See beyond the matter at hand
With clear and focused attention

Deloitte Discovery
EMEA Regional Guide
Going beyond borders to move our clients 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, more comprehensive insights and smarter, more efficient solutions.

Further, Deloitte’s state-of-the-art Electronic Discovery Solutions Center — 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, more efficient, and more confident.

Go forward faster with
Deloitte Discovery
The Deloitte difference

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 ranked #1 by Kennedy in global forensics and dispute advisory services

- Kennedy Consulting Research & Advisory; Forensics & Dispute Advisory; Kennedy Consulting Research & Advisory estimates © 2013 Kennedy Information, LLC. Reproduced under license

Discovery services for nearly 30 years

Clients on 6 continents

EDSC was awarded Relativity’s Best in Service Orange level

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

5 Core Services

- Discovery
- Collections
- Processing
- Hosting
- Review

200,000+ PROFESSIONALS

Including 800 focused on Discovery

In more than 35 Countries

6 Industries

- Consumer & Industrial Products
- Financial Services
- Public Sector
- Technology, Media & Telecommunications
- Life Sciences & Health Care
- Energy & Resources
Deloitte Discovery services and capabilities

Reducing the risks and managing the costs of discovery through careful preparations and process improvement.

Deloitte Discovery provides consulting services 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 a plan for improving its profile based on industry, regulatory, and regional requirements, and for effectively responding to a discovery request.

We are also experienced in providing broad and cohesive expert witness services to help reduce cost and 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 numerous jurisdictions.

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 onsite 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.

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 centers at Deloitte offices, client facilities, or other sites—using either preconfigured mobile units or standard technology stacks that we can ship from our primary data centers to the desired location.

In consecutive years, Deloitte has been awarded Relativity’s Best in Service Orange level, which recognizes partners 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.

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 preconfigured mobile units or standard technology stacks that we can ship from our primary data centers to the desired location.

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

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

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

“2” indicates document review using experienced Discovery professionals.
Overview
Deloitte Austria represents a regional presence and global experience in the heart of Europe. The Austrian Forensic practice has an excellent reputation that is derived not only from successfully conducted 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 as well as focusing on investigations, advisory, and disputes. In addition to German and English, our Forensic professionals include native or near-native speakers of Azerbaijani, Bulgarian, Croatian, Czech, French, Hungarian, Italian, Japanese, 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 maximize 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 can set up the necessary mobile forensic infrastructure at the client site.

ERA Framework®
The Enhanced Review and Analysis (ERA) Framework® provides a unique platform (see figure below) to conduct forensic or compliance-related investigations of electronic data. The ERA Framework® provides cutting-edge technology to facilitate consistent and timely extraction of relevant information from vast amounts of unstructured data. Our methodology accelerates the investigation process without investment in additional software tools.

The ERA Framework® uses industry-standard forensic software tools with proprietary add-ons developed by Deloitte Forensic Austria. Data processing time is reduced significantly, resulting in a profound reduction of costs for forensic and compliance-related investigations. The ERA Framework® provides a structured and modular method of review, which enhances the organization of the review process as a whole — from initial data handling to final reporting.

An essential part of the ERA Framework® is continuous and detailed documentation, ensuring the complete reproducibility of conclusions drawn from the review process.

Data privacy and security
As a member of the European Union, Austria has implemented EU Directive 95/46 on the protection of individuals with regard to the processing of personal data in the Austrian Bundesgesetz über den Schutz personenbezogener Daten (Datenschutzgesetz 2000 or Federal Act concerning the Protection of Personal Data). Personal data transfer to other countries is restricted and only allowed under certain circumstances to some countries (e.g., European Union and Canada). Data from Austria is typically hosted in Austria. Our Discovery specialists work in close cooperation with legal professionals and our clients in addressing and observing privacy laws and regulations.
Representative client engagements

Forensic investigation for an international client from the banking sector
Our team provided a detailed analysis of sold financial instruments. The focus of the analysis was on the processing of specified deals (e.g., collection of all available communication and documentation and internal authorization process within the bank etc.) within legal parameters. We conducted a forensic investigation in order to support the responsible lawyers regarding their defense in an impending litigation case resulting from a business relationship with a client by performing a Discovery investigation into various mass data sources (e.g., e-mails, SAP data). We provided a comprehensive document review (e.g., e-mails, contracts, etc.) through computer forensic tools.

Internal fraud audits and risk analysis
We conducted several internal fraud audits 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, we 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
Our team provided support of various companies from the public, private and banking sector, amongst others, with regard to cartel law, by conducting computer forensic investigations. Through the ERA Framework®, we were able to identify the documents relevant to the case within a short time.

Forensic investigation of an M&E process and the circumstances of the sale of an Austrian bank’s real estate branch
We analyzed an enormous volume of transactional data using SQL, i2, 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:
• Consumer & Industrial Products
• Financial Services
• Manufacturing
• Technology, Media & Telecommunications
Belgium

**Overview**

The Discovery team in 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 practice of Deloitte has a strong reputation in conducting international forensic investigations for a variety of industries.

Our team includes experts 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 cutting-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 confirm compliance with 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 the employees that could lead to prosecution. Using Nuix, we identified all documents in employee mailboxes in scope of this investigation. We used Relativity to host the data in a 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 visualization tools such as Tableau, and QlikView 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 thoroughly 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 was available to assist in remediation of the security weaknesses.

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Central Europe

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 enables clients to face even the largest and most complex information-related investigations. Deloitte Discovery 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 Discovery enables clients to effectively respond to claims, fines, and sanctions. We are able to accelerate regulatory advice regarding AML requirements, risk assessment, optimizing policies and procedures, and investigation of issues such as suspicious transactions.

- **Forensic investigation** – Using the Deloitte Discovery 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 Discovery enables effective risk analysis, identification of potential control weaknesses, design of customized policies and procedures for internal control, and compliance structures. The platform enables locating control weaknesses and identifying the underlying root causes.

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

- **Proactive information governance**— Deloitte Discovery 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 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 member 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 and our clients in addressing and observing privacy laws and regulations in Central Europe.

**Representative client engagements**

**FCPA investigation for a multinational pharmaceutical company**

Our team assisted a client with FCPA investigation by providing Discovery services. Deloitte Central Europe collected terabytes of unstructured data on short notice (five countries, more than 40 custodians). We set up a stand-alone data processing and review platform at the client site, processed the data, and subsequently provided support for the client’s reviewers.

**Support of a large-scale Discovery project for a major oil and gas company in the United States**

Supporting a global company and its legal counsel in the largest litigation in United States history, Deloitte Central Europe adapted the Discovery basic reference model to meet the needs of both governmental investigations and civil litigation. As part of an extensive project team created to meet counsel specifications, our team members held positions across the entire project and participated in all stages of the EDRM. Our professionals were involved in: Evidence handling, legal hold, data acquisition, quality control, data shipping, processing, custodian close-out, data management, and quality assurance.

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

Our team was involved in the data preparation and data analysis as part of a tax evasion investigation. The team was responsible for collecting relevant data, performing quality checks, and loading the data for further processing, which included cleansing, de-duplication, completeness and integrity testing, creating views, and warehousing of the data. The team also supported Discovery of the structured and unstructured data sets in Nuix and maintenance of the Relativity platform.

**Fraud investigation for a major manufacturing company in the Czech Republic**

We were engaged by a leading producer and exporter of Czech beer to investigate suspicious manipulation with stored goods and returnable packages in a warehouse. The investigation involved structured interviews with employees, data collection, background checks, and analyzing GPS tracking data. The team also used Nuix to process and to analyze unstructured and structured data sets.

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**Prague**

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Overview
The Deloitte Discovery team in Copenhagen is comprised of highly skilled technical and consulting professionals with many years of experience in the 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 access and review the information during investigations, litigation, and other 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 data collections. Furthermore, we operate a secure and efficient discovery lab facility 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
As a member of the European Union, Denmark has implemented EU Directive 95/46 on the protection of individuals with regard to the processing of personal data, in the Danish Act on Processing of Personal Data. Other Danish laws provide limitation on how both public authorities and private companies must collect, process, and handle personal data. Our team of Data Privacy and Cyber Security specialists work closely with our Discovery team in advising clients and addressing issues pertaining to data privacy laws and regulation in Denmark and how these laws affect data collection, processing, and review.

Representative client engagements
Forensic data collection, analysis, and Discovery for a global client in the manufacturing industry
Our Discovery and Forensic specialists in Denmark and 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 U.S.-based listed company who had come under intense scrutiny by the SEC. Our Discovery specialists in Denmark secured data from current and legacy email systems and servers, PCs, backup tapes, and ERP systems and identified “red flag” patterns of transactions through a combined review
of email correspondence, IM communications, and transactions covering a period of 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 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 consulting and forensic data collection

One of the largest construction companies in Denmark 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. Our team 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 conducted extensive testing and verification of the collected data. We also performed extensive Discovery 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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Overview

Deloitte 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 has developed a platform that allows for the collection, indexing, searching, and review of large amounts of unstructured data. Deloitte Discovery helps clients face even the largest and most complex information-related investigations. Deloitte Discovery 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 Discovery 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 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 (primarily the EU and Canada). Our Discovery specialists work closely with legal professionals and our clients in addressing and observing privacy laws and regulations.

Representative client engagements
Corruption investigation for a multinational pharmaceutical company
Our team assisted a client with an anticorruption investigation by providing cross-border Discovery services. Deloitte collected terabytes of unstructured data on short notice, across multiple European, Middle Eastern, and African jurisdictions. Deloitte deployed a complete data processing and review platform in the client’s Paris offices. Deloitte 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 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, Deloitte deployed a fully autonomous mobile datacenter solution onsite to preserve, process, and host the data. Deloitte 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 was engaged to provide urgent support for a client that had recently been raided by antitrust authorities. Deloitte thoroughly 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 assisted with supporting the review process as well as training the attorneys on the platform’s operation.
**Overview**

Deloitte Discovery professionals in Germany 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 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. The Deloitte Discovery team in Germany is composed of highly qualified technical and consulting professionals based in Düsseldorf, Frankfurt, 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 Discovery professionals in Germany regularly cooperate 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 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 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 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 workstreams 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 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 adhoc requests such as recovering data from backup tapes and decryption of encrypted files under a constrained timeline. We are continuously importing documents into Deloitte’s Review Environment, which currently consists of approximately 11 million documents. Scanned documents account 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 is not sufficient to address the vast number of hits retrieved by special searches. In turn, Deloitte provided the client with highly advanced resources such as Computer Assisted Review (CAR) and Near-Deduplication. The CAR software is being regularly applied to automatically classify the responsiveness of the documents. Near-Deduplication is performed to discover the similar documents. The combination of the two approaches provides the reviewers with relevant and non-redundant information in a prioritized manner.

Discovery services supporting internal investigation with respect to antitrust proceedings
Deloitte 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 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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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 1998 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 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 experts.

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Overview
Deloitte Israel spans a wide geographic range in Israel, with more than 80 partners and directors and more than 1,000 professionals in six locations. Our Discovery services include full process support from the project planning and readiness phase to 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
The Israel Deloitte Discovery team is in the process of establishing a secured and restricted environment at our office in Tel Aviv. Previously, our clients have requested that we work from their facilities due to company privacy and security requirements. Furthermore, our Discovery team uses multiple tools to provide the most efficient and appropriate solutions to our clients.

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 closely 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.

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**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 and 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 can support organizations with the identification, acquisition, and forensic analysis of evidence available on electronic devices. In addition, they can manage large volumes of data and documents already available on digital or hardcopy format, in order to find information and evidence relevant to an investigation.

**Technology**

The Deloitte Discovery team has a dedicated computer forensic lab, with specialized certified tools, granting the most 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 European Union, 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 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

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 international 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, etc.) used by top management who were suspected of bribery.

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Middle East and Northern Africa

Overview
The Deloitte Middle East and Northern Africa (MENA) firm is the largest and oldest indigenous public accounting firm in the Middle East, having been in the region for more than 85 years. The region includes the countries of Bahrain, Egypt, Jordan, Kuwait, Lebanon, Mauritania, Oman, Qatar, Saudi Arabia, United Arab Emirates, and Yemen served from more than 25 offices. Our Deloitte Discovery team is part of the largest Forensic practice in the region with more than 50 specialists.

The Deloitte Discovery team, based in Dubai, provides the core services across the region and often supports our global teams particularly in relation to collecting electronic data. We have a diverse team hailing from nearly every continent and a third of the forensic team speaks Arabic.

Technology
Our dedicated forensic lab has restricted biometric access controls and CCTV monitoring, operates on a restricted network with server-style infrastructure (including climate control), includes high-performance workstations (running Nuix 5) and more than 40 TB of storage space. We have secure storage for evidence, fully-equipped field kits, and hardware imagers ready to deploy quickly for forensic collections.

Our Relativity platform is hosted in the Dubai International Financial Centre (DIFC) data center, accessible via two-factor authentication. The data center features a fast, multi-homed backbone connection, 24x7x365 redundant monitoring capabilities, staffed by certified system administrators and security professionals with 99.9 percent uptime.

Data privacy and security
Generally, collections in the region face fewer legal hurdles than those encountered in other jurisdictions, such as the European Union. Typically, Deloitte performs collections with limited data compliance difficulties. However, the laws in the region can be quite dynamic and circumstances of each collection can quickly change. Consequently, Deloitte works with clients and their legal counsel to examine privacy and security issues at the outset of engagements. The DIFC, Qatar Financial Centre (both modelled on European Union laws), and the Dubai Healthcare City are among the few pockets with robust data privacy laws.
Representative client engagement

Discovery services for litigation against financial advisors

Deloitte was engaged to provide Discovery services to a foreign wealth fund in relation to litigation against financial advisors involving substantial quantities of lost monies. We collected a wide range of electronic documents from servers, backups, PCs, and portable media. We performed an automated collection of electronic documents from more than 100 PCs, in order to recover emails of former staff members in the remaining staff members’ mailboxes to build pseudo-mailboxes for these lost custodians. We processed more than 5 TB of data (from more than four million documents) using Nuix, and performed English and Arabic keyword searches. We loaded more than half a million documents into our Relativity platform and supported nearly 50 reviewers, based in the United States and the United Kingdom in relation to multiple litigation matters.

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Industry specialization:

- Energy & Resources
- Financial Services
- Construction
- Public Sector
- Consumer & Industrial Products
Overview

Located in the Netherlands, the Deloitte Center of Excellence for Discovery and Computer Forensics ("The Center") for mainland Europe is the largest hosting hub practice with dedicated Discovery professionals. The Dutch Deloitte Discovery 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 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 computer-assisted review to minimize 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 (computer-assisted review) capabilities have been successfully 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
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 team of data privacy specialists works closely with our Discovery team in advising clients and addressing issues pertaining to data privacy laws and regulations in the Netherlands and how these laws affect data collection, processing, and review.

Representative client engagements

Competition law investigation for a global telecommunications company

Deloitte 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 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 Discovery 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 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 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 to facilitate this process entirely from their premises.

Deloitte successfully 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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Industry specialization:
• Energy & Resources
• Financial Services
• Consumer & Industrial Products
• Life Sciences & Health Care
• Manufacturing
Overview
The Deloitte Discovery team 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 and Kazakhstan 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 data preservation, forensic analysis, and Discovery for a Russian subsidiary of an international food and beverage company
Our Discovery professionals supported the Deloitte Fraud investigation team and external legal counsel during an FCPA investigation at a local subsidiary of an international food and beverage company. The Discovery team collected data from more than 50 custodians’ computers, corporate mail servers, and backup tapes from different locations in Russia and Poland. Our Discovery team restored the companies’ IT environment to obtain historical backups from several IT systems. All collected data was processed and hosted on a Discovery platform.

Cross-jurisdictional data collection, processing, hosting, and litigation support
Our Forensic team assisted the Deloitte U.S. Firm to preserve and collect data during an FCPA investigation. Our Discovery team imaged laptops and mobile devices. Data collected from mobile devices was processed and reviewed locally to maintain compliance with Russia’s Personal Data Protection Law. Our deliverables helped external counsel to address many of our findings during custodian interviews.
Mobile Discovery solution provided onsite in client’s facilities

Deloitte Russia and CIS conducted an independent 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.

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Overview
Deloitte Discovery specialists 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 the 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.

Data privacy and security
The South African data and privacy laws are in a state of transition. 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 Deloitte Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing these critical laws and regulations. Deloitte approaches each matter with the view of providing workable, practical PPI solutions—underpinned by the focus of building trusted partnerships with our clients.

Additional services

Audio review
We have the ability to support the review of audio recordings using Nexidia’s technology—the software of choice when it comes to audio review. 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
We have a deep understanding of United Kingdom legal coding and offer coding of hardcopy material using our long-term coding partner Cenza, based in India.

Representative client engagements

Regulatory investigations of competition law issues
Our team 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
Our team 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
Our team 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

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 cutting-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’s Discovery team in 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 a very efficient and appropriate 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.
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 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 and our clients in addressing and observing privacy laws and regulations.

Representative client engagements
Discovery for a U.S. SEC investigation at a U.S. Health Care company with a subsidiary in Spain
We were engaged by an international law firm to assist the SEC in conducting a corporate investigation relating to possible corruption in a Spanish subsidiary of a U.S. Health Care company. This investigation consequently exposed an FCPA sanction. We acquired and analyzed data from desktop computers, laptops, and accounting servers. Email data was processed in Deloitte’s Discovery lab and reviewed by Deloitte Spain’s Review team, while reporting frequently to external counsel and the client.

Forensic data collection across EMEA regions for a multinational industrial company
Deloitte teams from several different countries in the EMEA region collaborated and coordinated efforts for a large investigation for 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. The Spanish firm 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
We worked with Deloitte’s international network 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 transport to the United Kingdom, where the trial took place. Our Review team made use of the Relativity environment for document review.

Forensic data collection and preservation for several U.S. companies
Deloitte Spain worked closely with our U.S. team to provide assistance and collaboration on engagements where data was processed and reviewed in the United States for international investigations. We have forensically imaged computers and mobile devices requiring different approaches depending on the storage technology (e.g., IDE, SATA, ZIF, SSD), and have complied with standards in terms of chain of custody for collections and transport.

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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, Nuix, Relativity, and Cleanwell. 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 immediate 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 global Deloitte colleagues 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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Overview
In the last few years, there has been a steady increase in regulatory activity. This has led many organizations to retain Deloitte 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 comprehensive 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 Computer Assisted Review 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 robust 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 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’.

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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 U.S. 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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## Services matrix

<table>
<thead>
<tr>
<th>Country</th>
<th>Discovery Consulting</th>
<th>Collection</th>
<th>Processing</th>
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<th>Review</th>
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**Review**

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

“2” indicates document review using experienced Discovery professionals.