

Deloitte.

Creative. Clear. Focused.
Forensic Services



Do you conduct **background checks** on employees and vendors?

Do you **educate employees** about the importance of ethics and anti-fraud programs?

Do you have a **documented policy** outlining your ethical standards/ code of conduct?

Does your organisation provide an **anonymous** way to **report suspected violations**?

Does your organisation **promptly investigate** incidents of suspected or reported fraud?

At what **frequency** does your organisation perform a **trend analysis** of the incidences of fraud and the resultant action plan performed?



Introduction

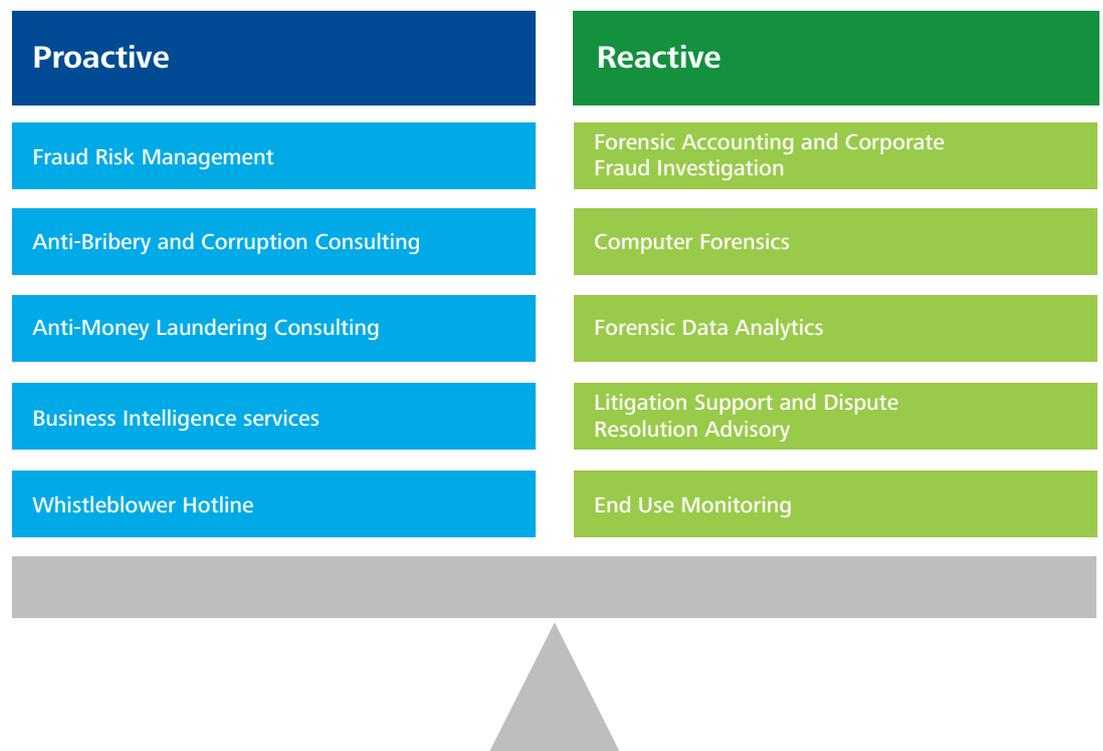
The world is witnessing increasing incidences of business misdemeanors such as fraud, conflicts of interest, corporate code-of-conduct violations, regulatory non-compliance, and others. This calls for effective monitoring both by regulators as well as corporates.

Our Forensic and Dispute services team identifies and deals with a wide range of financial irregularities or fraud, misconduct and business disputes, and delivers clear, logical analysis, and fact finding reports. These solutions are facilitated by a variety of quantitative and qualitative techniques to isolate and analyse information resulting from a number of circumstances.

Our Forensic practice has a growing team of professionals, which include Chartered Accountants, Forensic Accountants, MBAs, Lawyers, Research Analysts, Journalists, former law enforcement officials,

besides other multi-disciplinary expertise and experience to assist clients in complex areas of fraud investigation, anti-fraud advisory, anti-corruption consulting, anti-money laundering consulting, business intelligence services and dispute resolution consulting.

Our Forensic practice entails an investigative approach in the analysis of transactions & books and records, testing of documents, investigative interviews, forensic data analytics, collecting market intelligence and evidence gathering using forensic technology that provides clients with information to make appropriate decisions in sensitive corporate matters.



Proactive services

Fraud risk management

Legislation, regulatory imperatives and proposed new guidance for corporates all mean that it is no longer adequate for firms to simply deal with fraud as it arises. It therefore becomes necessary to have an effective fraud risk management strategy in place and have relevant systems and controls within the context of a 'risk-based' approach.

Deloitte's Fraud Risk Management team can help you assess your vulnerability to fraud, define any weaknesses in your systems and processes from both an external and an internal perspective, and help you minimise your vulnerability to fraud risks. We are also able to assist with the development of anti-fraud policies, procedures and controls, as well as design and deliver customised trainings to management and staff. Deloitte's fraud risk management services include:

1. Employee ethics and fraud awareness surveys
2. Fraud awareness training programs or 'Ethical dilemma workshops' and 'Fraud vulnerability workshops'
3. Fraud risk management assessment and assistance with the preparation and development of fraud control plans / policy

4. Setting up of whistleblowing service / helpline (including system assessments and benchmarking)
5. Forensic data analytics for anomaly detection as a preventive measure and for post incident analysis of alleged fraud during investigations
6. Development of a fraud response management plan
7. Assistance in the investigation of fraud

Whistleblowing service

An important aspect to encourage accountability and transparency within an organisation is a mechanism to enable all individuals to voice concerns internally in a responsible and effective manner when they discover information which they believe shows serious malpractice.

A number of clients have implemented our Tip-Offs Anonymous - an independent, anonymous and confidential reporting service that enables employees to raise concerns about possible fraud or misconduct. This allows the employer to then take prompt and effective action. Issues uncovered through this service include bribery and corruption, procurement fraud, misappropriation of company assets, harassment and discrimination.





Anti-bribery and corruption consulting

The number of enforcement actions, the number of jurisdictions within which enforcement actions have been brought and the size and nature of fines and penalties arising from anti-corruption legislations, have all increased significantly over the last few years.

With far reaching legislations like the U.S. Foreign Corrupt Practices Act (FCPA), UK Bribery Act etc., and authorities across different jurisdictions such as the Department of Justice (DOJ), Securities and Exchange Commission (SEC) etc. increasingly sharing information and bringing joint actions – now more than ever, managing the risk of corruption has become a global rather than a country specific issue. Companies therefore need to regularly assess the adequacy and scope of their anti-corruption programmes in order to ensure their continued effectiveness.

Our anti-corruption investigative and consulting specialists have the experience to identify a range of questionable activities in business transactions. In addition to providing legislatively compliant investigation support on a global scale, we also help design, implement and monitor anti-corruption policies, procedures and internal controls. Deloitte's Anti-bribery and corruption (ABC) consulting service includes:

1. ABC Compliance Programs & Risk Assessment
2. ABC Data Analytics
3. ABC Due Diligence
4. ABC Health-Checks
5. ABC Awareness Training / Ethical Dilemma Workshops
6. ABC Investigations

Anti-money laundering consulting

Traditionally money laundering has been a risk area for banks and financial institutions. However, the broader reach of anti-money laundering (AML) legislation worldwide and the increase in financial and trading activity performed by other businesses have meant a change to this view in recent years.

Deloitte believes in serving our clients through a collaborative approach, working together to address AML issues and developing innovative solutions to this type of compliance risk. We strongly advocate a 'risk-based approach' to money laundering, in line with global regulatory trends, and have extensive experience in implementing this approach at major organisations in a number of industries.

Our multi-phased approach, include AML risk assessment, evaluation of AML/ KYC procedures and enhancement, training and awareness, compliance and internal control assessments. Our services also involve providing response to regulatory orders, forensic "look backs" pursuant to those orders and conducting internal investigations; and ongoing program enhancement plans. Deloitte's AML services entails:

1. Money laundering investigations
2. Know Your Customer (KYC)
3. Anti-Money Laundering (AML) Health Check
4. Acquisitions – AML Due Diligence
5. Anti-Money Laundering Training

Business intelligence services

Investors have seen increasing opportunities to achieve growth through acquisition or investment deals in jurisdictions around the world, particularly in emerging markets. While these opportunities can be extremely lucrative, they can also result in clients entering into business relationships and new markets, which give rise to potential legal and commercial risks. If these are not identified and addressed prior to completion of a transaction or the commencement of a business relationship, they can result in financial loss, reputational damage and regulatory/criminal sanction.

Our Business intelligence services practice consists of investigators and specialists who have a keen understanding of the risks attached to target companies or individuals. Our investigators help clients understand their potential customers, business partners, acquisition or alliance targets and major investors. Clients are provided with comprehensive tailored reports on the subjects with information obtained from authentic sources in a timely and cost effective manner; while also maintaining a high degree of confidentiality and discretion. Business Intelligence entails the following:

1. Integrity Due Diligence
2. Third Party Due Diligence
3. Senior Management Due Diligence
4. Screening and Red Flag Identification
5. Asset Tracing
6. Strategic & Competitor Intelligence
7. Operational Risk Assessment
8. Investigative / litigation diligence

Reactive services

Forensic accounting and corporate fraud investigation

The spectre of white collar crime can place a significant drain on any business. When such issues arise, it is imperative that they are dealt with quickly and concisely. Our Forensic Investigation team has the people, the technology, and the experience to help you navigate through the legal and operational complexities, and come to timely decisions so you can get on with business.

Our Forensic practice consists of professionals with the financial acumen, forensic accounting and investigative skills to conduct corporate investigations spanning many levels of complexity. Our analytical technical capabilities can identify root causes and mitigate ongoing risk within the organisation. Using accounting expertise, documents and transaction analysis combined with witness and third-party evidence, our professionals provide factual findings to clients. We also have sufficient experience in conducting complex assignments for clients on issues such as financial statement frauds, misappropriation of assets, corruption and bribery.

Computer forensics

It takes special skills, techniques and technology to find, gather and preserve digital evidence. Without rigorous data capture and discovery technique, crucial evidence could be lost in an internal investigation or potential litigation.

While cutting-edge technology is certainly important, without the specialist know-how to apply the technology and years of investigative experience to recognise evidence, one cannot be sure of the best computer forensic support. We have some of the most experienced computer forensic specialists, with backgrounds in law enforcement, technology, fraud investigation, system security consulting, computer forensics and computer incident response, that can help in the identification, collection and forensic analysis of electronic data.

Incident Response, search and seizure Data collection, email tracing and analysis Disk imaging, analysis and reporting Recovery of deleted files, fragments of data/ passwords



Forensic data analytics

Our Data Analytics professionals specialise in the collection, cleansing, enrichment, transformation, analysis and modeling of data for the purpose of investigation. 'DTect', is Deloitte's proprietary data analysis and interrogation tool can identify suspicious behavior and trends of an organisation's members, suppliers, or employees. It enables us to "risk-score" individuals and entities utilising various modules, including many different interrogation tests. Our data analysis will identify areas susceptible to high fraud risk, enabling you to focus your efforts in preventing them or dealing with them during the Investigation process.

Data visualization is another area which is used in all investigations that enables the exploration and analysis of relational data elements, differentiated as entities and links, through a visualization process that exposes connections, pathways, networks, and flows that are not apparent in traditional data views.

Litigation support and dispute resolution advisory

The rapid pace and complex manner in which commercial transactions between corporates are conducted has resulted in a large amount of litigation and disputes. To overcome such issues, experienced litigators require the support of dispute consulting professionals who could provide valuable financial insight and identify relevant risks.

Breach of contract or duty, negligence infringement of intellectual property and similar circumstances can also cause significant bottom line damage. Our dispute consulting professionals apply a variety of quantitative and qualitative techniques to isolate and analyse damages.

Whether the dispute involves claims from joint venture partners or suppliers, or a buy sell dispute, or a valuation dispute or any other complex legal dispute which has significant financial implications, our professionals assist clients during all stages of a business dispute, from case theory development to expert witness testimony.

End use monitoring / Stress testing

Due to the rise in fraudulent cases in India of how companies and individuals are misusing banking facilities and diverting funds for purposes other than for which the loan has been granted, RBI in its circular dated 14 January 2011 laid out steps to be followed by banks to ensure the effective monitoring of fund utilisation and credit facilities being advanced.

Banks are required to review and manage the lending activity at each and every stage of a 'customer loan cycle':

- Customer identification
- Deal evaluation
- Disbursement
- Post-disbursement

The Deloitte team can assist in all of the above leading to the effective monitoring of the end-use of funds thereby acting as a deterrent for borrowers to misuse the loan amount and safeguarding the bank's interest.

Dispute litigation support
Expert Witness testimony
Arbitrator related issues
Fraud investigation support

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