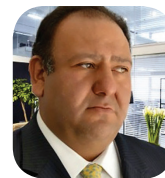


## Representative client engagement

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.

## Contacts

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# United States

Discovery Consulting



Collection



Processing



Hosting



Review<sup>1</sup>



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.

<sup>1</sup> indicates document review with legally trained resources and a dedicated team.

## 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



## 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.” – Relativity



## 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.

## Contacts

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### Industry specialization:

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

EMEA



# Austria

Collection



Processing



Hosting



## Overview

Deloitte Austria represents a regional presence and global experience in the heart of Europe. The Austrian Forensic practice has a notable reputation that is derived not only from effectively conducting national forensic investigations, but also from contributing know-how and services to international projects. Deloitte Austria efficiently supports its clients in various fields, providing Discovery and analytics services with a focus on investigations, compliance services, and litigation support. In addition to German and English, our forensic professionals include native or near-native speakers of Azerbaijani, Bulgarian, Croatian, Czech, French, Hungarian, Italian, Polish, Rumanian, Russian, Serbian, Slovakian, Slovenian, Turkish, and Ukrainian.

## Technology

Deloitte Austria has an isolated and secure IT infrastructure to facilitate forensic and Discovery investigations of any scale. We use specialized forensic equipment to perform multiple simultaneous data collections to increase speed. Our IT infrastructure is optimized to process and host high data volumes. In the event of corporate data privacy and security requirements, our trained professionals will set up the required mobile forensic infrastructure at the client site.

## Data privacy and security

As a member of the European Union (EU), Austria has implemented EU Directive 95/46 on the protection of individuals with regard to the processing of personal data. Since personal data transfer to other countries is restricted and only allowed under certain circumstances to some countries (e.g., European Union and Canada), local data is typically hosted in Austria. Our Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing privacy laws and regulations.



## Representative client engagements

### Forensic investigation for an international client from the oil and gas industry

Deloitte Austria assisted with conducting an in-depth investigation into corruption and money laundering for an international oil and gas corporation in order to calculate the damages arising from the implemented procurement process of drilling and sidetracking equipment. We were appointed to safeguard evidence data, analyze user traces and recover deleted information.

### Internal fraud and risk analysis

Deloitte Austria assisted with conducting several internal fraud assessments for Austrian listed companies in Eastern Europe. Our team conducted a risk analysis for a large Austrian bank in order to evaluate the onboarding process for investments in real estate funds, ship funds, energy funds, and employee pension scheme funds. We analyzed the agreements with the fund suppliers, the internal policies for this process, as well as national and international regulatory requirements.

Furthermore, Deloitte Austria conducted several forensic interviews with representatives of different departments involved in the process. Pursuant to the forensic practice, e-mail data was acquired and subsequently prepared and reviewed in our forensic computer laboratory. Our recommendations were presented to the supervisory board.

#### **Various computer forensic investigations**

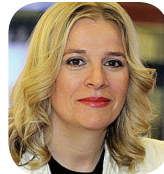
Deloitte Austria provided litigation support to various companies from the public, private and banking sector, amongst others, with regard to cartel law, by conducting computer forensic investigations. Through the use of analytics and a structured review process, we were able to identify the documents relevant to the case within a short time.

#### **Forensic investigation of an M&A process and the circumstances of the sale of an Austrian bank's real estate branch**

Deloitte Austria assisted our client with analyzing an enormous volume of transactional data using SQL, i2, and different scripting languages for text purposing (Perl, Python) to determine the circumstances of engagement and payments to certain consultants and lawyers.

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#### **Industry specialization:**

- Financial services
- Oil & Gas industry
- Manufacturing
- Consumer & Industrial Products
- Technology, Media & Telecommunications

# Belgium

Discovery Consulting



Collection



Processing



Hosting



Review<sup>1</sup>



## Overview

Deloitte Belgium consists of highly skilled consulting professionals with many years of experience in the forensic collection, processing, hosting, and review of data from computers, mobile devices, IT systems, and back-up media. At all times, we maintain and preserve a chain of custody. The Belgian member firm of Deloitte has a strong reputation in conducting international forensic investigations for a variety of industries.

Our team includes specialists in the following fields:

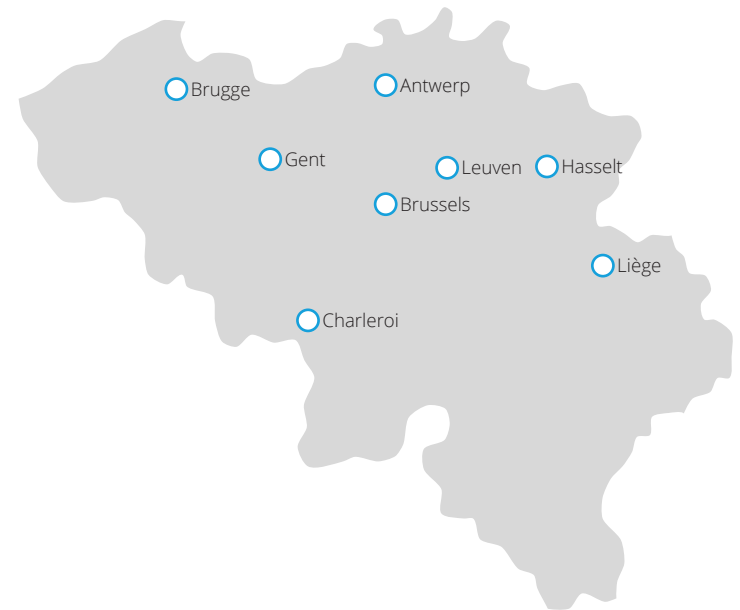
- **Computer Forensics and Discovery** – Identification, collection, preservation, and forensic analysis of electronic data while maintaining a clear audit trail. Further review is hosted using industry standard software.
- **Forensic Data Analytics** – Identification of suspicious behavior, highlighting abnormal trends in clients' structured and unstructured data, and detecting potential fraud risks. Using data visualization tools, connections, and trends in their data can easily be presented.
- **Cyber and Incident Response** – For complex cyber incidents, we utilize specialized techniques such as malware analysis, log file analysis, network forensics, registry analysis, penetration testing, and other leading edge approaches.

## Technology

Our team operates an ISO 27001 certified environment. We have access to a range of discovery and computer forensics processing, analysis, and hosting tools for structured and unstructured data. For on-site investigations, the same environment can be replicated and deployed at a client's premises.

## Data privacy and security

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 compliance.

## Representative client engagements

### Forensic data preservation

Deloitte Belgium was engaged to provide data collection and preservation services for a multinational organization with more than 1,000 employees. Our team was required to image 80 computers in five days. To achieve this objective, our team used leading tools and software while maintaining a clear audit trail and chain of custody.

### eDiscovery Project

An industrial company had concerns on the diffusion and exposure of sensitive tax documents by their employees that could lead to prosecution. We identified all documents in employee mailboxes in scope of this investigation. We used Relativity to host the data in a

<sup>1</sup> indicates document review with legally trained resources and a dedicated team.



Industry specialization:

- Consumer & Industrial Products
- European institutions
- Financial services
- Energy & Resources
- Technology, Media & Telecommunication

dedicated IT environment. The client was able to remotely review the documents with ease and through the constant support of our administration team.

**Data analytics and visualization**

Deloitte Belgium has assisted several clients to analyze their large data sets. Scripts are built in-house dependent on the client needs and the data is presented in leading visualization tools as a dashboard that showcases the analyzed data.

**Cyber and Incident response**

A local bank engaged Deloitte Belgium to investigate an attempted cyber-attack and data breach that may have compromised customer personal identification numbers (PIN) and PIN codes. Our incident response team analyzed network traffic and logs and identified all malware in the system. The quick response helped the client regain comfort in not having lost any data and Deloitte Belgium was available to assist in remediation of the security weaknesses.

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# Central Europe

Discovery Consulting



Collection



Processing



Hosting



Review<sup>1</sup>



## Overview

Deloitte Central Europe unites its resources to serve the countries of Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Kosova, Latvia, Lithuania, Macedonia, Moldova, Montenegro, Poland, Republic of Srpska, Romania, Serbia, Slovakia, and Slovenia, from more than 27 offices throughout the region. We have found that organizations deal with information requests from regulators, other public authorities, or internal audit and legal departments, on a regular basis. Most organizations have difficulties producing the requested information completely and quickly. An incomplete, incorrect, or late response to such requests may lead to significant fines.

For these requests, Deloitte Central Europe has developed a platform that allows for the collection, indexing, searching, and review of large amounts of unstructured data. Our Discovery practice can help clients address even the largest and most complex information-related investigations. Deloitte Central Europe's Discovery team can sift through emails, electronic documents, databases, backup tapes, paper documents, laptops, computers, and servers. Our goal is to help our clients reduce their risk, while managing their costs.

- **Information requests due to claims or sanctions** – Deloitte Central Europe helps clients effectively respond to claims, fines, and sanctions. We are able to assist with regulatory advice regarding AML requirements, risk assessment, optimizing policies and procedures, and investigation of issues such as suspicious transactions.
- **Forensic investigation** – Using our e-Discovery review platform allows for all relevant documents to be included and searched in a matter of seconds. The audit trail and chain of evidence provide results that are admissible in court.
- **Fraud prevention and risk analysis** – Deloitte Central Europe assists clients with effective risk analysis, identification of potential control weaknesses, design of customized policies and procedures for internal control, and compliance structures. We assist clients with identifying control weaknesses and the underlying root causes.



- **Business intelligence** – Deloitte Central Europe assists clients with in-depth background research of diverse information sources required by due diligence investigations into people and companies. Deloitte Central Europe assists clients with searching large collections of unsorted and seemingly unrelated information.

<sup>1</sup> indicates document review with legally trained resources and a dedicated team.

#### Industry specialization:

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

- **Proactive information governance** – Deloitte Central Europe offers advanced solutions for content storage optimization, regulated content discovery, and record content discovery.

#### Technology

Our facilities in Prague include a purpose-built Discovery and data analytics lab facility located within Deloitte Prague premises. This lab features logged restricted access, and a stand-alone, segregated, and highly secure IT infrastructure with a separated discovery and data analysis network.

#### Data privacy and security

As a members of the European Union, Central European countries have implemented EU Directive 95/46 on the protection of individuals with regard to the processing of personal data, and country-specific laws regarding data privacy. Personal data transfer to other countries is, in many cases, restricted and only allowed under certain circumstances to some countries (primarily the European Union and Canada). Our Discovery specialists work closely with legal professionals to support our clients in addressing and observing privacy laws and regulations in Central Europe.

#### Representative client engagements

##### E-Discovery investigation services for a Regional Government Organization in the United Arab Republic

Deloitte Czech Republic assisted a regional government-backed investment organization investigate incidents of large fund losses and the subsequent litigation exercises. We searched for, secured, and scanned large volumes of hardcopy documentation including historic large accounting general ledger books and processed the collected information to recover English, Arabic, and other language text, identified and decrypted documents to recover deleted material to supplement the review. We supported large scale document reviews in our UAE Relativity system using Deloitte staff, the legal advisors, and third party legal review teams based across the Middle East, US, UK, and Poland. More than 140 reviewers were provided access with over 70 reviewing at a time. We supported the legal team through challenging disclosure deadlines (involving more than four million de-duplicated documents with over 500,000 documents reviewed) and the subsequent review of the opposing counsels' disclosed material.

##### Support of an E-Discovery project for a global law office

Deloitte Czech Republic was hired to assist with a fraud investigation at a law office's client. We were responsible for forensically sound email data collection, processing, and hosting. The data was hosted on our local IT infrastructure. We provided comprehensive review support to the law office (assistance with search term refinement, quality control, productions etc.). The law office used the facts found during the review in the report issued to the client.

##### Intellectual property theft investigation for a global food services company

Deloitte Czech Republic helped a global food services company with investigating an intellectual property theft allegation. We collected, processed, and hosted data from various custodian devices and from the company servers. Targeted keyword searches were used to find evidence of unauthorized intellectual property transfer to third parties outside of the client company. We also employed advanced techniques such as clustering, frequency analysis, and visual mapping of relationships using both unstructured data (e.g., email communication) and structured data (e.g., physical access logs or phone call logs). The findings were used by the client in further actions mitigating the damages caused by the IP theft.

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# Cyprus

Discovery Consulting



Collection



Processing



Hosting



Review<sup>1</sup>

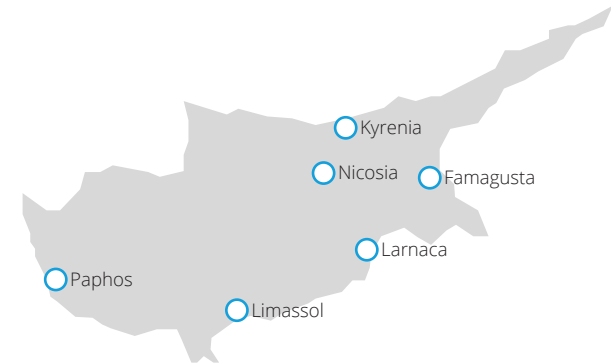


## Overview

Deloitte Cyprus applies forensic practices to collect, preserve, and process data, which are required for the discovery process or for potential use as evidence in legal proceedings. 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. The Deloitte Discovery and Digital Forensics team in Cyprus is composed of highly qualified technical and consulting professionals. The team has computer science and computer forensic scientists, ethical hackers, information systems auditors, information security management specialists and certified cyber forensic professionals. Our areas of expertise include:

- **Digital Forensics** - Identification, collection, preservation and forensic analysis of electronic data, whilst maintaining a clear audit trail and chain of custody. As part of digital forensics, our team also undertakes data recovery services.
- **Incident Response** - For complex incidents we utilize specialized techniques such as malware, memory and log file analysis, network forensics, registry analysis, penetration testing and other leading approaches

Deloitte Cyprus cooperates regularly with global Deloitte colleagues to provide Discovery and litigation support services, across multiple countries and continents. Our local and remote teams work with our clients to determine the most appropriate and effective combination of collection, processing, hosting, and review setup, considering also data transfer regulations.



## Technology

Our Discovery team uses a dedicated computer forensic laboratory infrastructure as well as specialized forensic software tools and field kits for national and international data collections. The hardware and software used by our team helps ensure an efficient and trusted methodology for performing the required tasks at each stage of the Electronic Discovery Reference Model (EDRM). The laboratory has a physically secured work area and allows for separate forensic computer processing systems, which are not connected to the Deloitte Cyprus corporate computer network.

## Data privacy and security

As a member of the European Union, Cyprus has implemented the Processing of Personal Data (Protection of the Individual) Law, to abide with the EU Directive 95/46 on the protection of individuals with regards to the processing of personal data. Cyprus, as an EU member state, will adhere and implement the equivalent legislation that will be aligned to the EU's General Data Protection Regulation (GDPR) which was approved in April, 2016. Our Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing privacy laws and regulations.

<sup>1</sup> indicates document review with legally trained resources and a dedicated team.

Industry specialization:

- Financial Services
- Insurance Services
- Maritime and Shipping Services
- Retail

### Representative client engagements

#### Forensic data collection and preservation for a multinational company

We were retained by an international law firm to perform forensic data collection and preservation, for a client's subsidiaries in Serbia and Turkey. Deloitte Cyprus along with discovery professionals from Deloitte member firms in EMEA, forensically imaged dozens of computers in less than two weeks, with collections required from various types of hard drives (e.g., IDE, SATA, ZIF, SSD). During the process, we also conducted network and live acquisition.

#### Forensic Incident Response after a Data Leakage incident

Our Forensic professionals responded to a security breach at a local client, in relation to a Data Leakage. During the engagement, our team performed analysis and containment of the breach and provided consultation services to the client on how to enforce stronger security policies. Our digital forensic specialists, performed a detailed investigation, including memory analysis from PCs, USB devices PCs and Servers analysis, Log analysis from various sources (Routers, Proxies, Firewall, PC and Servers) and network forensics. Deloitte Cyprus delivered a detailed report with various facts detailing the storyline on how the incident occurred, for how long the breach was taking place and which the vulnerable areas were. Our report also included consultation on corrective measures.

#### Digital Forensics Investigation after a Wire Transfer Fraud

Our Digital Forensic team assisted in performing an investigation after a wire transfer scam attack against the accounting department of a manufacturing client. Our team analyzed evidence collected from the client's premises, in order to understand and present a timeline and a detailed analysis of the fraud. The deliverable also included consultation, in order to assist the client in establishing better controls and enforcing stronger security policies and procedures.

### Contacts

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# France

Collection



Processing



Hosting



Review<sup>2</sup>



## 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.

Deloitte France understands that organizations deal with information requests all the time. They may come from regulators, public authorities, or internal departments such as internal audit, compliance, or legal. We recognize that most organizations experience difficulties producing the requested information in a complete and timely manner. An incomplete, incorrect, or late response to such requests may lead to significant fines.

For these types of requests, Deloitte France has developed a platform that allows for the collection, indexing, searching, and review of large amounts of unstructured data. Deloitte France's Discovery practice can help clients address even the largest and most complex information-related investigations. Deloitte France's Discovery practice can sift through emails, electronic documents, databases, backup tapes, paper documents, laptops, computers, and servers. Our goal is to help our clients reduce their risk, while managing their costs.

## Technology

Deloitte's team in France operate a secured laboratory dedicated to forensic analysis, designed around a state-of-the-art virtualized environment, and tailored to perform a wide range of Discovery and computer forensics processing, analysis, and hosting tasks. The same environment can be replicated and deployed on a client's premises through a fleet of purpose-built mobile datacenter infrastructures. The hardware and software used by our team provides a very efficient and tested methodology for performing all the required tasks at each stage of the EDRM.

## Data privacy and security

As a member of the European Union, France has implemented EU Directive 95/46 on the protection of individuals with regard to the processing of personal data, in the French Law 2004-801 modifying law 7817 of 6.1.1978. France has a number of other laws that impose strict requirements on collecting, processing, and managing personal data. Our local Discovery professionals have developed



<sup>2</sup> indicates document review using experienced Discovery professionals.

Industry specialization:

- Life Sciences & Health Care
- Technology, Media & Telecommunications
- Financial Services

specific technological solutions and processes to maintain privacy compliance throughout the Discovery data lifecycle. In addition, France has a specific statute blocking data transfer from France in response to foreign discovery. Personal data transfer to other countries is restricted and only allowed under certain circumstances to some countries. Our Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing privacy laws and regulations.

### Representative client engagements

#### Corruption investigation for a multinational company

Our team assisted a client with an anticorruption investigation by providing cross-border Discovery services. Deloitte France collected terabytes of unstructured data on short notice, across multiple European, Middle Eastern, and African jurisdictions. Deloitte France deployed a complete data processing and review platform in the client's Paris offices. Deloitte France processed and loaded more than 2.5 million documents and subsequently provided support for the client's reviewers for more than two years.

#### Discovery solution for a global financial institution

Deloitte France was tasked with assisting its Paris client with a Discovery request in an ongoing litigation in the United States. Because the data was not permitted to leave the client's premises due to its sensitive nature, our team deployed a fully autonomous mobile datacenter solution onsite to preserve, process, and host the data. We further provided data analysis services to allow for the efficient individualized tuning and reporting of several hundred complex queries requested by the opposing parties.

#### Discovery solution in response to a regulatory investigation for a telecommunications company

Deloitte France was engaged to provide urgent support for a client that had recently been raided by antitrust authorities. Deloitte France analyzed the seized data, processed, and hosted the documents on a remotely accessible review platform within a week. The client's counsel received access to the platform to prepare their defense and Deloitte France assisted with supporting the review process as well as training the attorneys on the platform's operation.

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# Germany

Discovery Consulting



Collection



Processing



Hosting



Review<sup>1</sup>



## Overview

Deloitte Germany applies 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 multimillion-Euro 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. Our Discovery team in Germany is composed of highly qualified technical and consulting professionals based in Düsseldorf, Frankfurt, Munich, and Berlin. The team is composed of computer scientists, information management specialists, database specialists, and certified forensic examiners. Deloitte Germany offers a variety of mobile solutions to provide dedicated onsite Discovery services for engagements of all sizes. Depending on client and engagement requirements, we may set up mobile processing systems or install a dedicated environment for long-term relationships.

Deloitte professionals in Germany regularly cooperate with colleagues in Deloitte's global network to provide Discovery and litigation support services across multiple countries and continents. Our local and remote teams work with our clients to determine the most appropriate and effective combination of collection, processing, hosting, and review setup in consideration of data transfer regulations.

## Technology

Our Discovery team uses a dedicated computer forensic laboratory infrastructure as well as specialized forensic software tools and field kits for national and international data collections. Furthermore, we operate a secure and efficient discovery lab facility in Düsseldorf, where we process structured and unstructured data, and offer our clients a flexible hosting environment for Discovery engagements and similar projects. Our lab meets the 27001 ISO security requirements. We are able to offer a team of forensic professionals with diverse



experience in industries, languages, regulations, and accounting which can help clients during the analysis of the evidence collected and give a professional opinion for client decisions.

## Data privacy and security

As a member of the European Union, Germany has implemented EU Directive 95/46 on the protection of individuals with regard to the processing of personal data in the German Federal Data

<sup>1</sup> indicates document review with legally trained resources and a dedicated team.



Protection Act (BDSG). Other laws, such as the Telecommunications Act (TKG), also impose data privacy obligations on the handling of certain sensitive data. Personal data transfer to other countries is restricted and only allowed under certain circumstances to some countries (primarily the European Union and Canada). Our Discovery specialists work in close cooperation with Data Protection Officers (Datenschutzbeauftragter), Workers' Councils (Betriebsrat), and other legal professionals to support our clients in addressing and observing critical privacy laws and regulations.

### Representative client engagements

#### Forensic data preservation, analysis, and Discovery for a global financial institution

Our team provided rapid response to an urgent inquiry at one of the country's leading financial institutions. Our multidisciplinary team organized parallel work streams to conduct forensic analysis on a local server running Linux while inventorying, indexing, and searching approximately 6 TB of data, including e-files, emails, and large databases.

#### Discovery services in an arbitration case for a multinational automotive company

The biggest challenge on this project was the identification of relevant data in a timely and efficient manner. Deloitte Germany received more than 8 TB of data, originating from various sources such as server shares, mail boxes, server backup tapes, CDs/DVDs, and approximately 10,000 binders. We used advanced hardware and software solutions to enable parallel processing for a higher time realization. In addition, the team addressed various ad-hoc requests such as recovering data from backup tapes and decryption of encrypted files under a constrained timeline. We continuously imported documents into Deloitte Germany's Review Environment, which consisted of approximately 11 million documents. Scanned documents accounted for a significant part of this volume. Another thread to the review time consumption was the existence of many nearly identical documents. The usual keyword-based review strategy was not sufficient to address the vast number of hits retrieved by special searches. In turn, Deloitte Germany provided the client with

highly advanced resources such as Technology-assisted-review (TAR) and Near-Deduplication. The TAR software was regularly applied to automatically classify the responsiveness of the documents. Near-Deduplication was performed to discover the similar documents. The combination of the two approaches provided the reviewers with relevant and non-redundant information in a prioritized manner.

#### Discovery services supporting internal investigation with respect to antitrust proceedings

Deloitte Germany was retained by an international automotive client to provide its outside counsel with Discovery support across various countries and jurisdictions. The project involved more than five countries across the globe, 50 custodians, and more than 5 TB of unstructured data. Deloitte Germany provided onsite data collection, data processing, hosting, and review capabilities in Germany to a team of 40 reviewers with 24/7 support for the review teams who were located within various time zones.

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#### Industry specialization:

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

# Ireland

Collection



Processing



Hosting



Review<sup>1</sup>



## Overview

The Discovery practice of Deloitte Ireland is comprised of highly trained professionals with years of in-depth forensic investigation experience across a variety of industry and client sectors. We are experienced with using leading edge technology and forensic toolsets within our state-of-the-art forensic facility and Discovery suite based in Dublin. Through this facility, we are able to provide end-to-end Discovery services covering all stages of the EDRM cycle, from early case assessment, to evidence collection, analysis, production, reporting, litigation support, and expert witness services.

## Technology

Deloitte Ireland operates a state-of-the-art forensic and Discovery facility to assist with investigations of all scales, ranging from small to large and complex investigations spanning various geographic locations. Our facility houses multiple servers both on and off network as well as purpose built forensic workstations. Our scale allows us to capture, process, review, and store information from our secure forensic lab. This allows us to alleviate any concerns around the unnecessary movement of sensitive data. We offer secure storage facilities for case evidence and maintain a full chain of custody from collection to return or destruction of the evidence on case closure. Our Discovery team works hand-in-hand with our digital forensic analysts facilitating the ability to provide more in depth analysis for targeted investigations.

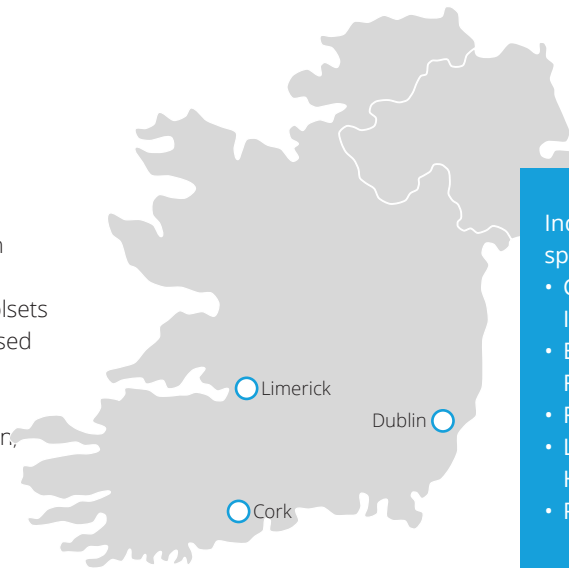
## Data privacy and security

As a member of the European Union, Deloitte Ireland has implemented the EU directive 95/46/EC with regard to the processing of personal data. The Data Protection Act of 1988 as amended in 2003 is enforced by the Irish Data Protection Commissioner. This law regulates the collection, storage, usage, and transfer of personally identifiable information in Ireland. Our team of eDiscovery specialists are fully trained to observe these laws throughout the eDiscovery lifecycle.

## Representative client engagements

### Full-scale Discovery services for a healthcare client

We were engaged to provide full Discovery services for a healthcare client. Services included assistance with the identification of



Industry specialization:

- Consumer & Industrial Products
- Energy & Resources
- Financial Services
- Life Sciences and Health Care
- Public Sector

potentially relevant material right to production of material for court. They required advice and input through every step of the EDRM. We hosted the potentially relevant material for external review by the client's legal advisors.

## Fraud investigation for technology client

Our team collected and reviewed data for a technology company that requested an investigation into a suspected internal fraud issue. This case required data collection from multiple jurisdictions which we achieved by working closely with the discovery and forensic teams from other Deloitte offices. We also worked closely with our in-house forensic accountant subject matter specialists.

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<sup>1</sup> indicates document review with legally trained resources and a dedicated team.

# Israel

Collection



Processing



Hosting



Review<sup>2</sup>



## Overview

Deloitte Israel spans a wide geographic range in Israel, with more than 90 partners and directors and more than 1,200 professionals in eight locations. Our Computer Forensic & Discovery services include full litigation support process including project planning, readiness, data collection, processing, hosting, review and document production. In addition, our discovery team includes project managers, IT discovery professionals, and review leaders. Deloitte Israel is currently the only Big Four firm that provides full Discovery services in Israel and is the exclusive local player in the Discovery field. Our professional discovery team is now expanding due to increasing market demand.

## Technology

Our Discovery team uses a dedicated computer forensic laboratory infrastructure as well as specialized forensic software tools and field kits for national and international data collections. Furthermore, we operate a secure and efficient discovery lab facility in Tel Aviv, where we process structured and unstructured data and offer our clients a flexible hosting environment for Discovery engagements.

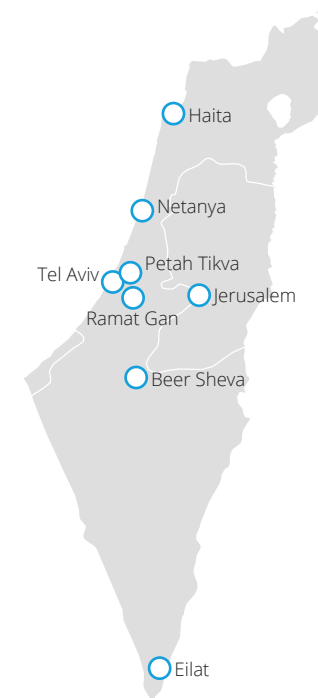
## Data privacy and security

While there is legislation relating to information privacy, the collection and transfer of data for the purpose of Discovery and forensic investigations is not restricted in Israel. In some cases, the individual's consent is required and/or beneficial. Israeli law imposes some limitations on customer and third party data transfers outside of Israel. 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

### Discovery investigation at one of the largest banks in Israel

Our team was retained by an international law firm to assist one of the largest banks in Israel with an investigation relating to possible tax evasion of United States citizens using foreign international banks.



We acquired data from Exchange servers, file servers, archiving systems and imaged desktop computers, and set up the Discovery environment at the bank. In addition, we assisted with the document review and worked hand-in-hand with the local review team. The engagement spanned multiple jurisdictions, as well as geographical and cultural boundaries.

### Discovery for an SEC investigation

We were retained by an international law firm to assist with an SEC FCPA investigation. Based on the company's security requirements, we installed a Discovery environment at the company facility, for data processing and review. We provided technical support to the company's local review team and assisted with the redaction and production of the documents.

<sup>2</sup> indicates document review using experienced Discovery professionals.

Industry specialization:

- Financial Services
- Aerospace & Defense
- Technology, Media & Telecommunications

**Legal suit for an energy sector client**

As part of a US legal suit, Deloitte Israel provided a review environment for the US lawyers, collecting the entire company's data from the servers, analyzing 6 million documents and producing them to the US court following ESI protocol.

**Financial crime case in the Biotech sector**

As part of an internal investigation on a company's executive management, Deloitte Israel assisted with analyzing data and locating anomalies in the company's activity using analysis of: financial data, contracts, general entries records, employee's salary, etc Deloitte Israel carried out work in support of the litigation team and court in Israel. During this case Deloitte Israel assisted in the collection of: computers, mobile devices, servers, mailboxes, local and network folders of employees, and locating and analyzing exceptional activities within these devices.

**Regulatory compliance in the pharmaceutical sector**

Deloitte Israel assisted a client with responding to an FCPA investigation. Services performed included collection of: computers, mobile devices and mailboxes of company's executive employees, and to locate exceptional documents based on search terms created by lawyers.

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# Italy

Discovery Consulting



Collection



Processing



Hosting



Review<sup>2</sup>



## Overview

For nearly 15 years, the Forensic practice of Deloitte Italy has offered advisory and support services to companies' top management and stakeholders, law firms, courts, litigation attorneys, insolvency managers, and internal auditors. These services include analysis of procedures, financial accounting, and complex corporate events, as part of internal reviews and in relation to civil and criminal legal proceedings. Our team includes approximately 30 professionals, with four fully-dedicated partners across two offices in Milan and Rome.

Our dedicated team of Discovery professionals supports organizations with the identification, acquisition, and forensic analysis of evidence available on electronic devices. In addition, they manage large volumes of data and documents already available on digital or hardcopy format to find information and evidence relevant to an investigation.

## Technology

Deloitte Italy has a dedicated computer forensic lab with specialized certified tools, facilitating the efficient and appropriate response to our clients' issues, regardless of the location, scale, and complexity of technology encountered. Our team of professionals brings a diverse set of experience in industries, languages, and knowledge areas such as accounting and regulations to assist clients during the analysis of the evidence collected.

## Data privacy and security

As a member of the EU, Italy has implemented EU Directive 95/46 on the protection of individuals with regard to the processing of personal data, in the Italian Protection of Individuals and Other Subjects with Regard to the Processing of Personal Data Act and the Italian New Data Protection Code. Personal data transfer to other countries is restricted and only allowed under certain circumstances to some countries (primarily the EU). Our Discovery specialists work closely with legal professionals to support our clients in addressing and observing privacy laws and regulations.



<sup>2</sup> indicates document review using experienced Discovery professionals.

Industry specialization:

- Consumer & Industrial Product
- Life Science & Health Care
- Financial Services
- Technology Media & Telecommunications
- Energy & Resources

### Representative client engagements

#### Investigation on an email interception appliance

Deloitte Italy has been appointed by the Board of a primary gaming and betting company in order to investigate the presence of interception systems over the company communication infrastructure. The investigations conducted have revealed the actual presence of an intercepting email system, allowing the client to identify its users and all the email interceptions actually performed by them.

#### Comprehensive Discovery services for an international manufacturing group

An investigation was commissioned by a leading international manufacturing group aimed at detecting any disclosure of knowledge by a local executive manager to a competitor. The engagement involved all phases of the Discovery process (collection through forensic imaging, processing, and subsequent review). The analysis revealed existing relationships between the executive manager and a competitor.

#### Investigation into confidential corporate documents from a former employee

Our team performed an investigation on behalf of a leading Italian manufacturing group following a number of newspaper articles about the relations and the correspondence between a former employee and some individuals who were under investigation by the judicial authorities. The articles suggested that the former employee was in possession of confidential corporate documents. Our investigation retrieved documents and emails from the employee's laptop computer, which at that point was passed on to another employee. The recovered material was then reviewed using specific keyword lists.

#### Bribery investigation related to top management

An investigation was commissioned by a leading law firm and carried out in collaboration with the Deloitte global network at several branches of a multinational company across Europe. The activities included the collection and subsequent email review of all communications devices (e.g., computers, handhelds) used by top management who were suspected of bribery.

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# Middle East and Northern Africa

Discovery Consulting



Collection



Processing



Hosting



Review<sup>2</sup>



## Overview

Deloitte in the Middle East and North Africa, based in Dubai, combines the highly specialized skills of our team with technology solutions designed to help our clients control cost and mitigate risk throughout the Discovery process. We work closely with the global Deloitte member firms' Discovery teams to apply quality benchmarks to our process.

## Data privacy and security

The region usually faces fewer hurdles in Discovery planning than those encountered in other jurisdictions, such as the EU, and there are typically limited data compliance implications. However, the laws in the region do need to be considered when planning Discovery as there are some areas with broad data privacy laws. For example, the Dubai International Financial Center (DIFC), Qatar Financial Center, Abu Dhabi Global Market (each modelled on EU laws), and Dubai Healthcare City have specific data privacy laws to consider.

## Representative client engagement

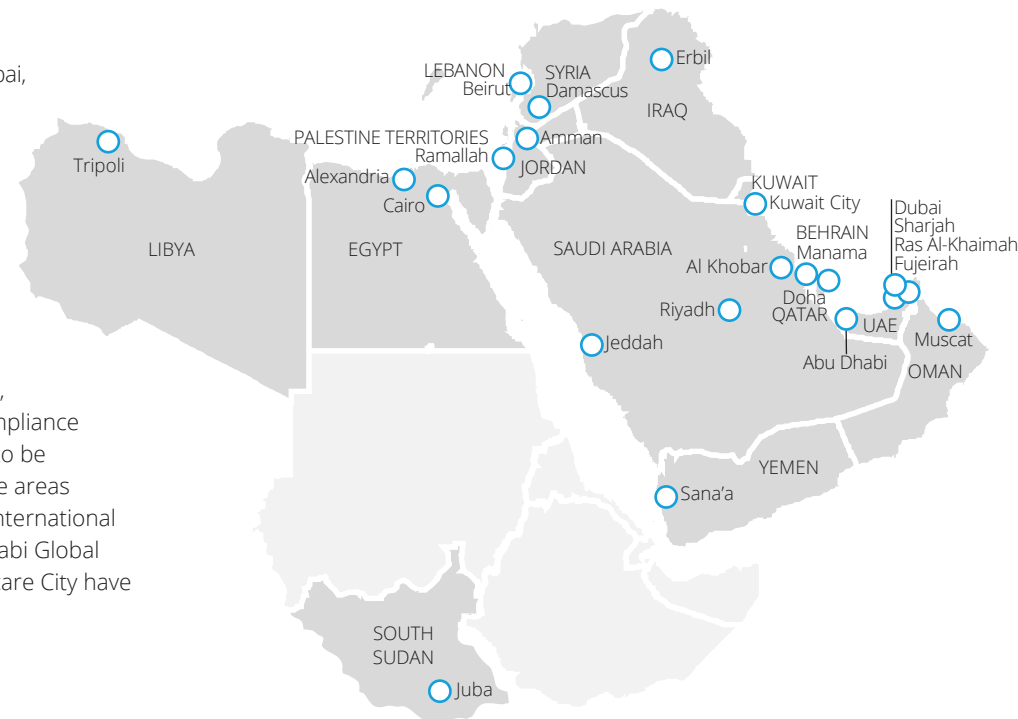
### Regional government organization

Deloitte's team in the Middle East and Northern Africa assisted a regional government-backed investment organization investigate incidents of large fund losses and the subsequent litigation exercises.

We searched for, secured, and scanned large volumes of hardcopy documentation including historic large accounting general ledger books.

We processed the collected information and then OCR scanned the documents to recover English, Arabic, and other language text, identified and decrypted documents, and recovered deleted material to supplement the review.

We supported large scale document reviews in our Deloitte Corporate Finance Limited (DCFL) Relativity system using Deloitte staff, the legal advisors, and third-party legal review teams based across the Middle East, US, UK, and Poland. More than 140 reviewers were provided access with more than 70 reviewing at a time.



We supported the legal team through challenging disclosure deadlines (involving over 5 million de-duplicated documents with over 500,000 documents reviewed) and the subsequent review of the opposing counsels' disclosed material.

<sup>2</sup> indicates document review using experienced Discovery professionals.

Industry specialization:

- Financial Services
- Regulatory
- Government
- Oil & Gas

**Regulator**

Deloitte in the Middle East and Northern Africa assisted a global bank in its self-disclosure of a suspected compliance breach to the Dubai Financial Service Authority (DFSA). We worked with the bank to collect custodian data including computers, mobile phones and voice records.

Deloitte Corporate Finance Limited (DCFL) undertook English and foreign language analysis of both the electronic documents (using Relativity) and audio recordings (using voice phonetics analysis using Nexidia) in order to segregate and prioritize review streams. We hosted data from various disparate data sources including mobile phone emails and messages, and instant messaging data from three different platforms in our Relativity document review platform located within the DIFC. We built custom solutions for hosting the non-standard data in Relativity in a unified user-friendly format. Our team worked with the bank's legal advisors to refine the document review pool to meet the Regulator's requirements including challenging deadlines. This work included testing suggested keyword hit rates and implementing email threading analysis in order to identify inclusive email content for further volume reduction, and grouped email chains that accelerated the review process.

**UAE family business**

Deloitte's team in the Middle East and Northern Africa were engaged by a UAE business to investigate a multi-million dollar fraud in a subsidiary within the region. The investigation was supported by our forensic technologists.

We imaged PCs onsite, remotely imaged servers, and also harvested data from dozens of PCs over the network. We also collected the subsidiary's financial records in order to undertake fraud risk analytics.

We processed the e-documents and emails so that they could be both searched for English, Arabic, and Filipino terms and filtered on communication relationships. We provided document review databases for the investigation team and the client's audit team for them to investigate the issues and to report to the government prosecutor.

We performed IT forensic analysis to identify 1) user activity, including document forgery, 2) hidden data, including encrypted documents which we cracked, and 3) financial accounts and documents.

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# Netherlands

Discovery Consulting



Collection



Processing



Hosting



Review<sup>2</sup>



## Overview

The Deloitte Netherlands' Center of Excellence for Discovery and Computer Forensics ("The Center") for mainland Europe is one of the largest hosting hub practice with dedicated Discovery professionals.

Deloitte Netherlands team is based in Amsterdam, and frequently provides its core services across the European region, Mediterranean, and Balkan countries. The team supports our European colleagues in active Discovery engagements, knowledge sharing and transfer, as well as business development efforts. 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 50 specialists.

## Technology

The Center is located in the Netherlands, and is a fully redundant active-active data center. The award-winning Center has multiple quality, sustainability, and security certifications. The Center meets BS7799 Guidelines for Information Security Risk Management, ISO 27001 security requirements, and ISO 9001 quality standards. The Center is one of the most highly sustainable data centers in Europe.

The Center has implemented a variety of tools and technology, including advanced analytics dashboards. Through these tools, our clients will be able to track the review progress to machine learning in Technology-assisted-review (TAR) to help reduce the cost of review and gain rapid and demonstrated analytical insights in the data for Discovery in a matter of days, rather than weeks.

Our machine learning (TAR) capabilities have been effectively applied in Discovery and Financial crime-related cases among others:

- Personally identifiable information (PII)/personal data identification
- Document review prioritization, categorization, and relevancy designation
- Fraud detection and identification

<sup>2</sup> indicates document review using experienced Discovery professionals.



## Data privacy and security

As a member of the European Union, Deloitte Netherlands has implemented EU Directive 95/46 on the protection of individuals with regard to the processing of personal data in the Dutch Personal Data Protection Act (Wet bescherming persoonsgegevens), Act of 6 July 2000. Our Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing privacy laws and regulations.

Industry specialization:

- Energy & Resources
- Financial Services
- Consumer & Industrial Products
- Life Sciences & Health Care
- Manufacturing

### Representative client engagements

#### Competition law investigation for a global telecommunications company

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 regard to possible pricing agreements between different telecommunications companies in the Netherlands and had to move quickly in the race for leniency. 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 resulting in successfully challenging the allegations.

#### Discovery services for a bribery and corruption case for a multinational manufacturer

In an internal investigation, Deloitte Netherlands' Discovery team facilitated data collection, processing, and review support for a multinational manufacturing client involving multiple countries and jurisdictions. To cope with the challenges of data sharing across borders and jurisdictions, 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. As a result, 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.

#### Onsite review conducted for an international pharmaceutical company

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 in an attempt 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.

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.

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# Nordic Region

Collection



Processing



Hosting



Review<sup>2</sup>



## Overview

Deloitte's member firms in the Nordic Region have united their resources to serve the countries of Denmark, Finland, Norway, and Sweden. Our Discovery team includes highly skilled technical and consulting professionals with many years of experience in forensic collection, processing, and review of large volumes of electronically stored information (ESI). We provide end-to-end Discovery services to our clients, and our hosting capabilities allow our clients and other users to quickly access and review the information during investigations, litigation, and similar types of engagements.

## Technology

Our Discovery team uses a dedicated computer forensic laboratory infrastructure as well as specialized forensic software tools and field kits for national and international collection of data. Furthermore, we operate a secure and efficient discovery lab facility and hosting center in Copenhagen, where we process structured and unstructured data and offer our clients a flexible hosting environment for Discovery engagements and similar projects.

## Data privacy and security

The rules and regulations in the Nordic countries are heavily influenced by or directly follow the EU Directive 95/46 on the protection of individuals with regard to the processing of personal data. Our Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing privacy laws and regulations. Other local laws may provide limitations on how both public authorities and private companies must collect, process, and handle personal data.

## Representative client engagements

### Forensic data collection, analysis, and Discovery for a global client in the manufacturing industry

Deloitte Financial Advisory Services LLP in the United States were retained by an international law firm to investigate potential money laundering activities and bribery by key personnel in the Danish subsidiary of a US-based listed company that had come under intense scrutiny by the SEC.



<sup>2</sup> indicates document review using experienced Discovery professionals.

Industry specialization:

- Life Sciences & Health Care
- Financial Services
- Technology, Media & Telecommunications

Deloitte 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 nearly 10 years. Our team also assisted the company and legal counsel with self-reporting and supplying authorities (including the SEC) in three different countries with documentation on the matter. In response to several subpoenas from the SEC over a period of 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 SEC.

**Discovery support and forensic data collection**

One of the largest construction companies in the Nordics filed for bankruptcy; the law firm that was appointed as the liquidator needed to quickly confirm that all relevant data of the company was identified, collected, and secured. Deloitte Denmark facilitated several workshops, interviews of the company’s key IT resources, mapping of data, and identification of critical IT systems for subsequent data collection.

We secured and collected several terabytes of data from current and legacy ERP systems, file and email servers, and email archiving systems in close collaboration with the company’s former IT manager, and we conducted extensive testing and verification of the collected data.

We also performed extensive Discovery support and consulting to the law firm in relation to potential future disputes, and in particular with regard to the technical possibilities of analyzing and reviewing potentially relevant structured and unstructured data.

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# Russia and CIS

Discovery Consulting



Collection



Processing



Hosting



Review<sup>2</sup>



## Overview

Deloitte in Russia and the Commonwealth of Independent States (CIS) is composed of highly qualified technical and consulting professionals based in Moscow. The team includes computer scientists, Discovery, and database specialists. Our Discovery professionals assist clients in collection, preservation, and analysis of large and complex volumes of data involved in commercial investigations. Using proprietary technology, our professionals find innovative solutions to efficiently search and process data and arrive at meaningful analysis and enhances the quality of investigations. Our integrated approach involves combining our skills to develop well-rounded solutions based on a full understanding of our clients' ambitions, business, and environment.

## Technology

Our data center is located in Deloitte's Moscow office. We offer in-country hosting through a secure online collaborative portal. International reviewers may access the portal over the internet using dual-factor authentication. A secure Internet protocol is used for all communication between the portal and the reviewer.

## Data privacy and security

There are numerous and evolving privacy and data protection laws in Russia, and throughout the region, including provisions of the Russian Labor Code as well as the Russian, Kazakhstan and Ukraine Personal Data Protection Laws. Our Discovery specialists work closely with legal professionals to support our clients in addressing and observing these laws and regulations.

## Representative client engagements

### Forensic services for a Russian subsidiary of an international food and beverage company

Deloitte Russia was engaged by an external law firm to support FCPA investigation at a local subsidiary of an international food and beverage company. Deloitte Russia collected data from more than 50



custodians' computers, corporate mail servers, and backup tapes from different locations in Russia and Poland. The Discovery team restored the companies' IT environment to obtain historical backups from several IT systems. All collected data was processed and hosted on Deloitte's Moscow data center.

### Cross-jurisdictional data collection, processing, hosting, and litigation support

Deloitte Russia assisted the Deloitte FAS LLP to preserve and collect data during an FCPA investigation. Deloitte Russia has managed data collection and preservation. The data collected from mobile devices was processed and reviewed locally to maintain compliance with Russia's Personal Data Protection Law and our deliverables assisted external counsel to conduct more effective custodian interviews.

<sup>2</sup> indicates document review using experienced Discovery professionals.

Industry specialization:

- Financial Services
- Energy & Resources
- Legal
- Consumer & Industrial Products
- Technology, Media & Telecommunications

**Mobile Discovery solution provided onsite in client's facilities**

Deloitte Russia and CIS assisted a client with an investigation of a specific alleged corruption and bribery incident at a bank. Our Forensic Technology team worked onsite to preserve electronic data from a variety of IT systems. Our team also worked alongside the client's IT team to collect historical backups. Due to data access and review restrictions in the banking sector, we deployed our enterprise mobile Discovery solution within the bank. We implemented the solution on a standalone local network and enabled multiple reviewers to access the review platform by creating a local network.

**Mobile solution and cross-jurisdictional data collection, processing, hosting, review**

Deloitte Russia assisted a client on a data processing job for 150 custodians across several jurisdictions. In order to adhere to data privacy requirements, Deloitte Russia installed a review environment at the client site and worked in close collaboration with external law firms to help conduct three levels of document review and produce documents to regulators.

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# South Africa/Central Africa

Collection



Processing



Hosting



## Overview

Deloitte's Discovery specialists in South Africa and Central Africa apply forensic practices to collect, preserve, and process data required for the discovery process or potential use as evidence in legal proceedings. A business dispute, commercial investigation, or significant 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's forensic practice in South Africa and Central Africa serves the countries of South Africa, Botswana, Cameroon, Ethiopia, Ghana, Kenya, Lesotho, Mozambique, Namibia, Nigeria, Tanzania, Uganda, and Zambia from more than 19 offices, and provides a full range of Discovery services from data identification and collection for both electronic and hardcopy, through processing and hosted document review, as well as production of witness and trial bundles and export to courtroom presentation systems. We have skilled and experienced personnel, including technicians with nearly 15 years of experience working in the United Kingdom on some of the world's largest cases and investigations.

## Technology

Deloitte South Africa has digital forensics laboratories with skilled technicians in Cape Town and Gauteng using industry-leading forensics software. Cape Town is the hub for our Discovery services, which contains leading software for processing data, hosting, and review supported by a secure infrastructure. We have the tools and technical resources to employ advanced data analytics such as technology assisted review, concept searching, clustering, and keyword searching as components of our managed review services. We have the ability to mobilize teams with portable solutions for data collections, and data analysts to investigate collected data across the African continent.



## Audio review

Deloitte South Africa and Deloitte Central Africa have the ability to support the review of audio recordings using Nexidia's technology. By creating a phonetic index (as opposed to an automatic speech-to-text transcription), it will allow a fuzzy audio search as opposed to either the traditional approach of a reel-to-reel review, or a textual search over a transcript where the quality of the transcription is likely to be less than satisfactory.

## Scanning and coding

Deloitte South Africa and Deloitte Central Africa have a deep understanding of United Kingdom legal coding and offer coding of hardcopy material working together with Cenza, based in India, to provide this service.

Industry specialization:

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

### Data privacy and security

The South African data and privacy laws are maturing. The Protection of Personal Information Act became active in November 2013 and for the first time, South Africans have a constitutional right to the privacy of their personal information to be enforced. The Protection of Personal information Bill (PPI) will bring South Africa in line with international data protection laws, and it will protect personal information collected and processed by public and private organizations. Similarly, the laws of other Central African countries are in development. Our Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing these critical laws and regulations. Deloitte South Africa and Deloitte Central Africa approach each matter with the view of providing workable, practical PPI solutions—underpinned by the focus of building trusted partnerships with our clients.

### Representative client engagements

#### Regulatory investigations of competition law issues

Deloitte South Africa and Deloitte Central Africa managed numerous regulatory investigations, many of which were related to competition law issues, including a significant investigation of possible cartel activity. We collaborated closely with the law firm and client to search, review, analyze, and produce relevant data in support of this high-profile investigation.

#### Trial preparation for complex design ownership and antitrust case

Deloitte South Africa worked closely with a leading law firm to prepare for a trial involving complex design ownership issues and antitrust concerns. We assisted in identifying and organizing factual case elements, such as witness statements and exhibits, and preparing trial bundles.

#### Onsite computer forensics investigation

Deloitte South Africa conducted a significant onsite computer forensics data collection and analysis supporting an investigation involving allegations that a communications company employee had passed confidential information to a competitor. Multi-language data were loaded into the review platform, processed quickly and culled from 600GB to 100GB for expedited review.

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# Spain

Discovery Consulting



Collection



Processing



Hosting



Review<sup>2</sup>



## Overview

Deloitte's Forensic team in Spain provides services to help in the identification, collection, and forensic analysis of electronic data. We accomplish this by providing services following the EDRM, as well as taking into consideration the specific requirements of each unique situation.

We understand that responding to crises or compliance without processes or protocols for producing data can be a burden on cost and resources, and attract significant risk to any organization. With the increasing amount of electronic data accumulated, data management is imperative. It takes special skills, techniques, and technology to find, gather, and preserve digital data. Without rigorous data capture or discovery techniques, crucial evidence could be lost in an internal investigation or potential litigation, regardless of jurisdiction.

While leading edge technology is important, specialists with the skills to apply the technology are imperative. Our dedicated team offers a variety of technical skills, specialized in computer forensics, discovery, and analytics.

Our approach is flexible and, depending on the client's request and environment, we are able to provide varying levels of support at different stages of the Discovery process. This ranges from Discovery processes management and leadership to providing support in forensic collections, processing, or results validation with a forensic methodology. We thrive on providing quality results, even in complex situations, and have in-depth experience helping organizations respond to discovery, investigatory, or regulatory requests or inquiries.

## Technology

Deloitte Spain has a dedicated laboratory for forensic analysis, including tailored configuration of computers and workstations, as well as forensic apparatus for collecting and analyzing data both in-house and off premises. The hardware and software used by our team provides an efficient and effective methodology for performing the required tasks at each stage of the EDRM.

In terms of Discovery solutions for maintenance and support, our network and servers are maintained as part of Deloitte Spain's



infrastructure. The infrastructure is safeguarded with a solid team of systems administrators. It is compliant with all security measures required by Deloitte Spain's local and global policies, and its Information Security Management System is certified ISO/IEC 27001:2013.

## Data privacy and security

As a member of the European Union, Spain has implemented EU Directive 95/46 on the protection of individuals with regard to the processing of personal data, in Spain's Ley Orgánica 15/1999, de

<sup>2</sup> indicates document review using experienced Discovery professionals.

Industry specialization:

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

13 de Diciembre de Protección de Datos de Carácter Personal. Personal data transfer to other countries is restricted, and only allowed under certain circumstances to some countries (primarily the European Union and Canada). Our Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing privacy laws and regulations.

#### Representative client engagements

##### Discovery for a US SEC investigation at a US healthcare company with a subsidiary in Spain

We were requested by an international law firm to assist the SEC in conducting a corporate investigation on possible corruption practices of a Spanish subsidiary of a US healthcare company. This investigation consequently exposed a FCPA sanction. We acquired and analyzed data from desktop computers, laptops, and accounting servers. Email data was processed in Deloitte Spain's discovery lab and reviewed by Deloitte Spain's review team, while reporting consistently to external counsel and the client.

##### Forensic data collection across EMEA for a multinational industrial company

Deloitte member firm teams in EMEA collaborated and coordinated efforts to assist with a large investigation of a multinational industrial company, which had been exposed to FCPA sanctions in several countries. The processing and reviewing site was established in Germany. Deloitte Spain provided specialists for collections and review. Deloitte Spain completed more than 50 collections in Spain, Morocco, Turkey, Austria, Germany, and Greece, and supported a team of reviewers working in Germany.

##### Fraud investigation for a European telecommunications company

Deloitte Spain worked jointly with Deloitte UK in a fraud investigation where tax fraud was suspected in the Spanish subsidiary of a telecommunications company. Our Spanish team provided support for the collections and privacy filtering prior to transportation to the UK, where the trial took place. Our review team made use of a Relativity environment for document review.

##### Forensic and Discovery comprehensive advice for Spanish companies involved in a global crisis

Our clients were Spanish companies belonging to a manufacturing company group facing many potential sanctions due to failure to comply with regulations across different jurisdictions. Initially, our work consisted of providing Discovery advice about the potentially relevant sources of information, and the precautions and considerations which should be taken into account. The collections stage took place over three months, and more than 100 custodians were involved. Our Spanish team also contributed resources to the global group investigation, performing tasks in all stages of the Discovery workflow, from collections to productions.

##### Discovery for a US SEC investigation at an important Swiss Bank

Led by Deloitte Switzerland, Deloitte Spain collaborated in the Discovery workflow and productions team for a very long secondment. We focused on the analysis and review of relevant documentation gathered in the context of the investigation. Information was acquired across multiple countries from a wide variety of sources. This project involved a real challenge in terms of number of documents and parties involved, since various law firms from the US and Switzerland were involved in the review.

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# Switzerland

Discovery Consulting



Collection



Processing



Hosting



Review<sup>1</sup>



## Overview

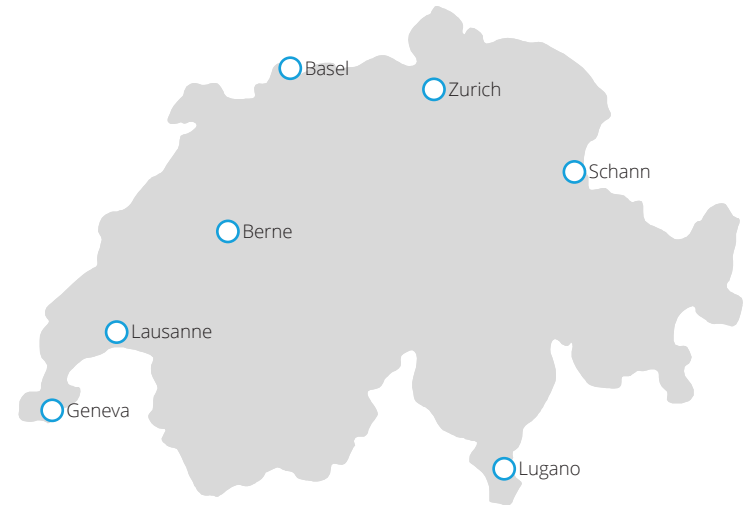
The Deloitte Switzerland Discovery team consists of highly qualified technical professionals, consultants, and investigators based in Zurich and Geneva. Our Discovery professionals have backgrounds in law, AML, forensic science, computer science, information management and database administration, and data mining and predictive analytics. They also hold industry-recognized certifications in the areas of forensics, fraud, and Discovery technologies. This combination provides a broad base of knowledge and experience from which we deliver quality and flexible Discovery service offerings that can be adapted to a client's specific needs.

## Technology

With a state-of-the-art, secured forensic lab and review room, our Discovery team can handle the processing and review of large volumes of data against tight deadlines. We are equally prepared to assist with smaller projects to provide a cost effective solution to clients. When the projects warrants it, we can provide our corporate clients and law firms with hosted Discovery services from our data center where onsite or remote data review capabilities are available. The primary tools currently in use within Switzerland include EnCase and Relativity. We have also developed a suite of in-house customized technology solutions to deliver innovative solutions for niche requirements or bridge gaps in the industry solutions. Based on project requirements, we may employ various text analytics tools to deliver solutions that increase the effectiveness of our work while lowering the review cost.

## Data privacy and security

The Swiss 'Federal Act on Data Protection', as well as numerous other provisions, create the framework for how both public authorities and private companies must collect, process, and handle personal data. Swiss Data Privacy regulations are mostly aligned with EU regulations and require an assessment on an individual case level. The 'Swiss Bank Secrecy' laws provide special provisions on handling any data connected to financial institutions and their clients. Our Discovery team has years of experience in collecting, processing, and handling data in compliance with Swiss regulations.



## Representative client engagements

### Forensic data preservation, forensic analysis, and Discovery for a global financial institution

In response to an urgent and time-critical matter at one of the country's leading financial institutions, our team provided a prompt response that included the establishment of a parallel processing factory and review environment. The team conducted forensic analysis on multiple local servers running UNIX operating systems while performing inventory, indexing, and searching approximately 10 TB of data including electronic documents and email.

### Cross-jurisdictional data collection, processing, hosting, and litigation support

Our professionals have travelled internationally to forensically collect data for some of our multinational clients headquartered in Switzerland. We regularly cooperate with our colleagues in Deloitte's

<sup>1</sup> indicates document review with legally trained resources and a dedicated team.

Industry specialization:

- Financial Services
- Consumer & Industrial Products
- Energy & Resources
- Life Sciences & Health Care

global network to provide these services in the local jurisdictions and facilitate larger projects across multiple countries and continents. Our local and remote teams collaborate with our clients to determine the most appropriate and effective solution for the hosting, processing, and review of collected data with consideration given to local data transfer regulations and requirements for the project.

**Support of a large-scale Discovery project for a major oil & gas company**

Combining techniques used for structured and unstructured data in an investigation of alleged collusive behavior at a major oil and gas company, we were able to provide an innovative solution to a situation the client originally believed could not be solved. Before processing data collected from the corporate chat room host server, instant messages were forensically collected, preserved, and later rebuilt to display full conversations and identify a network of participants involved in each conversation. This data was then converted into a document format and loaded into Relativity for review and assessment by legal counsel.

**Tax evasion investigation at a major Swiss banking group**

We have been assisting a number of major Swiss financial institutions with their response to regulatory investigations into the alleged assistance provided to international clients in the evasion of tax obligations in their home countries. The work involved the setup and delivery of large-scale projects to collect, search, process, and review huge volumes of client data to establish the facts surrounding each individual client file. Each project required close cooperation across a multidisciplinary team of forensic, discovery, and analytics resources to deliver a tailored solution to each client against demanding deadlines. These projects also included the development of a number of in-house analytical tools to assist with data management, data preparation, and redaction in advance of production of the client files to the Swiss authorities.

**Investigation into anticompetitive behavior at a major Swiss consumer goods company**

In response to a claim of anticompetitive behavior, we assisted a major Swiss consumer goods company with the forensic collection of service center phone call recordings to investigate the veracity

of the claims. Using audio analysis technology, we searched more than 1,000 hours of recorded phone calls to discover relevant conversations and highlight specific issues that the client's legal counsel used to prepare a response to the court within the stipulated deadline.

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# United Kingdom

Discovery Consulting



Collection



Processing



Hosting



Review<sup>1</sup>



## Overview

In the last few years, there has been a steady increase in regulatory activity. This has led many organizations to retain Deloitte United Kingdom to assist with both their immediate response to regulatory data requests, and to assist with the development of strategies to deliver Discovery services on a more cost-effective basis.

To better serve our clients, our professionals have maintained a portfolio of Discovery Services that is both wide-ranging and innovative. We are able to offer service to clients across the EDRM model from initial scoping to document review. We have deep capabilities in new areas such as Technology-assisted-review (TAR) where we have demonstrated to clients the benefits in both cost and risk of adopting this technology. We have also pioneered new service offerings such as Assisted Redaction and Audio Discovery so that our clients are able to benefit from our investment with reduced costs through more efficient review.

For clients seeking a deeper level of strategic assistance, we can provide a range of consulting services to assist with the creation and implementation of a Discovery Operating Model. We recognize that our clients are increasingly looking to integrate their document management, records management, and Discovery policies and to identify technologies and services which can assist them in responding to investigation and litigation document requests. We typically work with stakeholders from IT, Legal, Risk, and Records Management to achieve a truly integrated approach.

## Technology

The United Kingdom is the site of one of our European data center hubs with advanced data processing and hosting facilities in dual data centers, geographically dispersed in East and West London. Key networked data are replicated across the data networks with failover to prevent system downtime and loss of access to information. These data centers operate under a 24/36 fault-to-fix time of four hours. The Infrastructure Operations Center supporting our data centers are staffed with onsite technical specialists onsite 24 hours per day. Both data centers are current with BSI audits and ISO27001 data security certification standards. To address specific client and matter needs, we have a number of industry recognized tools available for data processing



<sup>1</sup> indicates document review with legally trained resources and a dedicated team.

#### Industry specialization:

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

and review. We regularly work with highly confidential information and have “List XB” status. We can operate secure working areas and routinely maintain accredited facilities for processing and storing classified information, up to, and including, ‘SECRET’.

#### Data privacy and security

As a member of the European Union, the United Kingdom has implemented EU Directive 95/46 on the protection of individuals with regard to the processing of personal data, in the UK’s Data Protection Act of 1998 and related litigation. Personal data transfer to other countries is restricted and only allowed under certain circumstances to some countries (primarily the European Union and Canada). Our Discovery specialists work closely with legal professionals and our clients in addressing and observing privacy laws and regulations.

#### Representative client engagements

##### Structured data disclosure for investment bank involved in litigation

We were engaged by a London law firm to assist a major investment bank in litigation with a former hedge fund client. 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.

##### Largest document hosting/review project

Our largest document review project involved more than 13 million documents from more than 100 custodians. By specifically recruiting top project management talent, we were able to provide the review results in an efficient and timely manner.

#### Computer imaging for a multinational US company

In response to an internal investigation, we were retained by a multinational company in the United States to perform forensic data collection and preservation. Business continuity during the collection process was imperative so we worked closely with local IT staff to seamlessly provide our services to the client with minimal business interruption. We were able to forensically image more than 40 encrypted computers in one business day.

#### Data scoping for a collapsed bank

Our team was engaged by the winding-up board of a collapsed bank to assist them in a global asset tracing exercise. We scoped the bank’s data environment, consisting of more than 400 applications, and then collected and processed data from many of these systems in order to aid the investigation teams with their work.

#### Global data collection, processing project

Working with Deloitte member firms on one of the largest legal data collection exercises ever undertaken, our team was engaged to assist in global data collection. It broke new ground in terms of the organizational complexities and the technical challenges. As part of this engagement, the Deloitte United Kingdom team processed more than 300 backup tapes, equating to more than 200 TB of data and more than two billion files.

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# Asia Pacific



# Australia and New Zealand

Discovery Consulting



Collection



Processing



Hosting



Review<sup>2</sup>



## Overview

Deloitte is centrally located to collect and process data in Australia, New Zealand, and the South Pacific, with three discovery labs in Australia and one in New Zealand. Deloitte Australia has provided specialized Discovery services to clients since 1998, and has a demonstrated track record of delivering Discovery services in disputes and regulatory investigations. Our services include the use of sound forensic technology practices to collect, preserve, and process data required for the Discovery process or potential use as evidence in legal proceedings.

## Technology

Our forensic laboratories are subject to a range of security controls and processes to monitor and restrict access to appropriate staff only. The laboratory access control system is centrally monitored and supported by floor security patrols and building security monitoring. The laboratories are physically secure work areas with electronic card access control and have dual-purpose IT infrastructure that, when required, allows for separate forensic computer processing systems, which are not connected to the Deloitte corporate computer network.

## Data privacy and security

### Australia

A major reform of Australia's privacy law, which went into effect in March 2014, provided the following changes:

- Introduced a single set of 13 Australian Privacy Principles (APPs);
- Regulated cross-border disclosure requirements of personal information by entities; and,
- Improved the Commissioner's ability to conduct investigations and resolve complaints.

The new Privacy Act prohibits disclosure of personal information to any overseas recipient, and requires that reasonable steps are taken so that the overseas recipient does not breach the APPs. If the overseas recipient does breach the APPs, the Australian entity can be held fully responsible for that breach unless the overseas recipient is subject to a law or binding privacy protection scheme that



is substantially similar to the APPs, and there are mechanisms for individuals to enforce that law or binding scheme.

The Act has reduced the ability for organizations to disclose personal information overseas without the consent of the individual. Currently, when an organization collects personal information, they are obliged to notify the individual about things such as the identity of the organization and the purpose for which the information is collected. Unless the individual is made aware of the countries to which his or her personal information is likely to be disclosed, and consents to such disclosure, then the disclosure is prohibited from taking place. This is a major departure from the current treatment of overseas disclosure of personal information and requires organizations to modify the way in which they obtain consent for cross border disclosure from individuals in the future.

The Privacy Act expands the powers of the Australian Information Commissioner in an attempt to improve the Commissioner's ability to resolve complaints, conduct investigations, and promote privacy compliance. The Commissioner is able to make a determination to direct an organization to take specific steps to stop conduct in breach of the APPs, obtain enforceable undertakings from an organization, and most importantly, apply to a court for a civil penalty order against organizations, which for a company, can range from \$110,000 up to \$1.1 million for serious and repeated breaches of privacy.

<sup>2</sup> indicates document review using experienced Discovery professionals.



The Attorney-General's Department has released an exposure draft of the Serious Data Breach Notification bill for community consultation to incorporate a data breach notification requirement into the Privacy Act to further enhance data protection. The proposal is for a compulsory notification mechanism to those whose privacy has been infringed, where data breaches causing 'a real risk of serious harm' have occurred. A failure to notify would attract a civil penalty.

### New Zealand

Privacy Act 1993 includes various provisions around protecting privacy, controls, and how agencies collect, use, disclose, store, and provide access to personal information. For Discovery purposes, information must be protected by security safeguards considered "reasonable in the circumstances." The Privacy Act also provides the Privacy Commissioner with the power to prohibit the transfer of personal information received from overseas in exceptional cases. The power to prohibit transfers is intended to meet the expectations of New Zealand's trading partners, whose own laws limit cross-border transfers and can address the risks to individuals arising from transfer to third countries.

### Representative client engagement

#### Large-scale Discovery project to support ongoing litigation

Deloitte New Zealand/Australia was engaged to provide electronic discovery services for an ongoing litigation which required the restoration of hundreds of backup tape media consisting of different tape formats. Our team assisted with processing the restored data both for common data file types and email systems, and processing the data to enable integration into a litigation support system. Deloitte was also required to provide forensic collection services for a preservation hold order, which involved the forensic imaging of more than 1,100 computer systems.

#### Collection and processing services for a global biotechnology company

Deloitte New Zealand/Australia was engaged to provide data collection and processing services in order to retain intellectual property after a company acquisition. These services involved forensic preservation of a variety of data types, including legacy storage media, and hardcopy scanning and custom coding of more than 300 boxes of documents.

The resulting electronic data was packaged and supplied in a format compatible with a major US litigation system for long-term data viability.

#### Audio data production for regulatory compliance

Deloitte New Zealand/Australia was engaged to assist a client with their regulatory compliance obligations for the production of voice recordings. Our team was responsible for the audio extraction process and troubleshooting across multiple legacy systems resulting in the production of over 60 terabytes of data. The work involved developing a workflow and methodology to ensure the accuracy and completeness of the extracted metadata and associated voice calls.

#### National Government Statutory Authority

Deloitte New Zealand/Australia assisted a National Government Statutory Authority in the conduct of a nationally-focused series of simultaneous search operations involving five sites in three interstate locations for a high-profile industry investigation. We subsequently collected and analyzed an extremely large volume of hard disk images from desktop and laptop computers, network system backups, email databases, and individual user network home directories.

#### Computer forensic investigation for a large government department

Deloitte New Zealand/Australia provided computer forensic investigation services to a large government department regarding a sensitive leak to the media regarding a proposed government policy. The investigation involved the covert collection and preservation of numerous personal computers and other relevant data, the interview of potential witnesses and suspects, and the subsequent forensic analysis and correlation of data collected, which located evidence that ultimately identified the key suspect for the leak.

#### Industry specialization:

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

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# China

Discovery Consulting



Collection



Processing



Hosting



Review<sup>2</sup>



## Overview

Businesses in China are under ever-increasing pressure to understand the data captured during day-to-day business activities due to the complexity and volume of business-related data in today's corporate climate. Deloitte's Discovery practice in China helps businesses by using technology to bring new levels of clarity, integrity, and insight to cut through the confusion. Our team operates under the premise that in order to make decisions, one must understand the playing field and have a clear understanding of all options. Our team uses techniques founded on forensic methodology and the understanding that data is volatile and needs to be analyzed using appropriate process, tools, and people.

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 under a demanding schedule.

Discovery and data analytics also play an integral role in fraud investigations, helping to capture, analyze, and report relevant findings for later production in legal proceedings and court, where required. Through complex analysis of computer systems and provision of technical reports, evidence can be provided to make sense of an otherwise incomprehensible issue. Computer forensic analysis is a methodology that underpins all IT investigation work, provides a framework within which to work, and can produce the 'smoking gun' document that can make or break a case.

## Technology

Our facilities in China include two secure, purpose-built discovery labs located on Deloitte premises in Hong Kong and Shanghai. These labs feature logged restricted access, and a stand-alone, segregated, and highly secure IT infrastructure. Each data center has a separate discovery and data analysis network, along with offsite storage of evidence files.



## Data privacy and security

### Mainland China

When handling data in mainland China, there is legislation relating to state secrets, trade secrets, corruption risk, commercially sensitive documents, and privacy. The legislation currently affects every entity operating in China, whether local or multinational, and raises questions for those entities about what obligations are inherent for the entity and the individuals when operating within mainland China. There are numerous legal bulletins and articles that summarize the facts relating to data protection and privacy in China. Our Discovery team has extensive experience in collecting, processing, and handling data in compliance with Chinese privacy regulations.

### Hong Kong

In Hong Kong, there is a significant focus on data privacy. Hong Kong operates under different laws and legislation than mainland China, and the privacy laws focus on protecting personal data of individuals. The privacy laws in Hong Kong continue to evolve with ongoing updates to the Hong Kong Personal (Privacy) Ordinance and related legislation. Our Discovery team has extensive experience in collecting, processing, and handling data in compliance with Hong Kong privacy regulations.

<sup>2</sup> indicates document review using experienced Discovery professionals.

Industry specialization:

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

### Representative client engagements

#### Discovery for an SEC investigation at a US-listed manufacturing company in China

Deloitte China was retained by an international law firm to assist the SEC in a corporate investigation relating to possible financial statement fraud at a US-listed Chinese company in Dalian. Deloitte China acquired data from desktop computers, laptops, and accounting servers, and undertook analysis of the data. Email data was stored remotely and accessed only via Web interface. Deloitte China collected and extracted email data via this interface, in parallel with third parties, to collect the email data from the source. The engagement spanned multiple jurisdictions, geographical and cultural boundaries.

#### Forensic data collection and preservation for a multinational company based in the United States

Deloitte China was retained by an international law firm to perform forensic data collection and preservation at a US-listed high-tech company in its China subsidiary. Deloitte China forensically imaged more than 80 computers in one week, with collection required from various types of hard drives (e.g., IDE, SATA, ZIF, SSD). During the process, Deloitte China also conducted network acquisition and live acquisition for legacy computers.

#### Computer imaging for a multinational company based in the United States

Deloitte China was retained by a multinational company in the United States to perform forensic data collection and preservation in response to an internal investigation. Deloitte China forensically imaged more than 40 encrypted computers in one day. Business continuity during the collection process was imperative, and Deloitte China worked with local IT staff to seamlessly provide our services to the client with minimal business interruption.

#### Cross-jurisdiction litigation support

Deloitte China was engaged to undertake ESI collections in the United States and China and provide a consolidated review environment across the two jurisdictions. The client required processing and de-duplication across the two databases. As the data in China was not able to be automatically de-duplicated with data in the United States

due to data mobility restrictions, Deloitte China worked to devise a protocol that removed the duplicates using advanced analytic methodology. Deloitte China provided the client with a seamless solution across multiple jurisdictions.

#### Computer forensic investigation for a private company

Deloitte China assisted a private company in administration to validate the potential of a new and controversial software package and provided an expert report in relation to the origins and validity of the software.

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# India

Discovery Consulting



Collection



Processing



Hosting



Review<sup>2</sup>



## Overview

Deloitte India provides coverage in India, Bangladesh, and Sri Lanka with an experienced team of more than 200 forensic professionals across four locations to support discovery, investigative and document review activities.

We collaborate with Indian as well as multinational clients using our state-of-the-art facilities to advise and assist with the preservation, collection, processing, hosting and production of electronically stored information to deliver solutions to complex electronic discovery challenges.

Our multidisciplinary forensic teams comprising of experienced former attorneys, accountants, investigators and former law enforcement personnel who can assist in the review of millions of documents in a secure, highly controlled and audited environment with an understanding of the local business environment, culture and context in India. We have language skills for Indian languages as well as understanding of local colloquial terms to help tell the whole story.

We apply our extensive knowledge of the E-discovery lifecycle and deep experience in multiple sectors to understand the client's technology platforms, regulatory environment and strategic goals.

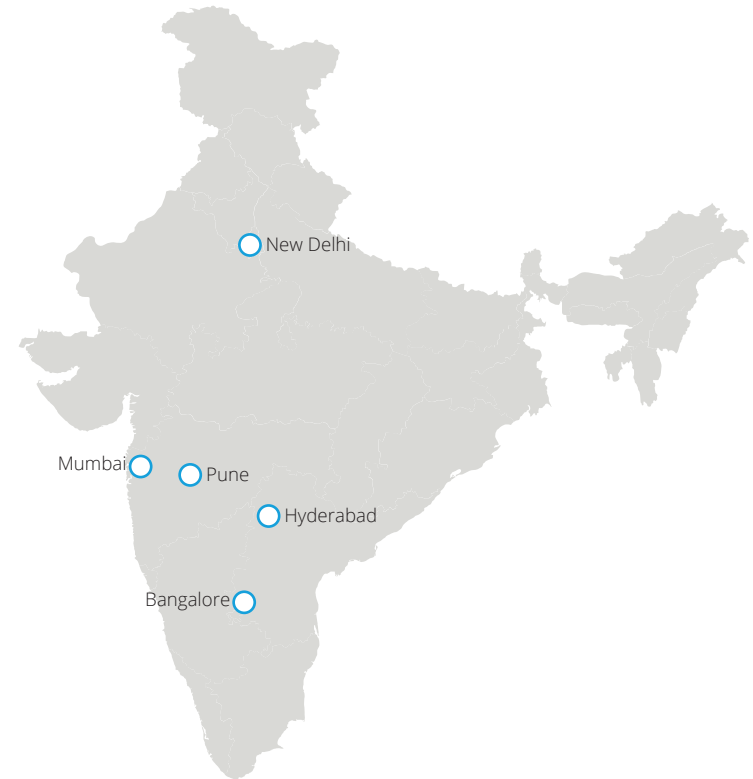
We have the bandwidth, seasoned teams, communication structures, technology resources, data centers and support teams in India, as well as access to Deloitte's global network, to manage each engagement and help address every challenge our clients may encounter.

## Technology

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

Deloitte India has dedicated labs for password / encryption cracking and malware analysis.



We can leverage the facilities of the Deloitte US India Overseas Services forensic lab, which is based in Hyderabad. This gives us access to a wider range of capabilities in India.

## Data privacy and security

There are numerous and evolving privacy and data protection laws in India including Information Technology (Amendment) Act, 2008 and Information Technology (Reasonable Security Practices and Procedures and Sensitive Personal Data or Information) Rules, 2011.

Deloitte Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing privacy laws and regulations.

<sup>2</sup> indicates document review using experienced Discovery professionals.

Industry specialization:

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

### Representative client engagements

#### Investigation into potential regulatory non-compliance

Deloitte India was engaged by a law firm on behalf of a large international automotive manufacturer to investigate potential regulatory non-compliance. More than 8 TB of data was forensically imaged and processed to perform tasks such as case assessments, date filtering, de-duplication, and multiple keyword searches. Responsive data was loaded on Relativity and text analytics as used to perform document clustering, email threading and language identification. The text data from every document as well as attachments were extracted and indexed to enable reviewers to run multiple search queries across the hosted data. More than 15 reviewers sitting at multiple locations were able to concurrently review hosted data and run multiple search queries across the entire dataset.

#### eDiscovery support to attorneys

Deloitte India was appointed by a law firm on behalf of a multinational paint manufacturer to provide assistance with eDiscovery services including forensic imaging, processing and hosting of data for review by the law firm. Mailbox data of more than 20 custodians was forensically collected from the server and processed in Nuix and keywords, agreed upon with the client, were run to identify document hit counts. Based on the counts generated, we helped the attorneys further refine the query by reducing false positive results and adding additional search operators to drill down to only the most relevant data. The documents were grouped in batches and assigned to different reviewers for first level, second level and QC review. Reviewers tagged / coded documents based on relevance (hot, relevant, not relevant) and also added highlights, redactions and comments wherever applicable. A daily report was generated on progress, number of documents tagged in each category and documents pending with reviewers and was shared with the client.

#### Computer imaging for a multinational pharma company

Working with other Deloitte member firms on a global investigation for a multinational pharmaceutical company, Deloitte India was engaged to forensically preserve data from more than 130 devices across six cities. We worked closely with local IT staff to coordinate with custodians and image devices within the shortest possible time with minimal business interruption. We also coordinated with global teams for decryption of devices and provided daily updates to the attorneys.

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# Japan

Discovery  
Consulting



Collection



Processing



Hosting



Review<sup>2</sup>



## Overview

The Deloitte Japan team provides technology-driven solutions that address each step of the EDRM, from forensic collections designed and conducted to capture all structured and unstructured data residing on disparate systems in a legally defensible manner, to productions satisfying the specifications agreed upon. Our team has many years of experience providing bespoke data and technology solutions to local and international companies. Across a broad range of industries, we have helped clients with large eDiscovery matters, computer forensic investigations into fraudulent activity, and large-scale forensic data preservation engagements. We also regularly provide document review services in Japanese and English designed to provide quality, accurate and efficient results through detailed quality control methods in close collaboration with the client.

Our team is well-versed in addressing the complex challenges of dealing with Japanese language and the issues presented by East Asian double byte character sets.

Our bilingual team of 19 highly trained professionals includes former law enforcement professionals, certified computer examiners and certified fraud examiners.

## Technology

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.

Our facilities include the following features:

- All facilities and personnel are located and based in Japan
- Secure purpose-built discovery lab facility located within Deloitte Japan's premises with biometric access control
- Separate discovery and data analysis network
- Onsite highly secure evidence holding facility to enable compliance with strict chain of custody and evidence handling procedures
- Fully secure Web-based data hosting review platform
- Skills and experience to handle mobile device collections and processing including devices unique to the Japanese market



<sup>2</sup> indicates document review using experienced Discovery professionals.

Industry specialization:

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

As Japan is known for being a very tech-savvy country, we also encounter bespoke systems and devices that are only manufactured for the local market, the most common being mobile phones, encryption and software applications. Our team has many years of experience in dealing with hardware and software issues that accompany these applications and devices, including developing enhanced processing and quality control procedures so that data is processed effectively and quickly.

**Data privacy and security**

Japan's Private Information Protection Law allows for the transfer of personal information from a corporate entity to a third party. However, from our experience, we have found that Japanese clients strongly prefer data to be kept in the jurisdiction. Understanding this need for our clients, we have established resources locally that are skilled in addressing cultural and language barriers, so their requests can be effectively met.

**Representative client engagement**

**Discovery services to support US Department of Justice investigation**

Deloitte Japan was engaged to provide Discovery services to a client in the manufacturing sector that was under investigation by the US Department of Justice. In total, 5 TB of data was collected and processed for hosting and review. As the client operated in a specialized industrial sector, manufacturing components for the auto industry, Deloitte Japan's bilingual team worked closely with the client's US counsel to construct search queries that captured the Japanese meaning of keywords provided in other languages. As in most cases, there was no direct translation available, especially for some of the highly specialized engineering terms. We helped the client by performing searches in an accurate, timely, and defensible manner, reducing the responsive documents to a manageable level for first-tier review.

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# Korea

Discovery Consulting



Collection



Processing



Hosting



Review<sup>1</sup>



## Overview

Deloitte Korea assists companies with Discovery consulting, forensic collections, processing and hosting, and document review. Our team of US- and Korean-licensed 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 and US licensed attorneys, Certified Public Accountants, IT security audit specialists, computer forensic specialists and forensic accounting, and financial research analysts.

## Technology

Deloitte Korea's lab features badge-controlled access for only authorized Discovery personnel, including a fireproof, climate-controlled server room, and cold storage room. Deloitte Korea has a fully-redundant environment which includes one of the most advanced Relativity hosting environments in Korea.

## Data privacy and security

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 US- and Korean-licensed 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.



<sup>1</sup> indicates document review with legally trained resources and a dedicated team.



Industry specialization:

- Technology, Media & Telecommunications
- Life Sciences & Health Care
- Manufacturing

### Representative client engagement

#### Discovery services for trade secret/IP Infringement action

Deloitte Korea was retained by a global leader in the industrial manufacturing sector and its representative law firm, to assist in the defense of a trade secret misappropriation and intellectual property infringement action. Deloitte Korea identified, preserved, and collected the appropriate electronic records in a forensically sound manner. More than 2 TB of data was collected from personal computers, servers, and other devices. Deloitte Korea's case administrators worked closely with the Korean law firm to oversee their document review process and provide technical assistance. Deloitte Korea hosted data locally during the Korean review phase, and exported approximately 150,000 potentially relevant documents in a format suitable for use under a different review platform by a US-based law firm.

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# Southeast Asia

Collection



Processing



Hosting



Review<sup>2</sup>



## Overview

Deloitte Southeast Asia Ltd is comprised of Deloitte practices operating in 11 geographies — Brunei, Cambodia, Guam, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam — with 290 partners and over 7,400 professionals in 25 office locations.

Deloitte Southeast Asia Ltd has an experienced Discovery practice with a team of Discovery, computer forensic, cyber incident response, and information specialists providing litigators and forensic investigators with assistance for managing the vast quantities of information on which legal cases are built.

## Technology

Deloitte Southeast Asia Ltd's infrastructure consists of 4 purpose-built forensic labs in Singapore, Malaysia, Thailand and Indonesia. In addition, Singapore has been chosen as the location of our electronic discovery datacentre due to its stability, reliable infrastructure and positioning as a global financial hub.

Our team is equipped with the latest hardware and software solutions to enable an efficient and effective response, regardless of location, scale or complexity of the project. For geographies without a dedicated forensic lab, our professionals have at their disposal forensic filed kits as well as agile eDiscovery platforms that can be deployed in one of our 25 offices or at the client's premises.

The datacentre hosts a myriad of leading technologies such as Nuix, Relativity and Brainspace. Systems are fault tolerant, built on a fast, dedicated fibre Ethernet connection, and our discovery services professionals endeavour to test and reliably implement the latest usability features of our constantly evolving hosted technology platforms.

Our confidentiality protocols help ensure security of information, confidentiality, data privacy and protection is maintained for each of our matters. We have built these facilities to accommodate the needs of our clients providing fast, effective and reliable review of electronic information.

Access to the eDiscovery datacentre is controlled and restricted is controlled and restricted by the IT department, monitored by CCTV



and protected through card access control and key access. Access to the review platform is through a combination of Citrix and next-generation firewall which requires double sign-on.

Deloitte Southeast Asia Ltd will complete ISO270001 certification in 2017.

## Data privacy and security

Data protection regulations vary across Deloitte Southeast Asia Ltd geographies. To date, Guam (Electronic Data Protection Act 2012), Malaysia (Personal Data Protection Act of 2010), the Philippines (Data Privacy Act of 2012) and Singapore (Personal Data Protection Act 2012) are the only countries with specific data protection laws.

Countries that have data privacy components in their electronic transaction laws are Indonesia, Myanmar and Vietnam. The relevant laws in Indonesia are: Laws No. 11 of 2008 and No. 19 of 2016 Electronic Information and Transactions ("EIT Laws") as well as the Government Regulation No. 82 of 2012 regarding the Provision of Systems and Electronic Transactions ("Reg 82"). In Myanmar the law

<sup>2</sup> indicates document review using experienced Discovery professionals.

#### Industry specialization:

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

is known as the Electronic Transactions Law of 2004 and in Vietnam it known as the E-Transactions Law of 2005.

Both Indonesia and Thailand are considering draft laws addressing data protection and privacy.

The adoption of cyber crime and cyber security laws is more prevalent in Deloitte Southeast Asia Ltd geographies compared to data protection laws. The relevant laws are: Brunei (Computer Misuse Act 2007), Guam (Notification of Breaches of Personal Information 2009), Laos (Law on Prevention and Combating Cyber Crime 2015), Malaysia (Computer Crimes Act 2006) Singapore (Computer Misuse and Cyber Security Act 2007), the Philippines (Cybercrime Prevention Act of 2012) and Vietnam (Law on Network Information Security 2016).

Cambodia, Indonesia, Myanmar and Thailand are considering draft laws specifically addressing cyber crime and cyber security.

In addition to these laws, Vietnam has a "State Secrets Act" (Ordinance on State Secrets Protection 2000).

The ASEAN Economic Community (AEC) plans to adopt guidelines to harmonise cyber security, data protection and privacy laws.

#### Representative client engagement

##### Investigation and document review of a global industrial company

An internal audit by a client identified unauthorized cash advances, suspicious third party transactions and claims of potential bribery. Deloitte Southeast Asia Ltd was engaged by the client to investigate these transactions and to find evidence in order to substantiate the claims.

Deloitte Southeast Asia Ltd professionals in Indonesia performed on-site forensic collection and preservation of various computers and repositories. These included laptops, desktops, mobile devices, files servers, email servers containing over 700 employees as well as the accounting systems of the company and its group companies. The team also managed a paper collection of scanned and coded mostly financial records. All the data was securely couriered to our data centre in Singapore.

The team processed over 50 custodians' electronic and hard copy data which resulted in over 1,000,000 unique Indonesian and English documents being hosted in Relativity and Brainspace. The client engaged our managed review services and our professionals worked closely with their external lawyers who were based in Atlanta, New York, and San Francisco.

Deloitte Southeast Asia Ltd Forensic Accounting team performed detailed analysis of the accounting records by using advanced fraud analytics. This approach identified trends and patterns which led to the discovery of specific accounts that were used for the unauthorised payments.

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# Taiwan

Discovery Consulting



Collection



## Overview

Deloitte's Discovery team in Taiwan follows strict forensic practices to collect and preserve data, which may be potentially used as evidence in court. Our team is comprised of staff specializing in digital forensics, information security, fraud investigations, and legal disputes. Our specialists help clients prepare for litigation by handling complex IT environments and by managing evidence in 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 that 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 security, Deloitte Taiwan is able to provide clients with a wide-range of support on matters pertaining to computer forensics and discovery.

### Data privacy and security

Taiwan has implemented the Personal Information Protection Act since 2012, which scope 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.

## Representative client engagements

### Forensic data preservation for a global company

Deloitte Taiwan responded to an urgent request from a global company. Our team quickly prepared a plan to forensically preserve a large number of laptops including their hard drives with bitlocker protection.



Industry specialization:

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

## Discovery service in supporting internal investigation

Our team referred by other Deloitte member firm to a global manufacturing client. This project involved in forensic imaging of high level management laptops, large quality paper documents scanning and OCR recognition of scanned files.

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# Services matrix

Country	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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