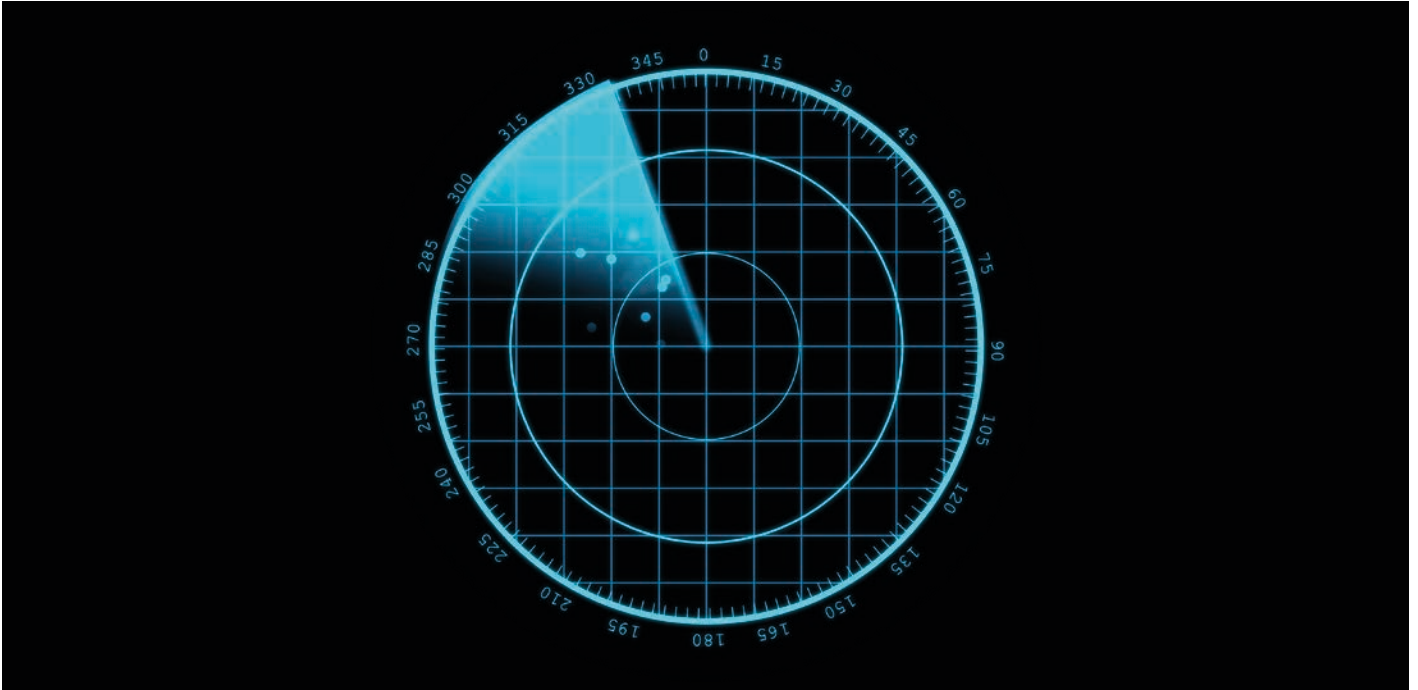


Respond



Economic crime and misconduct

Tackling economic crime

Misconduct and economic crime such as fraud, bribery and corruption, money laundering and sanction breaches can manifest in a number of adverse ways which have devastating consequences on society.

Such behaviour or activity can have a considerable impact on an organisation and its executives, including damage to reputation, loss of shareholder value, penalties and corporate or even personal liability.

Respond

Crises are the biggest and fastest growing threats to corporate brand and reputation, financial integrity and individual executive reputation. Economic crime and misconduct are common triggers of crises across industries around the world and the risk landscape is becoming increasingly severe with a greater focus on organisations to operate ethically. Unsurprisingly, therefore, when a crisis hits, an organisation needs to respond rapidly and effectively in order to minimise reputational and financial damage, whilst also maintaining 'business as usual' activities. At these critical moments, organisations need the help of experienced, capable individuals and teams whom they trust.

We assist our clients in taking necessary practical responsive action to manage such business critical situations, in two primary ways:

Responding to a crisis incident:

Alongside investigating the facts and circumstances of a crisis incident, we also help our clients by directly supporting senior management and functional teams during the response to an event and designing, embedding and overseeing communications with a broad range of internal and external stakeholders. This extends to supporting internal and/or external legal counsel in interacting with regulators and presenting investigation methodologies and findings of investigations performed.

Investigating a crisis incident:

Our global investigation service draws upon the knowledge and expertise of experienced investigators, technologists, analysts and industry SMEs. We use our skills and market leading and innovative investigation technology and data analytics to help clients efficiently and effectively investigate instances of potential fraud, corruption, sanctions violations, tax evasion, or other ethical misconduct. This

enables our clients to make effective decisions based on the findings and report to stakeholders or regulatory authorities appropriately. We adopt an approach that is timely (often starting with the immediate identification and capture of structured and unstructured electronic, and hard copy data) but also proportionate to the nature of the crisis.

Our wealth of experience extends across all industries, covers both listed and unlisted organisations, and spans small domestic clients, global conglomerates and clients everywhere in between. We are quick to recognise the challenges that our clients' unique circumstances present and ensure that we deploy a team with the right skills, experience and industry expertise, whether that be a team of forensic chartered accountants investigating an alleged deliberate accounting over or under-statement, or a team of specialist investigators looking into an alleged act of corruption.

Our engagement does not have to stop when a crisis is initially under control. Should it move to an asset recovery phase, our Forensic and Restructuring Services teams work seamlessly to identify and recover as much value as possible. Similarly, should the crisis move to a litigation phase, our Disputes practice is well practised at navigating the litigation process and we are able to call upon the services of an array of experienced Deloitte experts where an Expert Witness is required.

In all cases, we look to identify the root causes of a crisis incident and provide our clients with appropriate control improvement recommendations, such that they can **Protect** themselves from a repeat incident, and recommend tailored sets of tests that will enable their operations to be **Monitored** on an ongoing basis such that future red flags are identified at the earliest possible opportunity.



Protect

We help build resilience and protect the value of an organisation by enabling organisations to operate with integrity.



Monitor

We help monitor across economic crime domains through the use of technology and data analytics.



Respond

We help our clients respond to business as usual or event driven economic crime issues.



How we are helping our clients **respond** to economic crime

Investigating bribery and corruption and misconduct allegations

The Client challenge

A multinational oil and gas company received allegations of wrongdoing through their company hotline over four years which they needed to investigate.

How we added value

We set up a team of over 150 people to review each of the allegations received. We worked with our client's internal investigation team to address more than 1,000 allegations, including, vendor kickbacks, corruption, bid rigging, and employee harassment.

Impact

Our reports enabled our client to take necessary actions regarding vendors and employees that were involved in improper activities. We reduced the backlog of non-addressed allegations and supported our client to ensure action remains up to date.



Investigating occurrences of fraud



The Client challenge

A global aerospace company received whistle blower allegations that it had breached public procurement rules and overcharged the UK government by £millions over a ten year period.

How we added value

We developed an investigation strategy and rapidly mobilised a specialist team to undertake the work. We conducted fact finding meetings, reviewed electronic evidence and analysed accounting records in order to assess the substance of the allegations and to establish the factual position such that the organisation could respond in a timely manner.

Impact

Our work gave our client an understanding of the financial and regulatory implications of any potential misconduct and enabled them to take necessary remedial action. This included reaching a commercial settlement with government, making any necessary adjustments to its financial reporting and liaising with regulatory authorities.



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