

Deloitte.



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

Deloitte Discovery
2017 EMEA Guide

Going beyond borders to help our clients move ahead

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

Delivering market-leading global guidance

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

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

Accelerating results through smarter, simpler solutions

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

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the “Deloitte” name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.

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

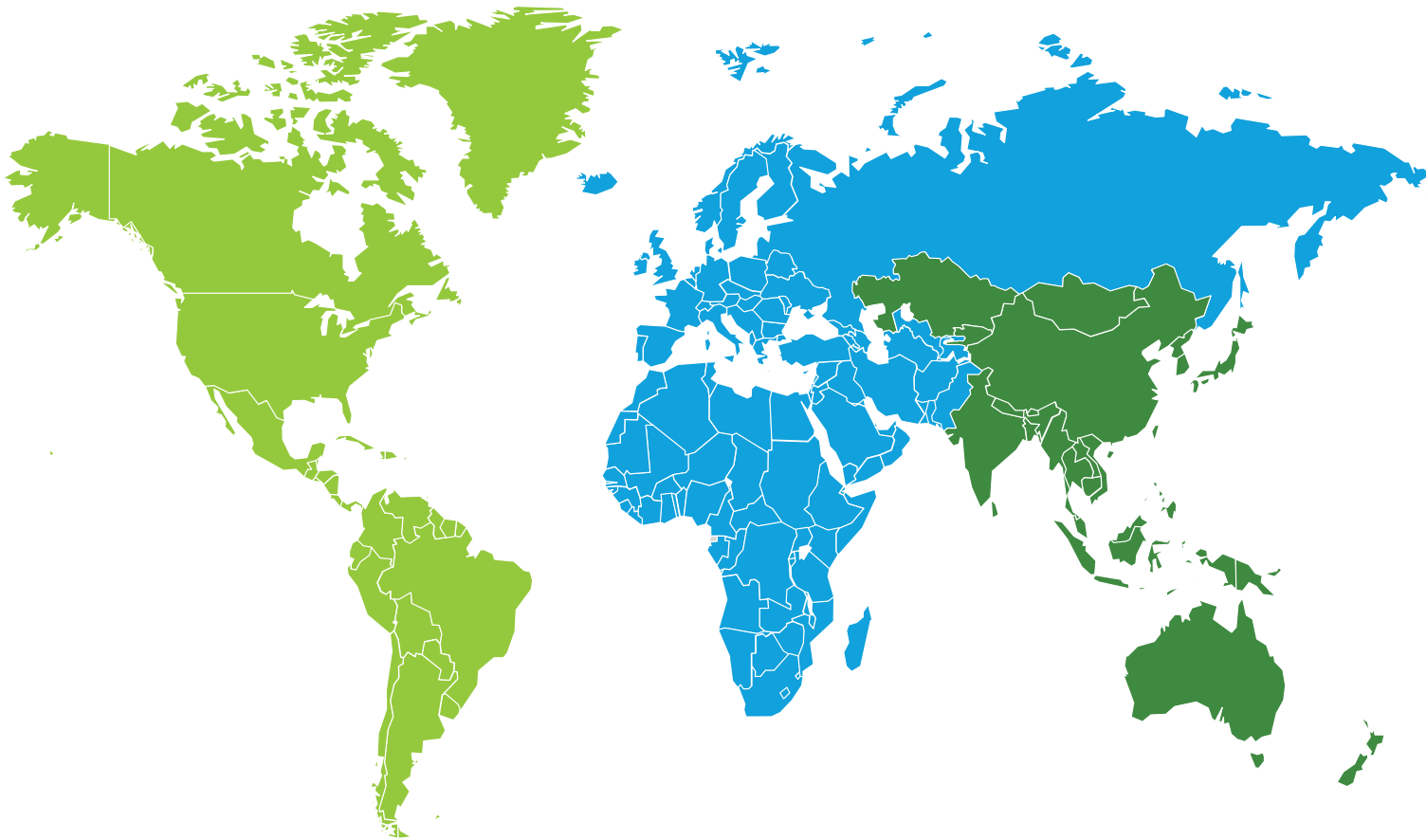
Emphasizing collaboration and innovation

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

Go forward *faster* with
Deloitte Discovery

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

Contents



To view on a computer:

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

To view on a tablet:

Interactivity and individual country service information is not available.

Deloitte Discovery experience

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

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

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

5 Core Services

-  Advisory
-  Collections
-  Processing
-  Hosting
-  Review

Discovery services for nearly 30 years



Clients on **6** continents

EDSC was awarded Relativity's Best in Service Orange level



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

6

Industries

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



200,000+
PROFESSIONALS

Including **1000** focused on Discovery

In more than **35** Countries

Services and capabilities



Discovery Advisory

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

Deloitte Discovery provides advisory services that bring to your the global knowledge we have accumulated by assisting our clients throughout the discovery process. We help our clients understand the drivers and challenges for each stage of discovery; ultimately providing a specific vision of where an organization stands on a capabilities maturity continuum, and then developing an operating model based on our clients industry, regulatory, and regional requirements. This effectively removes the discovery process from crisis to business as usual, allowing for a normal planning budget cycle to be leveraged.

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



Collection

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

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

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



Processing

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

Deloitte Discovery uses a wide range of advanced processing technologies through the pre-culling, culling, and processing phases of an engagement. We are able to scale and configure each project to the unique specifications that the case demands. In addition, we have forensic centers located in 35 countries and each location supports processing capabilities.

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



Hosting

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

Deloitte Discovery includes multiple web-based hosting and review options for our clients. Depending on the matter type, data volumes, case theory, and number of concurrent users, we match the right technology to meet your unique needs. Deloitte also has the ability to quickly set up short-term processing and hosting centers at Deloitte offices, client facilities, or other sites—using either pre configured mobile units or standard technology stacks that we can ship from our primary data centers to the desired location.

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



Review^{1 or 2}

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

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

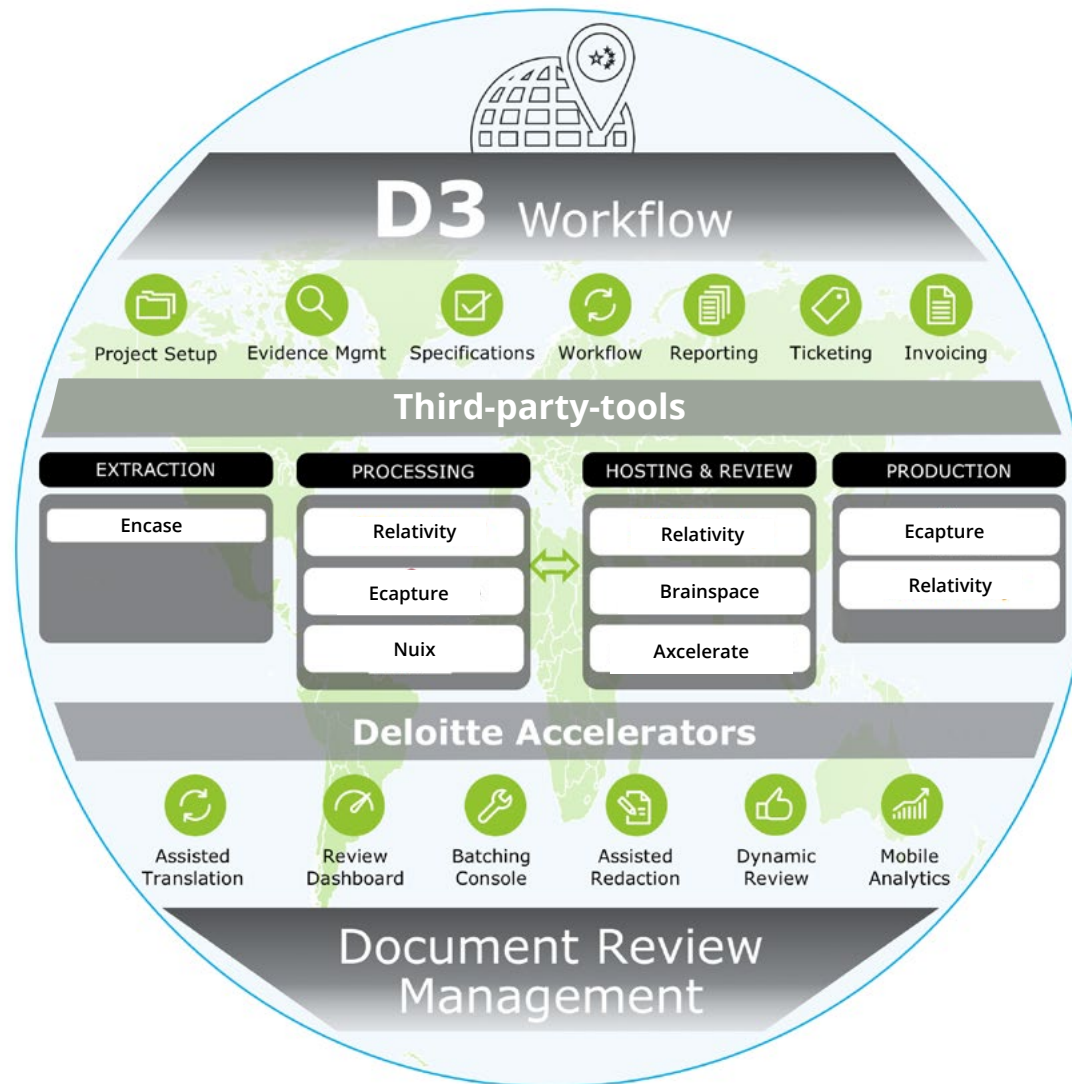
Deloitte has been conducting document review in a controlled operations environment for well over a decade. Our experience delivering reliable and flexible large-scale document review services places us many years into the learning curve of managing people, processes, and technology.

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

“2” indicates document review using experienced Discovery professionals.

Deloitte Discovery experience

Our workflow management system



EMEA



Austria

Overview

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

Technology

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

Data privacy and security

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



Representative client engagements

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

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

Internal fraud and risk analysis

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

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

Various computer forensic investigations

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

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

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

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Industry specialization:

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

Belgium

Overview

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

Our team includes specialists in the following fields:

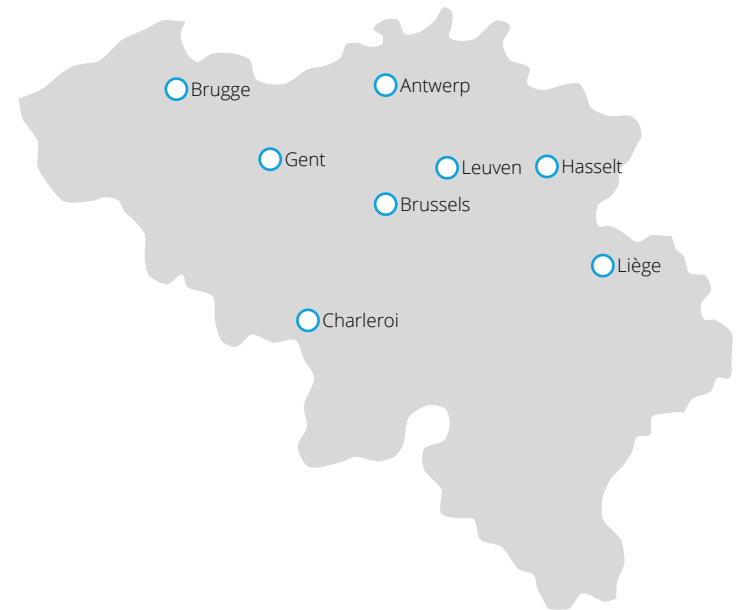
- **Computer Forensics and Discovery** – Identification, collection, preservation, and forensic analysis of electronic data while maintaining a clear audit trail. Further review is hosted using industry standard software.
- **Forensic Data Analytics** – Identification of suspicious behavior, highlighting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

Technology

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

Data privacy and security

As a member of the European Union, Belgium implemented the EU directive 95/46/EC on the protection of individuals, with regard to the processing of personal data, in the Belgian law of December 8, 1992 on Privacy Protection in relation to the Processing of Personal Data. In addition, Belgium legislation imposes some additional legislations related to collecting, processing, and investigating personal data.



Personal data transfer to other countries is restricted and only allowed under certain circumstances. Our local Discovery team works in collaboration with legal professionals to support our clients in addressing privacy laws throughout the data lifecycle. In addition, our local Discovery professionals have developed specific technologic solutions and processes to maintain privacy compliance.

Representative client engagements

Forensic data preservation

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

eDiscovery Project

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

Industry specialization:

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

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

Data analytics and visualization

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

Cyber and Incident response

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

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Central Europe

Overview

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

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

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



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

Industry specialization:

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

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

Technology

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

Data privacy and security

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

Representative client engagements

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

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

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

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

Intellectual property theft investigation for a global food services company

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

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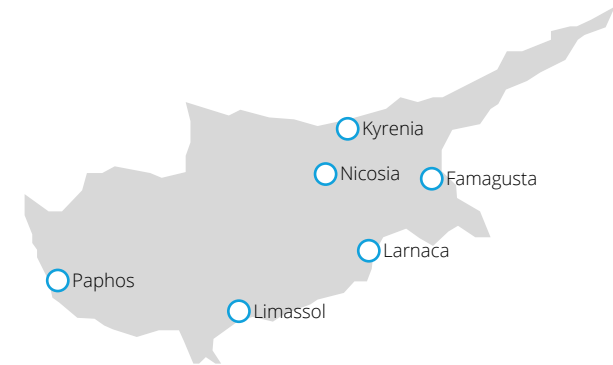
Cyprus

Overview

Deloitte Cyprus applies forensic practices to collect, preserve, and process data, which are required for the discovery process or for potential use as evidence in legal proceedings. Our highly experienced professionals assist clients in addressing the technological challenges of today's complex investigation and litigation environments, by implementing practical approaches, supported by specialized technology and processes. The Deloitte Discovery and Digital Forensics team in Cyprus is composed of highly qualified technical and consulting professionals. The team has computer science and computer forensic scientists, ethical hackers, information systems auditors, information security management specialists and certified cyber forensic professionals. Our areas of expertise include:

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

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



Technology

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

Data privacy and security

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

Industry specialization:

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

Representative client engagements

Forensic data collection and preservation for a multinational company

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

Forensic Incident Response after a Data Leakage incident

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

Digital Forensics Investigation after a Wire Transfer Fraud

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

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France

Overview

Deloitte France consists of highly qualified technical professionals, consultants and investigators based in Paris and serves France, Monaco as well as 17 French-speaking countries in Africa.

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

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

Technology

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

Data privacy and security

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



Industry specialization:

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

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

Representative client engagements

Corruption investigation for a multinational company

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

Discovery solution for a global financial institution

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

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

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

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Germany

Overview

Deloitte Germany applies forensic practices to collect, preserve, and process data required for the discovery process or potential use as evidence in legal proceedings. An entire business dispute, commercial investigation, or multimillion-Euro litigation may hinge on identifying when a single piece of data was communicated, generated, altered or deleted, by and to whom, and under what circumstances. Our highly experienced professionals assist clients in addressing the technological challenges of today's complex investigation and litigation environments by implementing practical approaches, supported by specialized technology and processes. Our Discovery team in Germany is composed of highly qualified technical and consulting professionals based in Düsseldorf, Frankfurt, Munich, and Berlin. The team is composed of computer scientists, information management specialists, database specialists, and certified forensic examiners. Deloitte Germany offers a variety of mobile solutions to provide dedicated onsite Discovery services for engagements of all sizes. Depending on client and engagement requirements, we may set up mobile processing systems or install a dedicated environment for long-term relationships.

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

Technology

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



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

Data privacy and security

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

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

Representative client engagements

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

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

Discovery services in an arbitration case for a multinational automotive company

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

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

Discovery services supporting internal investigation with respect to antitrust proceedings

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

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Industry specialization:

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

Ireland

Overview

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

Technology

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

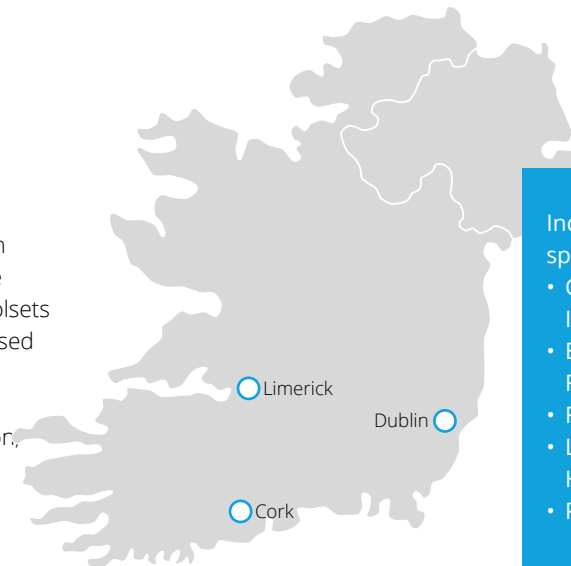
Data privacy and security

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

Representative client engagements

Full-scale Discovery services for a healthcare client

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



Industry specialization:

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

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

Fraud investigation for technology client

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

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Israel

Overview

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

Technology

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

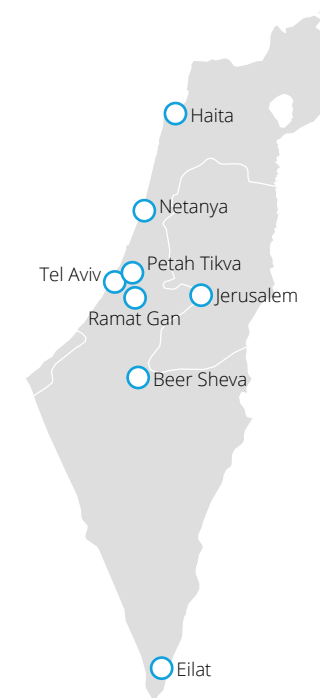
Data privacy and security

While there is legislation relating to information privacy, the collection and transfer of data for the purpose of Discovery and forensic investigations is not restricted in Israel. In some cases, the individual's consent is required and/or beneficial. Israeli law imposes some limitations on customer and third party data transfers outside of Israel. Our Discovery specialists work in close cooperation with legal professionals to support our clients in addressing and observing these critical laws and regulations.

Representative client engagements

Discovery investigation at one of the largest banks in Israel

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



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

Discovery for an SEC investigation

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

Industry specialization:

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

Legal suit for an energy sector client

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

Financial crime case in the Biotech sector

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

Regulatory compliance in the pharmaceutical sector

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

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Italy

Overview

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

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

Technology

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

Data privacy and security

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



Industry specialization:

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

Representative client engagements

Investigation on an email interception appliance

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

Comprehensive Discovery services for an international manufacturing group

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

Investigation into confidential corporate documents from a former employee

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

Bribery investigation related to top management

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

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Middle East and Northern Africa

Overview

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

Data privacy and security

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

Representative client engagement

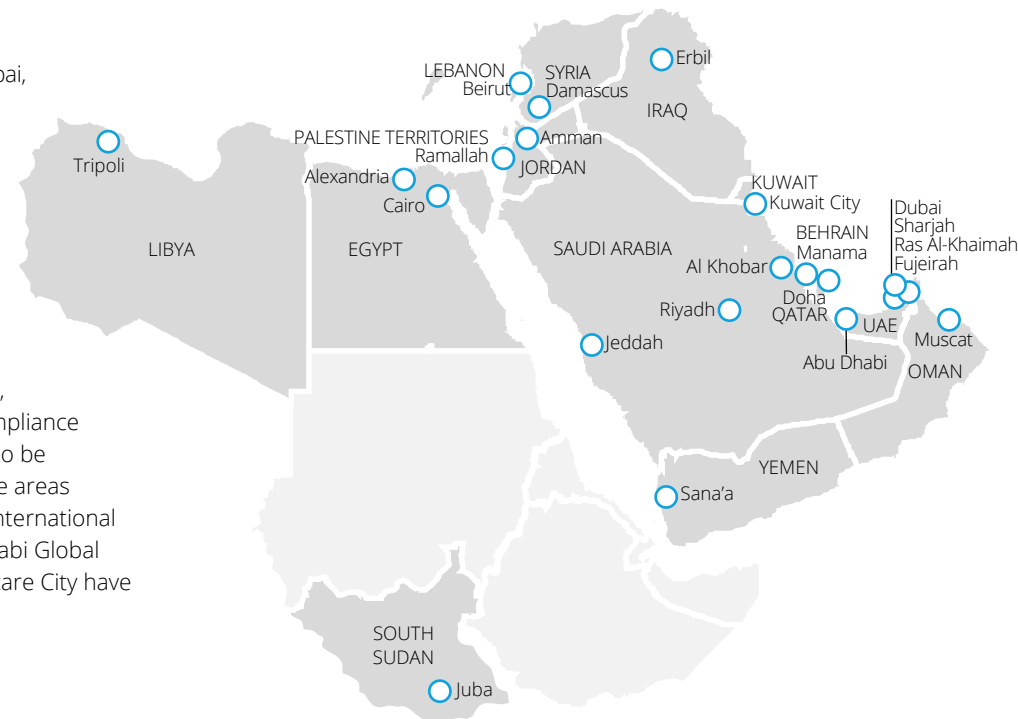
Regional government organization

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

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

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

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



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

Industry specialization:

- Financial Services
- Regulatory
- Government
- Oil & Gas

Regulator

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

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

UAE family business

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

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

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

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

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Netherlands

Overview

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

Deloitte Netherlands team is based in Amsterdam, and frequently provides its core services across the European region, Mediterranean, and Balkan countries. The team supports our European colleagues in active Discovery engagements, knowledge sharing and transfer, as well as business development efforts. Our office supports global teams in collecting electronic data and providing dedicated onsite Discovery deployments for some of Deloitte's largest global accounts. Our Deloitte Discovery team is part of the largest Forensic practice in the region with more than 50 specialists.

Technology

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

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

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

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



Data privacy and security

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

Industry specialization:

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

Representative client engagements

Competition law investigation for a global telecommunications company

Deloitte Netherlands was retained by outside counsel of one of the largest telecommunications companies globally to assist in a competition law matter. The company was under scrutiny from regulators in the Netherlands with regard to possible pricing agreements between different telecommunications companies in the Netherlands and had to move quickly in the race for leniency. Deloitte Netherlands was able to create the momentum to acquire, preserve, and analyze the data faster than competition authorities as well as provide counsel with the adequate means through computer-assisted review to rapidly defend its client in the process resulting in successfully challenging the allegations.

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

In an internal investigation, Deloitte Netherlands' Discovery team facilitated data collection, processing, and review support for a multinational manufacturing client involving multiple countries and jurisdictions. To cope with the challenges of data sharing across borders and jurisdictions, Deloitte Netherlands developed advance machine learning algorithms to identify personal data/PII, privileged communication, and other forms of communication that would require redaction. Using advanced analytics, thousands of documents restricted from being exported or analyzed outside of the EU were quickly identified, reviewed, and redacted. As a result, the review process and the exporting of relevant information for the investigation was performed at a 40 percent lower cost than manual review, and allowed for rapid exchange of key information in a matter of days instead of weeks or months.

Onsite review conducted for an international pharmaceutical company

For an international pharmaceutical client, Deloitte Netherlands was retained to provide its outside counsel with litigation and Discovery support across Europe. The project involved more than 10 European countries in an attempt to identify and analyze corruption-related

matters to the sales of certain medications. Due to privacy, legal, and other limitations and risks, the client asked Deloitte Netherlands to facilitate this process entirely from their premises.

Deloitte Netherlands effectively ran the project, providing onsite hosted review to a team of 30-plus reviewers with adequate hardware and review support, delivering the same experience and capabilities onsite in a high-security environment on par with its hosted solutions in the Center in Amsterdam.

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Nordic Region

Overview

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

Technology

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

Data privacy and security

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

Representative client engagements

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

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



Industry specialization:

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

Deloitte Denmark secured data from current and legacy email systems and servers, PCs, backup tapes, and ERP systems and identified “red flag” patterns of transactions through a combined review of email correspondence, IM communications, and transactions covering a period of nearly 10 years. Our team also assisted the company and legal counsel with self-reporting and supplying authorities (including the SEC) in three different countries with documentation on the matter. In response to several subpoenas from the SEC over a period of two years, our team helped produce more than 50,000 documents relevant to the investigation in accordance with specific data delivery standards outlined by the SEC.

Discovery support and forensic data collection

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

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

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

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Russia and CIS

Overview

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

Technology

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

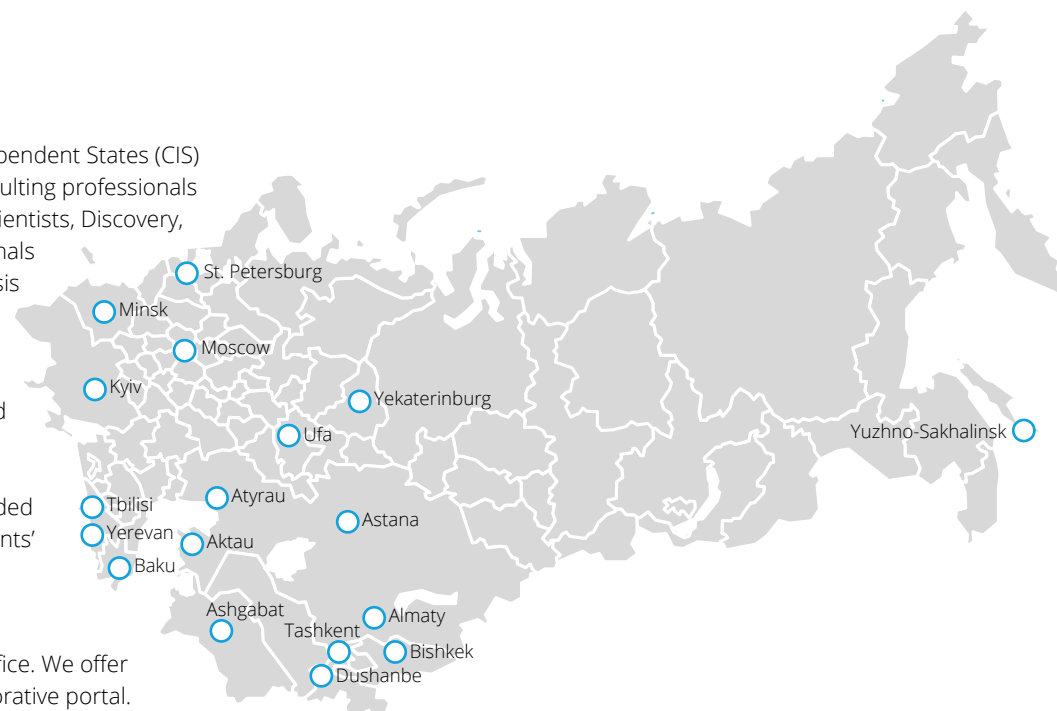
Data privacy and security

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

Representative client engagements

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

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



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

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

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

Industry specialization:

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

Mobile Discovery solution provided onsite in client's facilities

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

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

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

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South Africa/Central Africa

Overview

Deloitte's Discovery specialists in South Africa and Central Africa apply forensic practices to collect, preserve, and process data required for the discovery process or potential use as evidence in legal proceedings. A business dispute, commercial investigation, or significant litigation may hinge on identifying when a single piece of data was communicated, generated, altered, or deleted, by and to whom, and under what circumstances. Our highly experienced professionals assist clients in addressing the technological challenges of today's complex investigation and litigation environments by implementing practical approaches, supported by specialized technology and processes.

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

Technology

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



Audio review

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

Scanning and coding

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

Industry specialization:

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

Data privacy and security

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

Representative client engagements

Regulatory investigations of competition law issues

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

Trial preparation for complex design ownership and antitrust case

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

Onsite computer forensics investigation

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

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Spain

Overview

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

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

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

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

Technology

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

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



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

Data privacy and security

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

Industry specialization:

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

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

Representative client engagements

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

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

Forensic data collection across EMEA for a multinational industrial company

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

Fraud investigation for a European telecommunications company

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

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

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

Discovery for a US SEC investigation at an important Swiss Bank

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

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Switzerland

Overview

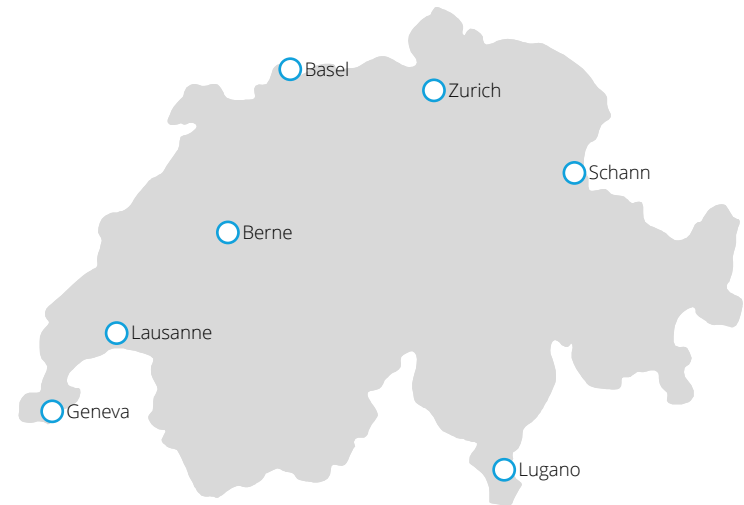
The Deloitte Switzerland Discovery team consists of highly qualified technical professionals, consultants, and investigators based in Zurich and Geneva. Our Discovery professionals have backgrounds in law, AML, forensic science, computer science, information management and database administration, and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

Technology

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

Data privacy and security

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



Representative client engagements

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

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

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

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

Industry specialization:

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- Life Sciences & Health Care

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

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

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

Tax evasion investigation at a major Swiss banking group

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

Investigation into anticompetitive behavior at a major Swiss consumer goods company

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

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

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United Kingdom

Overview

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

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

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

Technology

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



Industry specialization:

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

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

Data privacy and security

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

Representative client engagements

Structured data disclosure for investment bank involved in litigation

We were engaged by a London law firm to assist a major investment bank in litigation with a former hedge fund client. We performed an extensive scoping exercise to identify approximately 80 systems responsible for different aspects of the bank’s relationship with the client across multiple asset classes. By explaining to counsel the function of these systems, the extent to which they still retained data from the period and the technical feasibility of recovering it, we agreed on a proportionate approach to determine what information was required from each system. We then worked with numerous separate IT teams within the bank to extract, provide, and document the data which required disclosure.

Largest document hosting/review project

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

Computer imaging for a multinational US company

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

Data scoping for a collapsed bank

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

Global data collection, processing project

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

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Services matrix

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

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



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