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**Crisis and Risk Management
2021**

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Chambers

Professional Advisers

Crisis and Risk Management

2021

Global-wide

How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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An Introduction to Business Intelligence & Investigations: Pre-Transactional Advisory (Investigative Due Diligence)

Contributed by G3

The global M&A landscape has evolved. How have investigation firms responded?

A wall of liquidity has driven competition for a diminishing pool of quality assets. Valuations have gone up, transaction timeframes come down, and the penalties for structuring the wrong deal grown more acute. As the risks have evolved, so has investigative diligence. This article looks at some of the ways in which sophisticated investigation firms have responded to the new challenges.

One long-term trend is the demise of the traditional mainstay of the industry: the open-source investigation. This legacy product – scraping information from the public domain, mostly as a backward-looking, box-ticking exercise – has been on the wane for years and is now largely redundant as a meaningful exercise in investigative due diligence. While it is often a cheap option and is favoured by some sections of the investigation industry as an easily delivered and scalable product, the findings are often little more than a deal team's analyst can provide through a few hours of online research. With the volume of misinformation in the public domain and the growth of artificial intelligence platforms that can automate much of the work – never mind the sheer scale of material that is now out there – it's clear that the usefulness of this kind of research for exploring the nuances of a potential transaction is limited.

As open-source research has become more commoditised and compliance-focused, dealmakers are turning to firms that can deploy a source network. These networks – formed of contacts on the ground with trusted access to the target – can cut through the online noise and offer dealmakers a vital competitive edge. Scoping can range from identifying the real decision-maker in a close-knit family that is selling their business, through to intelligence around the rival bidder universe. The latter especially, once the preserve of the clubroom and the 'old boy' network, is moving to the discreet investigator, whose deep international and sectoral networks can provide multi-angled insights and understanding.

Investigation firms have also been moving towards providing more commercially-relevant intelligence on a deal. The core investigative offering to deal teams has traditionally been – and for many firms remains – defensive: investigators are asked for insight into the reputation and integrity of the target management team and business, with the main consumers of the resulting product typically being compliance departments. However, the demands from private equity and corporate/M&A dealmakers are broadening. A deal team modelling a target company may need to under-

stand the accuracy of an order book puffed up ahead of a sale, for example, or a potential change in government policy in a strategic sector that may impact an investee company's ability to sell to China. The ability of an intelligence firm to discreetly source such sensitive information helps to remove uncertainty around a business model. More importantly, an information advantage may also give a buyer confidence to lean a little more aggressively into a valuation, which ultimately may enable it to win the asset.

A further trend has been the shift by dealmakers into emerging markets to chase growth as well as maintain returns as competition for assets closer to home intensifies. This shift is further driving demand for investigation firms who can provide intelligence in markets where clients have no track record or established network of their own. In addition, the increased competition for assets is shrinking the timeline for providing intelligence on targets. Dealmakers now looking to "pre-empt the pre-empt" are making the historic five-to-six-week timeline to provide an investigation report look leisurely in the face of demands now to execute in 10 to 15 days. Investment committees and company boards, themselves under pressure to ensure deals are in line with the heightened ESG and other governance standards of their pension fund limited partners or public market shareholders, cannot rely on high-level, light-touch reports in most markets. However, when the markets are new, or the deal has been cobbled together in short order, they are vital.

The investigation industry has been resilient in most market conditions, and the Covid-19 pandemic is no exception when it comes to deal-related intelligence. With the opportunities for travel limited, deal teams have struggled to physically meet target management teams. Other intelligence that a deal team would historically rely on has also been constrained: M&A advisers, lawyers and consultants previously sitting in target companies' offices and working their own networks traditionally provided informal information feeds that were critical in packaging a deal. Investigators, with their network of local contacts, have been actively filling these information gaps. With the confidence teams now have around making deals remotely, investigation firms can prove a long-term solution for the executive who sees the value in using independent personal insights from trusted, reliable third parties. As they continue to adapt to the demands of the investment industry, investigation firms should remain a feature of deals for years to come.

Business Intelligence & Investigations

Pre-Transactional Advisory (Investigative Due Diligence)

Business Intelligence & Investigations Pre-Transactional Advisory (Investigative Due Diligence)
Leading Firms
Band 1
Alaco *
G3 *
Hakluyt
The Risk Advisory Group
Wallbrook
Band 2
Blackpeak
Control Risks *
FTI Consulting *
Greyhawk Intelligence Group *
Nardello & Co. *
S-RM *
Band 3
Berkeley Research Group, LLC
Charles River Associates
Diligencia Group *
Exiger Group
GPW
K2 Integrity
Kroll, a division of Duff & Phelps
Mintz Group *
* Indicates firm with profile.
Alphabetical order within each band. Band 1 is highest.

Band 1

Alaco

See profile on p.24

What the team is known for Based in London, Alaco is a business intelligence firm with market-leading capabilities in investigative due diligence. Its compliance and transaction advisory practice enables clients to maximise opportunities and minimise risk with respect to upcoming transactions or existing investments. The firm serves significant global financial services clients, as well as international corporations, law firms, family offices and international development institutions. Alaco's crypto-focused subsidiary, Alaco Analytics, helps clients identify risks specifically in the digital asset sector.

Strengths "Alaco's due diligence output across the board is fantastic. It's what they've done for years and you'd have to put them at the very high end of the scale for that. If I was a bank or a corporate looking to get some due diligence done I'd go to Alaco in a heartbeat."

"They understand the reason as to why enquiries are being asked of them. Alaco understand the 'so what'. Many companies in this space have a tendency for a cut-and-paste approach in just reporting what's out there, whereas Alaco answer the 'so what' and provide something meaningful to you as a client."

Work highlights Alaco was mandated by a private equity fund to conduct pre-transactional due diligence into a South African-registered construction and engineering company with operations across EMEA. Alaco was able to evidence any hidden beneficiaries within the company's ownership structure and the extent to which the company was exerting undue influence over the

awarding of major tenders, and was able to benchmark its reputation and track record in comparison with sector and regional peers.

Notable practitioners

Oliver Gorton is an experienced corporate investigator and has led several complex pre-transactional investigations. He is a key contact.

G3

See profile on p.28

What the team is known for G3 is an elite business intelligence firm providing clients with discreet, bespoke, commercial insight to help boards of directors, C-suites and deal, legal and compliance teams make better decisions. Operating out of London, G3 is industry sector-agnostic and global in its capabilities, with extensive experience in many jurisdictions and the capacity to build networks to meet a client's demands. Most of the firm's staff consist of a mix of full-career intelligence, banking and legal backgrounds to ensure a wider strategic offering in its advice.

Strengths "G3 is extremely resourceful in obtaining information - we trust them entirely. It's very helpful to have a report from them to back up any statement where we're saying this is a credible and robust counterparty in a transaction. We also appreciate that they don't create an aura of panic. There's no terrible dread if they find something; they're very balanced in any situation and will keep you in the loop."

"The reason we use G3 is that they give us an additional flavour above and beyond the regular red flag checks. G3's reports typically include anonymised quotes from their sources, but they also present it in a way that's not just a transcript. There's thought gone into what matters in the quotes and an analysis of potential red flags. I'd describe their work as a perspective, rather than just a written report - it's got a commercial angle to it all."

Notable practitioners

Michael Bevan is G3's chair and is a key contact.

Hakluyt

What the team is known for Headquartered in London, Hakluyt is a strategic advisory firm with offices in San Francisco, Dallas, New York, Frankfurt, Mumbai, Singapore, Tokyo and Sydney. The firm advises senior business executives, non-executive directors, corporate general counsels and law firms on commercial issues and risk-based analysis of their business decision-making. Hakluyt has an extensive stable of directors and board members with storied careers and senior positions in global finance, business and government.

Strengths "For senior decision makers Hakluyt are still the first call that's made because they're incredibly well connected, both in terms of the board they have and the practitioners there. If you want to know the government's perspective in Qatar, for example, they can get you that information to help support your investment decision."

"Don't ask how they got the information, that's how they roll. They'll send you something, and the next time you open it up it won't be there. They do great work but it's a little like watching a spy show. I think Hakluyt is kind of amazing; their people have two degrees of separation from cabinet members

around the world."

Notable practitioners

Nick Barnes is a London-based director of the company and is a key contact.

The Risk Advisory Group

What the team is known for The Risk Advisory Group is a well-established player in the business intelligence market and is well regarded for its broad capabilities in investigations and security management. Its multidisciplinary global footprint and breadth of geopolitical research experience offer a unique depth and quality to its reporting to clients. Its in-house specialists produce thorough analyses of the reputational and regulatory risks associated with potential business partners or investment counterparties.

Strengths "One thing that really stands out to us is their expertise in oil and extractive businesses issues in Africa and in the CIS. They did an outstanding job for us and put together a team with a level of insight that knew exactly what was going on judicially and politically. We found them be second to none. Compared to other firms, they're top of the list."

"I have worked with The Risk Advisory Group for more than a decade. They are my go-to third-party investigative agent when it comes to international reputational background diligence, particularly with respect to individuals and entities in countries where my firm does not have language capabilities or boots on the ground."

Notable practitioners

Hannah Gilkes is a director and head of business intelligence for Africa. She is a key contact.

Wallbrook

What the team is known for Wallbrook is a highly respected business intelligence firm with a global team across its headquarters in London and offices in New York, Dubai, Switzerland and Hong Kong. Pre-transactional advisory is handled through its business intelligence and integrity due diligence practice, often working closely with its acclaimed ESG and human rights practice. As the only certified B Corp in the industry, Wallbrook places ethics and strong governance at the forefront of its practice. It is one of the largest independent and wholly employee-owned intelligence firms providing due diligence services.

Strengths "Frequently, Wallbrook has learned more for us about the target at the quoting stage than other vendors may find in their final report. That allows us to better tailor the ultimate scope of work that needs to be done early on, and it's a real value-add of theirs."

"Their client relationship management is second to none. You get a sense of reassurance that you're really getting taken care of, it's a blue-chip top law firm quality kind of client relationship. In turn, we engage Wallbrook because of their commitment to ethics and conduct. I know that Wallbrook are proud of the stance they take on that front."

Notable practitioners

James Hunt is a managing partner in Wallbrook's London office, where he oversees the firm's day-to-day operations and guides the long-term strategy of the business. He is a key contact.

Band 2

Blackpeak

What the team is known for Blackpeak is an international investigative research and risk advisory firm originating out of East Asia. Its offices include Hong Kong, Singapore, Tokyo, Shanghai, Beijing, Guangzhou, London, Washington DC and New York. The firm is well accustomed to conducting in-depth research and analysis to help investors test their investment hypotheses and evaluate fraud and corruption risks in specific entities, as well as assessing the reputation and management style of a target company's leadership team.

Strengths "Blackpeak spring to mind, particularly in the Far East. They do a lot of due diligence work, and their Asia-focused practice makes them a gateway for clients in the US and elsewhere into Asia – that's their angle."

"Blackpeak's consistency in coverage of various jurisdictions over time indicates that they follow a good process with property quality checks."

Notable practitioners

Hong Kong-based Sean Chen is a managing director of Blackpeak and a member of the firm's executive committee. He is a key contact.

Control Risks

See profile on p.25

What the team is known for Control Risks is a well-established specialist risk consultancy with a respected reputation and a significant global footprint. Through its compliance, forensics and intelligence department, the firm is equipped to support clients in major transactions through detailed intelligence about management team dynamics, to extensive research into an operating entity in a high-risk country, to policy-focused analysis about a consequential piece of regulation. Control Risks also has a separate compliance-focused due diligence practice called Vantage.

Strengths "Control Risks assisted us by putting multiple people on the ground in a hostile environment. They have this physical security background as a firm, which can be very helpful. Our difficult data collection matter in this instance was helped by that capability. I'd say Control Risks were one of the few firms who'd be able to provide that."

"There aren't that many firms in this industry that have a truly global footprint; Control Risks has a proper global business."

Notable practitioners

Henry Smith is head of Control Risks' business intelligence and due diligence practice in EMEA. He is a key contact.

FTI Consulting

See profile on p.41

What the team is known for FTI Consulting is a publicly traded company holding offices in all major financial capitals and offering globally diverse, multidisciplinary teams with in-country experiences and expertise. Its global risk and investigations practice can provide clients with investigative due diligence services that draws on an extensive network of credible sources, ensuring intelligence is viewed in its appropriate local context. Given FTI's competencies in other business areas, the firm can offer clients several related post-transactional services, such as economic analyses, forensic accounting and strategic

communications.

Strengths "The key advantage that FTI have would be the wide reach of the organisation as a whole. The breadth of resources can be incredibly powerful to leverage and is not usually found in their competitors, who are typically set up as leaner, specialised service shops."

"We've had a very positive cooperation with FTI so far. We're very impressed by their skills, capacity, in-house variety of tools and their expertise to be able to help us. It definitely helps that they're in different areas of the world and are truly global. They have no resources to envy at other firms, FTI has it all in-house."

Work highlights

The global risk and investigations practice (GRIP) is supporting the internal fraud and investigations unit at a European public financial institution by conducting due diligence reviews of its global investments. This process includes research to identify and address potentially illicit practices, including fraud, corruption, political connections and collusion.

Notable practitioners

Alexandra Knatchbull is a managing director in the firm's GRIP and is based in FTI's London office. She is a key contact.

Greyhawk Intelligence Group

See profile on p.29

What the team is known for Greyhawk is an independent corporate intelligence boutique providing investigative due diligence to its clients, among a wide range of related intelligence services. The firm's primary transaction-supporting services are integrity due diligence and market entry analysis. Greyhawk operates globally, with a particular focus on EMEA, the CIS and offshore jurisdictions. The firm has notable experience in capital markets, advising regularly on bond issues and IPOs on major European or US exchanges. The firm is based in London.

Strengths "Greyhawk is highly professional and very responsive. The team are ready to start work at a moment's notice and deliver to extremely tight timelines. They're effective in delivering high-quality information for both commercial strategy reasons but also for the purpose of KYC and AML checks. They've been able to help us in every European jurisdiction that we have needed them for."

"We're very happy with Greyhawk's provision of tailored advice and intelligence to assess political, security and regulatory risks in connection with new market entries in Africa."

Notable practitioners

Steven Haynes is a co-founder of Greyhawk, a highly experienced business intelligence practitioner and a key contact.

Nardello & Co.

See profile on p.45

What the team is known for Headquartered in New York, Nardello & Co. is a global investigations firm staffed with highly experienced former US federal prosecutors, international lawyers, former law enforcement personnel, intelligence operatives, forensic accountants and former journalists. The firm places paramount importance on the quality of its staff, its commitment to the highest professional and ethical standards, and its exclusive focus on complex investigations. Nardello develops bespoke strategies that address the needs of the business unit and the deal team, pro-

viding strategic advice to guide its clients' negotiation strategies and investment decisions.

Strengths "I typically engage Nardello on behalf of private equity and corporate clients to undertake business intelligence work in relation to mergers and acquisitions of companies. The work is always multi-jurisdictional and requires coordination of sensitive and complex information from different countries and different industrial sectors. They are responsive, insightful and commercially astute, with good judgement, and are a pleasure to work with."

"With Nardello & Co., as with top law firms, clients should focus on the value not the cost. A client can save a lot of money by commissioning poor-quality work product from other firms or they can spend money wisely and hire one of the best boutique firms in the industry. The first time we hire Nardello & Co. on behalf of a client, we sometimes have to explain our choice. The next time we hire them, we don't."

Work highlights A distribution company engaged Nardello & Co. to conduct investigations of its suppliers of personal protective equipment, revealing fraudulent and criminal offences. Nardello & Co.'s teams in Europe and Asia quickly helped the client to vet a number of other possible suppliers, so that the client could fulfil its urgent need to obtain the necessary quantities of PPE.

Notable practitioners

Sabina Menschel is partner, president and chief operating officer of Nardello & Co. and is based in Washington, DC. She is a key contact.

S-RM

See profile on p.32

What the team is known for S-RM is a London-headquartered global risk and intelligence consultancy. The firm's deal advisory team delivers complex pre-transactional due diligence to several of the world's largest private equity houses, corporate/M&A teams, international financial institutions, banks and governments. The team operates globally but has particular expertise gathering intelligence in Asian and sub-Saharan African markets. The firm's investigators are supported by its cybersecurity experts, who can identify cyber risks inherent to acquisition targets. S-RM's international offices include Cape Town, Hong Kong, Rio de Janeiro, New York and Washington, DC.

Strengths "Typically we use S-RM for background due diligence on entities and reputational checks for potential investment targets. We've found that the work they've done for us has been at a good level of depth to give us confidence that they've got strong sources which really get under the skin of the issues that we need them to."

Notable practitioners

Natalie Thomas Stafford is head of deal advisory at S-RM and is a key contact.

Band 3

Berkeley Research Group, LLC

What the team is known for Berkeley Research Group's global investigations and strategic intelligence practice supplies companies, their counsel and other advisers with critical information to make informed business and compliance decisions. The firm is deeply experienced in providing investigative due diligence, corporate investigations, compliance consulting, quality of earn-

ings analyses and merger integration support. BRG's historic strength as expert witnesses provides clients with significant in-house technical knowledge to be utilised for the purpose of its pre-transactional advisory practice.

Strengths "BRG is the firm we trust most for investigations, especially in cases where we need detailed company background reports with respect to cross-border investment or for compliance due diligence."

Notable practitioners

Arnold Castillo is a managing director of the firm and is based in Miami, Florida. He is a key contact.

Charles River Associates

What the team is known for Charles River Associates is a Boston-headquartered consulting firm that provides economic, financial and strategic advice to accounting firms, corporations, law firms and governments around the world. The firm offers its investigative due diligence services out of its forensic services practice and risk, investigations and analytics practice.

Strengths "They're building a very strong team all of a sudden and are in the process of really establishing themselves. The firm is doing a lot of IPO due diligence."

"CRA do a little bit of everything, with particular expertise in providing due diligence to hedge funds."

Work highlights Prior to selling its APAC operations to a Chinese-led consortium of buyers, a US-based global food company sought assistance evaluating prospective buyers and selecting the best fit. Members of the CRA team leveraged in-country expertise to provide a comprehensive assessment of each bidder, examining their food industry experience as well as their political affiliations and how these relationships could affect the company's in-country operations.

Notable practitioners

Peter Nolan is a vice president and the co-leader of the risk, investigations and analytics practice. He is a key contact.

Diligencia Group

See profile on p.26

What the team is known for Diligencia provides clients with reliable, verifiable legal entity data as a foundation for their due diligence casework in the Middle East and Africa. Moreover, the firm offers tailored corporate intelligence to clients which require more investigative, in-depth services. Its flagship online platform ClarifiedBy.com provides clients access to credible information on organisations and individuals, enabling identification of ultimate beneficial owners, legal identifiers, links to ruling families in the region, and compliance screening. The firm is headquartered in Oxford, with additional offices in Tangier and Dubai.

Strengths "Diligencia have always been our go-to shop for any corporate document across the Middle East. They do offer bespoke research, although their strength is in the documents and records they

can find for you. They're document retrieval experts and are real specialists at it."

"Their thing is document retrieval, but that has to be understood in the context of parts of the world where it's not easy to get these records. Diligencia work best in jurisdictions where there's a lack of clarity and the firm will provide that clarity through their language, cultural skill and understanding of the local business environment."

Work highlights A client was undertaking investigative research relating to a dispute with a company registered in Algeria and was looking to establish a formal connection between the company and a former shareholder. Despite the particular difficulties of uncovering share ownership details in Algerian records, Diligencia was able to demonstrate a clear and formal link between the entities under investigation.

Notable practitioners

Nouri Bakkali is the managing director and founder of Diligencia. He is a key contact.

Exiger Group

What the team is known for Founded in 2013, Exiger assists clients across its 11 global offices with over 650 employees. The firm provides clients with a full suite of due diligence services, from automated risk management solutions to its Exiger Managed Services team, which provides outsourced Exiger analysts acting as an extension of a client's compliance team. The firm's clients include public sector organisations and compliance, risk, operations, investment and fundraising teams.

Strengths "I know some of their employees have come directly out of the investment banking world, so they report on that part of the market quite well."

Notable practitioners

John Melican is Exiger's Americas regional leader and the firm's global head of financial crime compliance. He is a key contact.

GPW

What the team is known for GPW is a well-respected and longstanding business intelligence and investigations firm operating out of its three offices in London, Dubai and Singapore. The firm provides clients with investigative due diligence, alongside its extensive litigation support, asset tracing and recovery, and political risk practices. Its clients consist of sovereign entities, corporations, financial institutions, pension funds, private equity and hedge funds, legal firms and high net worth individuals.

Notable practitioners

Bruno Vickers heads the firm's Asia and Middle East practice and is based in Singapore. He is a key contact.

K2 Integrity

What the team is known for K2 Integrity is a risk, compliance, investigations and monitoring firm. The firm has significant technology capabilities to support its forensic accounting, cybersecurity, corporate intelligence, asset tracing and investi-

gative due diligence capabilities. K2 supports its clients in cross-border transactions by providing the necessary research, intelligence, analysis and investigative expertise to support the client through the entire process.

Following the late 2019 merger of K2 Intelligence and Financial Integrity Network, the firm changed its name to K2 Integrity.

Strengths "K2 is very responsive and competent across international due diligence matters."

Notable practitioners

Anna Gumowska is a managing director at K2 Integrity in its investigations and risk advisory practice. She is based in London and is a key contact.

Kroll, a division of Duff & Phelps

What the team is known for Kroll is a well-established New York-headquartered business intelligence and investigations firm with a globally recognised brand and almost universal market recognition. For more than 45 years, investors, financiers and lawyers have taken advantage of Kroll's investigative due diligence capabilities to assist in their decision-making. The firm's global experts include former prosecutors and members of law enforcement, forensic accountants, cybersecurity professionals, data analysts, former business journalists and intelligence specialists.

Strengths "Kroll does more complex investigations than most firms, and due diligence is a major part of their business today, more so than it was in the past."

"Kroll's size and extent of operations means we keep them on retainer for these difficult questions. We value them as a key provider of investigative due diligence, particularly in Asia-Pacific."

Notable practitioners

Tom Everett Heath is the global head of business intelligence and investigations at Kroll. He is a key contact.

Mintz Group

See profile on p.44

What the team is known for Mintz is a due diligence and investigations firm whose primary business is driven by providing insight on pre-hire background checks, third-party due diligence, corporate due diligence and corporate social responsibility investigations. The firm originated out of New York, founded by its namesake Jim Mintz, and has expanded to 16 offices over eight time zones.

Strengths "It's a firm founded by journalists. They'll get you the information you want effectively in the way a top journalist would do it."

"You're always under the impression that Mintz's client base is great - better than ours, to be frank. The firm really focuses on due diligence now, more than almost anything else."

Notable practitioners

Randy Phillips is a partner and heads Mintz Group's activities across Asia. He is a key contact.

Business Intelligence & Investigations

Pre-Transactional Advisory (Technology-Led Due Diligence)

Business Intelligence & Investigations Pre-Transactional Advisory (Technology-Led Due Diligence)
Leading Firms
Arachnys
Argos
Blackdot Solutions
Dow Jones & Co
Refinitiv
Shufti Pro
Steele Compliance Solutions
Thomson Reuters
<i>Alphabetical order within each band. Band 1 is highest.</i>

Leading Firms

Arachnys

What the team is known for Headquartered in London, with an additional New York City office, Arachnys provides its clients with market-leading KYC and AML data, through machine learning-powered automated screening and a particular investigative focus on beneficial ownership structures. Its search capabilities cover over 98 languages in multiple languages across 220 jurisdictions. Automated adverse media screening, transaction monitoring and fraud detection are additional features of Arachnys's suite of API.

Arachnys was acquired, in March 2021, by the US-based AML RightSource, a provider of AML, KYC and BSA compliance solutions.

Strengths "The technology is now here to allow some firms to really differentiate themselves. Ten years ago to be quick you had to outsource to people who were quick at this; now you have Arachnys who are purely tech-driven and AI-led." "Arachnys should be recognised for their work in this space."

Notable practitioners

David Buxton, CEO and founder, is an experienced investigator and a key contact.

Argos

What the team is known for Based in Seoul in South Korea, Argos assists financial institutions and corporate entities in meeting their legal, regulatory and operational requirements. The company's software provides compliance with current FATF, GDPR and OFAC guidelines. Its AI-based ID verification platform allows users to uncover forgery detection through facial recognition and document verification technology.

Notable practitioners

Wonkyu Lee is the founder and CEO of Argos, and is a key contact.

Blackdot Solutions

What the team is known for From its office in Cambridge, England, Blackdot Solutions assists banks, governments, major corporates and pro-

fessional services firms through its proprietary software offering, Videris. By focusing on speed, accuracy, security and transparency, Videris allows clients to utilise wide-ranging open-source data through one tool, which is automatically analysed, visualised and comprehensively logged to provide full auditability and standardised reporting.

Strengths "Blackdot's Videris product is able to pull together data from multiple different sources and package it for you, and then turn it into useful charts. They're very good and we really rate what they do."

Notable practitioners

Mark Stevens leads Blackdot's client engagement team and is a key contact.

Dow Jones & Co

What the team is known for Dow Jones & Co is one of the world's pre-eminent business and financial news companies, and publishes some of the world's most-watched stock indexes. Its risk and compliance division combines a large, multi-lingual team of researchers with industry-leading automation and AI tools. Whether it's anti-money laundering, counter-terrorism financing, sanctions, anti-bribery and corruption, or international trade compliance, Dow Jones can provide extensive technology-led due diligence, third-party risk management and sanctions compliance for its clients.

Strengths "Dow Jones is a serious contender for this market."

Refinitiv

What the team is known for Dual-headquartered across London and New York City, Refinitiv is a global provider of financial market data and infrastructure. The company has an extensive suite of more than 130 data, analytics, trading and risk assessment tools. Its risk intelligence database platform World-Check compiles information from international financial watch lists, government records and media searches, providing clients with a comprehensive solution for assessing, managing and remediating risk.

In January 2021, Thomson Reuters and private equity funds affiliated with Blackstone completed their sale of Refinitiv to London Stock Exchange Group.

Strengths "Refinitiv are important players in this market."

"They're now the go-to for data-led due diligence checks."

Notable practitioners

Andrea Remyn Stone is chief customer proposition officer at Refinitiv and chief product officer at London Stock Exchange Group. She is a key contact.

Shufti Pro

What the team is known for Established in 2017, Shufti Pro is an identify verification specialist. From its offices in Sweden, Cyprus, the UK and Dubai, the company provides comprehensive KYC, real-time facial recognition, document or address verification, and AML screening. Shufti Pro's verification is clear and immediate, with results of its due diligence process returned in less than 60 seconds.

Notable practitioners

Shahid Hanif is the company's founder and chief technology officer. He is a key contact.

Steele Compliance Solutions

What the team is known for Steele's ethics and compliance platform encompasses human researchers and automated risk management tools and due diligence services to assist its clients in business critical decisions. The company aims to simplify compliance management through its in-house solutions and configurable fixed-price, fixed-scope global offering.

Diligent, a governance software provider, announced an agreement to acquire Steele Compliance Solutions in February 2021.

Strengths "Steele Compliance has pretty good market share for this."

Thomson Reuters

What the team is known for Thomson Reuters is a Canada-based global media conglomerate that offers a comprehensive range of regulatory intelligence, compliance management and risk assessment products to banking, financial services and insurance clients. To assist its customers in mitigating risk and in conducting investigations, the company offers such services as PeopleMap, which provides automated public records searches, and Clear ID, which can detect fraudulent identities quickly by running flag checks against 31 major jurisdictions' records.

Strengths "They're the big one. Thomson Reuters has the advantage of the quality of their resources; the company's bread and butter is dealing with information and so they have access to some great resources."

Crisis Management

Crisis Management
Leading Firms
Clifford Chance LLP
Covington & Burling LLP
DLA Piper LLP
Freshfields Bruckhaus Deringer
Herbert Smith Freehills
Sidley Austin LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band I

Clifford Chance LLP

What the team is known for Clifford Chance's global crisis management offering brings together the firm's traditional cross-jurisdictional strengths in corporate investigations and dispute resolution, financial services, and projects and energy. More recent areas of corporate risk such as business and human rights and climate change also form significant practices. The firm boasts a particularly strong presence in Europe, Asia and the Middle East alongside respected capabilities in the Americas and Africa.

Notable practitioners

David DiBari (Washington, DC) and Luke Tolaini (London) are key contacts.

Covington & Burling LLP

What the team is known for US heavyweight Covington & Burling offers a broad international crisis response practice spanning the USA, Europe, Asia and Latin America. Recent work involving considerable international activity includes product recalls in the automotive, food and consumer products industries, including significant regulatory follow-up across multiple jurisdictions. The

firm also offers clients a market-leading white collar crime practice staffed with a number of very senior former U.S. government officials. Other areas of complex cross-jurisdictional work include climate change litigation, cybercrime and pharmaceutical crises.

Notable practitioners

Eric Holder (US) and Maree Gallagher (Dublin) are key contacts.

DLA Piper LLP

What the team is known for DLA Piper is regularly selected by global organisations as the named response team for multi-jurisdictional crisis situations, and by global insurance policies and corporate protocols as the go-to adviser for incidents occurring in international jurisdictions. Alongside its significant UK and US practices, the firm enjoys a strong reputation across Europe, Latin America and the APAC regions. Sectors include aviation, manufacturing and construction, technology and consumer goods.

Notable practitioners

Neil Bowker, UK head of the firm's litigation and regulatory group, is a key contact.

Freshfields Bruckhaus Deringer

What the team is known for Freshfields boasts consistently strong crisis and issue management practices in the UK, Europe and the USA. The firm has provided trusted counsel to businesses undergoing restructuring and insolvency, and has assisted international corporations navigating major regulatory investigations, product liability claims and public scandals. Its lawyers are also experienced in supporting clients through sensitive whistle-blower complaints, catastrophic operational disasters and serious data breaches.

Notable practitioners

Adam Siegel (New York) and Geoff Nicholas (London), co-heads of the firm's global investigations practice, are key contacts.

Herbert Smith Freehills

What the team is known for Herbert Smith Freehills is relied upon by multinational businesses for its lawyers' deep sector expertise and crisis experience across numerous jurisdictions worldwide. The firm leverages robust global capabilities in corporate investigations and anti-corruption, employment, and projects and energy in order to assist clients in navigating highly sensitive reputational or operational crises across Europe, APAC, the UK, the USA and beyond. The firm also boasts a pioneering international practice in the volatile area of business and human rights law.

Notable practitioners

Damien Byrne Hill and Greg Mulley, co-heads of crisis management, are key contacts.

Sidley Austin LLP

What the team is known for Across multiple global jurisdictions, Sidley Austin's crisis management and strategic response practice has assisted clients with diverse challenges including business-critical threats. Alongside matters led from the UK or USA, the firm also has well-reputed teams of experts in APAC, across Europe and in the Middle East. Advice is often closely coordinated between jurisdictions, where the client operates internationally or investigations are being conducted cross-border.

Notable practitioners

Sara George and Ellyce Cooper are key contacts.

Cybersecurity Risk

Cybersecurity Risk
Leading Firms
Alvarez & Marsal *
Berkeley Research Group, LLC
Charles River Associates
Control Risks *
CrowdStrike
FireEye
FTI Consulting *
PGI
Stroz Friedberg, an Aon Company
Leading Individuals
Brown Thomas Berkeley Research Group, LLC
Ferrante Anthony J. FTI Consulting *
Grillo Lorenzo Alvarez & Marsal *
Grillo Rocco Alvarez & Marsal *
Hardin Bill Charles River Associates
* Indicates firm / individual with profile.
Alphabetical order within each band. Band 1 is highest.

Band I

Alvarez & Marsal See profile on p.39

What the team is known for Alvarez & Marsal is a global professional services firm historically centred on turnaround management, corporate restructuring and operational performance improvement. In recent years cybersecurity has become a core strength of its offering, and now A&M offers its expertise in cyber risk advisory services, cyber resilience and readiness preparation, and incident response investigations.

Strengths “I tend to lean towards Alvarez & Marsal for the most important and most complex cybersecurity matters. The team brings a wealth of knowledge, energy and experience to every engagement. They earn our trust through their dedication and a demonstrable sense of ownership to help identify and remediate our risks.”

“In cybersecurity there are a lot of very skilled companies from a technical point of view but it’s very difficult to find one which has that but also has a more risk-based, strategic approach. That’s why we reached out to Alvarez & Marsal; they delivered on that.”

Notable practitioners

Lorenzo Grillo (see p.18) is a deeply experienced practitioner of information technology and security, operating out of A&M’s London office. He has a proven track record of helping top management teams to evaluate, design and execute cybersecurity risk management programmes. “Lorenzo’s executive standing is great,” says a client; “he’s very comfortable in talking straight to CEOs. One of his great skills is being able to translate the complexities of cybersecurity to non-technical people.” “He knows everything about cyber,” adds an interviewee; “Lorenzo has 360-degree vision of the cyber market and knows all of the solutions and standards to work by.” “He’s very professional,” notes another source, “but he’s also got charm and personality. He’s got a certain gravitas.”

Rocco Grillo (see p.18) is a hugely respected figure among his enormous commercial sector clients and multiple government agencies, including the FBI and secret service. He provides technical advisory services and strategic guidance to C-suite and board members, as well as assisting

agencies in meeting national security objectives. “In New York City, if you don’t know Rocco, you don’t know anyone in cyber,” says one source. A satisfied client adds: “He’s tenacious, he gets the job done, his expertise is top, and he has incredible reach into the intelligence agencies, which matters. Very few people have those contacts on speed dial.” “He has the ability to instil confidence into executives in the direction we’re taking and in the advice that he gives,” reveals an interviewee; “his knowledge of business is supreme, not just cyber risk.”

Berkeley Research Group, LLC

What the team is known for Headquartered in California, Berkeley Research Group offers consulting services to international financial institutions, private equity firms, hedge funds, elite law firms, major corporations and regulatory authorities. BRG’s global investigations and strategic intelligence practice provides expert-led cybersecurity risk advisory services in preparation for, during or after major cyber breaches.

Strengths “They’re professional, experienced, dedicated and very good team players. BRG will get hold of the best resources available within the firm to assemble a suitable group to assist you. Our experience has been really good, and they’ve solved our problems. Our first option for this sort of work is BRG.”

“We have a significant legal practice assisting clients with data breaches, so we need help on the technical side to get under the hood and figure out exactly what’s happened. They hand us the technical puzzle pieces so we can put together the legal picture. They’re perfect for the right-sized mandate, when you don’t want 30 people and 100 pages of documents to sign off.”

Notable practitioners

The “excellent” **Thomas Brown** is a managing director and global leader of BRG’s cybersecurity and investigations practice, and an “extremely intelligent expert in the field who approaches challenges creatively with his client’s best interests in mind,” according to sources. With the vast experience accumulated during his time as a federal prosecutor in the US Attorney’s Office for the Southern District of New York, Brown is now a veteran in managing cyber risk, investigating cyber incidents and assisting in compliance with standards and regulations. “I think Tom has great technical chops and an incredibly strong legal background,” says an interviewee; “that skill set is incredibly helpful. He shows up and gets the job done.” “Tom provides top-notch work,” adds a satisfied client.

Charles River Associates

What the team is known for Charles River Associates is a global consulting firm that provides its expertise to major law firms, corporations, accountancy firms and governments internationally. It launched its forensic services practice in late 2015, focusing on forensic accounting, cybercrime and digital investigations. CRA is able to deploy cross-trained teams of professionals who can immediately respond to complex cybercrime and data breaches, assess exposure levels and take corrective action to return business activities to normal.

Strengths “They’ve been top-notch, we’ve been

very happy with their work. CRA are extremely responsive, good with clients and very professional, and the way they approach a situation can mean the difference between success and disaster. When you’re in the middle of a crisis, being able to work effectively with an extremely stressed client and a law firm is critical. It takes certain skill sets and personalities to get that right – CRA has that in spades.” “CRA are in the top bracket of companies for this. They’ve got a methodology and protocol that makes sense. There’s consistency in the work product and in the way they approach clients.”

Work highlights CRA assisted a client that had experienced a large-scale business email compromise event which impacted its global operations in 27 countries. CRA organised and executed the collection and preservation of the related, high-value data located across the globe.

Notable practitioners

Bill Hardin is a Certified Public Accountant, Certified Fraud Examiner and a certified Project Management Professional who acts as vice president of CRA’s forensic services team out of Chicago. Hardin’s skill set is multifaceted, with extensive experience gaining and training learnt in areas of finance, operations and software development. He is accustomed to serving clients in all manner of issues, including ransomware, data extortion, business email compromise, malware outbreaks and insider threats.

Control Risks

See profile on p.25

What the team is known for Control Risks is a specialist risk consultancy headquartered in London, with additional offices in every time zone and an extensive global footprint. Leaning on its half-century heritage of risk management experience, Control Risks’ global cybersecurity practice delivers security, compliance and resilience support to its clients. Its key services include active online threat monitoring and cyber due diligence risk assessments, as well as crisis management and incident response.

Strengths “We couldn’t rate them highly enough. Control Risks were calm, reassuring and authoritative, which really helped in the early phases of the incident investigation. They were professional and courteous but also knew when to disagree and guide us in a different direction when warranted. We felt their experience really helped steer us through it all.”

Work highlights Control Risks was engaged by a global manufacturing company to help manage a major ransomware incident that involved the potential loss of business-critical design data and the total disruption of operations globally. The firm advised the client through a negotiation that successfully obtained the decryption key to recover the business-critical data.

Notable practitioners

James Owen is head of Control Risks’ cybersecurity practice in EMEA and is a key contact.

CrowdStrike

What the team is known for CrowdStrike is a leading cybersecurity firm, offering cloud-based endpoint detection and response, a comprehensive antivirus package, and a live 24/7 virus hunting service. From its headquarters in Cali-

ifornia, CrowdStrike serves Fortune 100 companies, major banks, healthcare providers and some of the largest energy companies, among others. Its flagship product, the CrowdStrike Falcon platform, is a lightweight API that can provide automated threat detection and response.

Strengths *“CrowdStrike are brilliant, we regularly use them. They are focused a bit more than most on breach response, and I’d say they’re a level above most in the market.”*

“An excellent competitor.”

“You feel like CrowdStrike could handle a national security issue in a way that others couldn’t.”

Notable practitioners

Adam Meyers is a senior vice president of intelligence at CrowdStrike, and leads the threat intelligence line of the business. He is a key contact.

FireEye

What the team is known for FireEye is a publicly traded cybersecurity company headquartered in California. FireEye sells technology products, including endpoint security appliances and threat intelligence packages, as well as providing Software-as-a-Service. A number of acquisitions by FireEye, including of Mandiant in 2014, boosted the firm’s cybersecurity reputation considerably. The firm has also gained significant market attention after a series of investigations uncovering high-profile hacking groups; in December 2020 FireEye reported the SolarWinds supply chain attack on the US National Security Agency.

Strengths *“There are very few organisations that have the technology stack, the threat intelligence, the 24/7 availability and the managed defence that FireEye offer. They’re a different breed because of their deep engagement within the public sector.”*

“We’d work with FireEye, they’re exceptionally good. They have the stronger brand and reputation than most. I’d put FireEye at the top, honestly.”

Notable practitioners

Jurgen Kutscher is the executive vice president of Mandiant’s services delivery, overseeing the company’s delivery of all consulting and managed services for FireEye. He is a key contact.

FTI Consulting

See profile on p.41

What the team is known for FTI Consulting is a multinational professional services company with over 116 offices in 28 countries. Its cybersecurity offering provides independent cyber and risk management advisory services, centred on cyber readiness, incident response and complex investigations. FTI’s multidisciplinary expertise and cross-industry experience allows the firm to engage with some of the most challenging global cybersecurity problems. FTI’s core business competency in crisis communications can be a complementary adjunct to its cybersecurity services.

Strengths *“I have used a number of cybersecurity firms and I consider FTI one of the very best. They have scale, speed and top-notch leaders in the field.”*

“FTI Consulting was distinguished among other firms we worked with primarily by its ability to leverage global knowledge and resources in a timely and efficient manner.”

Notable practitioners

Anthony Ferrante (see p.18) is a senior managing director and the global head of cybersecurity at FTI Consulting. *“I know Anthony, he came out of the FBI and is proper cyber,”* reveals a market insider. *“He’s got a great ability to assemble a team, manage complex technical investigations, meet intense and changing client demands, and do it all with a great attitude,”* says a satisfied client. Prior to joining FTI, Ferrante served as director for cyber incident response at the US National Security Council and as chief of staff of the FBI’s Cyber Division.

PGI

What the team is known for Protection Group International (PGI) operates out of Bristol and London in the UK. It is a specialist digital risk consultancy that primarily seeks to build client capability through service delivery and training. PGI assists government bodies and corporate clients with security testing, incident response and information assurance services certified to UK government and industry standards. PGI is tech-

nology-agnostic, providing clients with impartial advice on products and facilitating the appropriate services to meet the client’s needs.

Strengths *“The work PGI produces is of a consistently high quality, and the initiative they take in coordinating and delivering work has certainly set them apart from other providers. Since engaging them we’ve been reluctant to look elsewhere.”*

“Some of the work that PGI does with us actually overlaps with legal work, such as some aspects of GDPR compliance. I find I prefer to work with PGI more than our law firm, as they work much more collaboratively with us to help develop policies that fit our business.”

Notable practitioners

Meredith Patton, a former Australian intelligence and cybersecurity officer, is PGI’s director of cyber operations and is a key contact.

Stroz Friedberg, an Aon Company

What the team is known for Aon Risk Solutions, the global risk management business of Aon plc, acquired the hugely respected Stroz Friedberg, a global risk management firm. Combining Aon’s standards-based cyber assessment capabilities with Stroz Friedberg’s cybersecurity governance and advisory services positions the company as a leading player in global cyber risk services.

Strengths *“These guys are subject matter experts. They exclusively do cyber work and on a much larger scale than most.”*

“We found them to be incredibly knowledgeable and experienced. They were extremely helpful, not only in educating us about the technical aspects of what had occurred within our systems but also in putting together an extremely comprehensive report we were able to put forward to regulators. We think highly of them.”

“Stroz has a strong instant cyber response offering.”

Notable practitioners

Adam Bixby is a managing director and practice leader of the security testing practice within Aon’s cyber solutions group, based in New York City. He is a key contact.

Economic Risk

Economic Risk
Leading Firms
Alvarez & Marsal *
Control Risks *
FTI Consulting *
IHS Markit
S&P Global
<small>* Indicates firm with profile.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

Band I

Alvarez & Marsal

See profile on p.39

What the team is known for Alvarez & Marsal is a global professional services firm that provides advisory, business performance improvement and turnaround management services. Its disputes and investigations practice comprises litigation-experienced accountants, technologists and economists. Clients ranging from law firms to corporations and government entities can take advantage of the firm's econometric modelling, cost-benefit analyses, transformation and operational improvement with benchmarking.

Strengths "We were very impressed with their responsiveness, versatility and ability to work as a team. When it comes to economic risk you need somebody to explain to you, as the client, very complicated topics. A&M filled that brief perfectly, they were practical, thoughtful, understanding and very willing to work hard for us. We found their knowledge of payments to be particularly helpful."

Work highlights On behalf of the Strategic Investment Board and Department for the Economy of Northern Ireland, A&M was commissioned to undertake a financial sustainability review of Ulster University, the potential beneficiary of a government loan. This involved reviewing the underlying financial model of the university to

assess associated financial risks and how these might impact the ability of the University to repay the loan.

Notable practitioners

Chris Williams is the managing director of A&M's economic risk team, and is a specialist in economic consulting. He is a key contact.

Control Risks

See profile on p.25

What the team is known for Control Risks is a specialist global risk consultancy, with a full range of investigative, security and crisis management services. The firm's historic strength in political risk analysis is leveraged in its partnership with global forecasting and quantitative analysis provider Oxford Economics to provide economic risk solutions to clients. The partnership offers combined geopolitical, operational and security expertise with rigorous economic forecasts and modelling. Its flagship product, + Economics, scans economic and political risks for clients.

Notable practitioners

Charles Hecker is a global research director at Control Risks and is a key contact for its economic risk offering.

FTI Consulting

See profile on p.41

What the team is known for FTI Consulting is a business advisory company and one of the largest financial consulting firms in the world. Its economic consulting practice has vast experience in handling economics, finance, accounting, quantitative analyses and advanced modelling. The firm has a proven track record in providing expert testimony in legal and regulatory proceedings, as well as advising on economic elements of anti-trust issues, mergers and acquisitions, competition policy, securities litigation, valuations and international arbitration. The firm is headquar-

tered in Washington, DC.

Work highlights FTI was appointed as a testifying expert by the liquidator of a Cayman hedge fund in a dispute involving a derivatives market-neutral hedge fund strategy. FTI was able to assist its client in reaching an acceptable settlement in mediation.

Notable practitioners

Franck Risler leads FTI Consulting's securities, commodities, and derivatives practice. He is a key contact for clients.

IHS Markit

What the team is known for IHS Markit is an American-British information provider headquartered in London. Through a number of acquisitions and significant internal growth the firm has developed an impressive number of economic and country risk services, ranging from forecasting models to sovereign risk ratings, industry comparisons, commodity prices, scenarios and modelling, and supply chain analysis.

Notable practitioners

Nariman Behravesh is a senior economic adviser at IHS Markit and a key contact.

S&P Global

What the team is known for S&P Global is a New York-headquartered firm offering financial information and analytics. S&P Global organises its business into four distinct entities, Global Ratings, Global Market Intelligence, Dow Jones Indices and Global Platts. Across these businesses the firm offers a plethora of financial information services, from investment research to news, analytics, data, index benchmarks and price assessments, among others.

Notable practitioners

Martina Cheung is president of S&P global market intelligence and is a key contact for clients.

Environmental, Social & Governance Risk

Environmental, Social & Governance Risk (Agencies)	Environmental, Social & Governance Risk (Law Firms)	Environmental, Social & Governance Mainly Claimant
Leading Firms	Leading Firms	Leading Firms
AlixPartners *	Band 1	Bindmans LLP
Anthesis Group	Herbert Smith Freehills	Hausfeld LLP
Charles River Associates	Linklaters	Leigh Day *
Control Risks *	Band 2	Prakken d'Oliveira Human Rights Lawyers
Environmental Resources Management	Allen & Overy LLP	
Impactt	Clifford Chance LLP	
McKinsey & Company	Covington & Burling LLP	
The Risk Advisory Group	Band 3	
RPS Group	Bryan Cave Leighton Paisner LLP	
Wallbrook	Gibson, Dunn & Crutcher LLP	
* Indicates firm with profile.	Latham & Watkins LLP	
Alphabetical order within each band. Band 1 is highest.	Band 4	
	Freshfields Bruckhaus Deringer	
	Kirkland & Ellis *	
	Sidley Austin LLP	
	Travers Smith LLP	

Band 1 Environmental, Social & Governance Risk (Agencies)

AlixPartners

See profile on p.38

What the team is known for AlixPartners takes a 'one firm' approach to its ESG offering, leveraging the expertise of its 3000-plus staff across its global offices. The firm provides specialist expertise in strategic alignment and programme development, risk assessment and monitoring, data analytics and performance metrics, financial and investment modelling, litigation consulting for disclosure issues, and compliance, controls and governance advisory.

Work highlights AlixPartners is currently providing expert compliance and sustainability advice to a global maritime corporation.

Notable practitioners

Brooke Hopkins and Gautam Sachdev are seasoned ESG practitioners and are both key contacts.

Anthesis Group

What the team is known for Anthesis is a well-established, longstanding presence in the sustainability market, with a staff of over 600 people providing its clients with exemplary environmental expertise and significant social and governance capabilities. The firm has a truly global presence, and is capable of delivering support wherever its clients may find an investment opportunity. Anthesis is particularly versed in advising on ESG elements to commercial due diligence and in analysing environmental liabilities to major transactions.

Strengths "We were doing some due diligence into counterparties and Anthesis were head and shoulders above the competition when it came to understanding our investor marketplace, what is required in an ESG report, and the level of handholding they would afford us as we were flying quite blind initially. We've been leaning on them across the whole ESG spectrum."

"They're expert environmental consultants, who seem to know the sustainability market very well. They're very confident in knowing what's going on in those fields and I'd have no hesitation putting Anthesis practitioners before a board of directors to talk about sustainability, market pressure and regulatory initiatives."

Work highlights Prior to their IPO, Anthesis is working with a major consumer brand on creating

a formalized sustainability strategy. This involves a stakeholder-based materiality assessment; strategy development including target setting for most material areas and developing data collection processes across the strategy KPIs identified.

Notable practitioners

Tim Clare is Anthesis' director for ESG & financial services. He is a key contact.

Charles River Associates

What the team is known for Charles River Associates is a leading global consulting firm that offers economic, financial and strategic expertise to major law firms, accounting firms, governments and corporations around the world. The firm specialises in management consulting and economic litigation, and in recent years has established an investigative ESG operation as part of its wider risk, investigations & analytics practice. The firm is headquartered in Boston, Massachusetts, but is located all over the globe.

Strengths "I know great people there, they typically do a fair bit of economic analysis."

"They're technically competent in managing ESG-related risk."

Work highlights The CRA team investigated allegations of racial discrimination and hostile work environment made by the vice-president against the president of a national non-profit organisation. CRA interviewed the staff at the national office as well as each board member to identify issues. The team then worked with the client to negotiate a settlement agreement with the parties and assist in a transition of management leadership positions.

Control Risks

See profile on p.25

What the team is known for Control Risks is a global risk consultancy with comprehensive investigative capabilities. Its ESG team includes Global Reporting Initiative-accredited sustainability professionals, and analysts familiar with SASB standards. The firm is well equipped to provide significant local expertise in some of the world's most challenging and high-risk markets, primarily offering social and governance consulting and risk management to investors, corporations, legal counsel, and NGOs.

Strengths "Do you want to investigate a supply

chain that is front and centre in world headlines? You have to be terribly careful with the sources you cultivate and use to get intelligence on that. Control Risks are fantastic at that, and for getting admissible evidence in favour of your ESG case."

"They definitely have plenty of sources in different countries to get information, and they're hot on the migrant worker space at the moment."

Work highlights Control Risks provided a community security assessment for an energy project in Senegal, in response to requirements for the developer to ensure its operations were structured in line with best practice in community engagement and social risk mitigation.

Notable practitioners

Maria Knapp is a partner at Control Risks and heads the ESG EMEA team. She is a key contact.

Environmental Resources Management

What the team is known for Environmental Resources Management is a leading global provider of environmental, health, safety, risk and social consulting services. Established in 1971, ERM is one of the most well-established player in the ESG market, as a seasoned veteran and market pioneer of sustainability. The firm staffs more than 5000 experts across 40 countries, and has aimed consistently to abide by its principles of accountability, client focus, collaboration, empowerment, care and transparency.

Strengths "ERM is a pioneer in this space, especially on environmental impact assessments. They're a huge player who set this industry up. They're technical, scientific engineers - their logo is still a graph."

"ERM is strong in providing consultancy services to governments, and for big issues. We think they're solid across all three vertices of ESG."

Impactt

What the team is known for Impactt is a UK-headquartered boutique consultancy specialising in ethical trade, human rights and labour standards, holding additional offices in Bangladesh, China and India. The firm provides ethical assessment, investigations, human rights impact assessments and risk mapping to drive change for its clients and their operations. Impactt is accustomed to working with a wide range of stakeholders, from large retailers and government bodies to factory workers and local communities.

Work highlights Over the last four years, Impactt has worked with its partners to facilitate payment of over USD106 million in recruitment costs to over 70,000 migrant workers employed by 209 companies, acting both for employers and for other supply chain actors across Malaysia, Singapore, Thailand and the Middle East.

Notable practitioners

Rosey Hurst is the founder and a director of Impactt, and is a key contact.

Global-wide Environmental, Social & Governance Risk

McKinsey & Company

What the team is known for McKinsey & Company is a global management consulting firm and a well-established adviser to many of the world's major businesses and public bodies. The firm is able to provide an analytics-driven approach with proprietary tools, deep topical expertise, highly talented practitioners, broad experience across industries and regions, and system-level solutions to the world's most pressing natural resource challenges. The firm's recent acquisition of Vivid Economics, a respected strategic economics consultancy, complements its ESG offering.

Strengths "ESG is such a holistic project that you require a partner that can evaluate the entire risk spectrum. McKinsey's ability to assess and execute on every element of ESG and how it all interlocks is so helpful to an organisation like ours."

"McKinsey are really helpful in providing useful frameworks and heuristics to think about these issues. They're very focused on strategy, and have particularly smart people who have really good relationships in areas of business that we found useful."

Notable practitioners

Based in London, Robin Nuttall leads McKinsey's ESG practice through its regulatory and government affairs department. He is a key contact.

The Risk Advisory Group

What the team is known for The Risk Advisory Group is a specialist risk management consultancy with extensive experience in compliance, governance and intelligence. The firm is headquartered in London but has an array of global offices from New York to Hong Kong. The firm approaches ESG by applying a rigorous intelligence gathering and assessment process that makes use of its extensive local networks and access to qualitative data that is not otherwise publicly available.

Strengths "Our work is global and so our requests to Risk Advisory are varied in location and scope. We often need information quickly in response to emerging or unanticipated situations and Risk Advisory always delivers. They are lightning-fast, flexible and accommodating. Their finely tuned sensitivities to culture, both corporate and national, are invaluable to us."

Notable practitioners

Hannah Gilkes is a director at Risk Advisory and a key contact for ESG-related services.

RPS Group

What the team is known for RPS Group is a global professional services firm headquartered in Abingdon in Oxfordshire. The firm is organised geographically, and its ESG advisory services primarily reside within the North American environmental risk, North American ocean science, service UK & Netherlands, and Australia Asia Pacific business segments. The firm provides the full range of ESG-related services to its primary client base of financial institutions and cross-sector corporations based in North America and Europe.

Strengths "RPS is one of the big environmental consultancies who basically started ESG as a practice. A great proportion of their business involves contaminated land, and things like environmental impact assessments of new railways."

Work highlights RPS was contracted by a large agricultural company to conduct sell-side ESG

diligence in preparation for a sale. The company's footprint included approximately 100 facilities (approximately 80 agricultural properties and 20 processing facilities) in the western and south-eastern United States. The scope of work included evaluation for environmental contamination and compliance liabilities, energy and sustainability management, health and safety, water resources risks, product stewardship, supply chain management, labour management, and ethics and governance.

Notable practitioners

Carl Spevacek leads RPS Group's ESG service team within the firm's North American strategic environmental services practice. He is a key contact.

Wallbrook

What the team is known for Wallbrook is a leading global intelligence, due diligence and risk advisory firm. Its ESG & human rights department assists investors and companies to assess the ESG risks and opportunities of their investments, operations and third-party risk management. Wallbrook's staff is led by international experts on ESG and human rights issues, and related legal professionals and private investigators. The firm is a certified B-Corporation, holds an ISO 27001 from Lloyd's Register and has built its investigative processes for GDPR from inception.

Strengths "Their work on supply chains relating to China is notable. They're one of the most impressive intelligence firms doing ESG-related work, and they probably have the most credibility out of all of them."

"We like Wallbrook's independent, employee-owned structure and culture. We trust their view on human rights and social impact matters more than most, particularly relating to Latin America."

Notable practitioners

Mariana Abreu is head of the firm's ESG & human rights practice, a qualified lawyer, and a key contact for clients.

Band 1 Environmental, Social & Governance Risk (Law Firms)

Herbert Smith Freehills

What the team is known for Alongside a strong environmental practice, Herbert Smith Freehills works with some of the world's largest corporations on issues around human rights and corporate responsibility. Its practitioners also work with leading institutional bodies to promote higher ESG standards through thought leadership and dedicated investment platforms. The team is accomplished in guiding businesses through climate and human rights international guidelines and standards, hard law requirements, activist risks, and litigation.

Strengths "They did an extraordinary job. A really knowledgeable team on ESG standards. Really straightforward, great client service, and they were very nimble so that the time difference didn't matter at all."

"Overwhelmingly positive. Receptive to challenge, brought creative solutions and able to think through ideas in a flexible way."

Work highlights Counselling Asian consumer goods company Indofood in relation to allegations of labour and human rights abuses on palm oil plantations in Asia.

Notable practitioners

Silke Goldberg, chair of the firm's Global ESG Leadership team, and Rebecca Perlman, ESG Practice Lead for the UK, US and EMEA, are key contacts.

Linklaters

What the team is known for Linklaters is internationally recognised as leading the way in climate change law and in business and human rights, both in practice and in thought leadership. The firm advises on flagship renewable energy projects showcasing climate action, and in the realm of business and human rights brings a dedicated team experienced in comprehensive supply chain due diligence, corporate/parent company responsibility and international standards on human rights in major transactions.

Strengths "Linklaters have the global footprint as well as the expertise. They've really done well to focus strongly on climate change – they went into this space early."

"A stellar reputation, and what you ask for they deliver. Ten out of ten pretty much all round."

Work highlights Advised Professor Sarah Dadush of the Rutgers Law School and the American Bar Association's Working Group to Draft Model Contract Clauses to Protect Workers in International Supply Chains on a revised set of model contract clauses designed to help buyers and suppliers better protect the human rights of workers in international supply chains.

Notable practitioners

Vanessa Havard-Williams, leader of Linklaters' Global Environment and Climate Change practice, and Rachel Barrett, Environment and Climate Change Partner, are key contacts.

Band 2 Environmental, Social & Governance Risk (Law Firms)

Allen & Overy LLP

What the team is known for Allen & Overy is working with organisations pioneering ESG developments in the financial sector, having been involved in instrumental drafting of guidelines around social and climate-related responsibility for banks and investors. Clients needing ESG counsel ranging from SFDR to supply chain risk or carbon markets benefit from a multi-jurisdictional, cross-practice offering which blends regulatory, operational and strategic advice.

Strengths "They understand the bigger picture arising in financial services. They have a global team with practitioners who know what they are talking about and are willing to facilitate knowledge sharing. A&O understand the full impact of ESG on financial markets and are able to coordinate advice globally. Disclosure obligations, new product development, the impact of the ESG on our client base, how that will affect what we do in the future. It's not just one key person there – they are ahead of the game."

Work highlights Assisting the Equator Principles Association Steering Committee and Secretariat with preparing the official loan documentation guidance for the fourth edition of the Equator Principles: financial industry benchmarks for determining, assessing and managing environmental and social risk in project finance and related transactions.

Notable practitioners

Matthew Townsend and Ken Rivlin, co-heads of the firm's Environmental, Climate and Regulatory Group, are key contacts.

Clifford Chance LLP

What the team is known for Clifford Chance is relied upon by clients across multiple sectors for the firm's cross-practice ESG expertise. The practice brings strong regulatory experience spanning transactional ESG and supply chain due diligence, SFDR, climate disclosure obligations, carbon offset commitments and guidelines for responsible business conduct. The firm's practitioners are praised for their pragmatic approach, merging awareness around risk mitigation with clients' broader ESG goals.

Strengths "Their global coverage was very helpful, as was their technical knowledge. They were able to coordinate advice in very technical areas to come up with practical solutions to various problems. They took the time to understand our complex organisation and the different levels we operate at – it's proven tricky to get our heads around all the different ways this could impact our operations, but they were always available with clear and reliable guidance."

Work highlights Various matters for a multinational client in the extractives sector: investigating and resolving local alleged human rights infringements and employee whistleblowing incidents, redeveloping the client's ethics and governance frameworks, speaking with NGOs and compliance teams on business-minded ethical conduct and supporting the client with disclosure issues around climate change.

Notable practitioners

Rae Lindsay, co-head of the firm's Public International Law and Business & Human Rights practices, and Nigel Howorth, head of the firm's Global Environment Group and Climate Change Group, are key contacts.

Covington & Burling LLP

What the team is known for Covington & Burling's multidisciplinary ESG team serves its clients through diverse expertise in the areas of corporate transparency and reporting, stakeholder engagement, sustainable investing, renewable energy projects and carbon markets. In particular, the firm enjoys a strong reputation in climate matters and environmental compliance, advising numerous clients on their strategies for carbon offsetting and plans for emissions reduction.

Strengths "Great expertise, super flexible, fast, approachable and simply a pleasure to work with. I experienced full dedication by the team. Throughout the process they were detail-obsessed without ever losing sight of the big picture, being entirely business-minded and targeting practical results. They showed deep knowledge in their understanding of the subject matter and were able to transfer it to what we needed."

Work highlights Supporting BP on regulatory and legislative matters around its transition to a net zero energy company, developing climate policies and analysing renewables and biofuels regulatory opportunities.

Notable practitioners

Kevin Poloncarz, co-chair of the firm's Environmental and Energy Practice Group, and Sarah Crowder, special counsel in the firm's London office, are key contacts.

Band 3 Environmental, Social & Governance Risk (Law Firms)

Bryan Cave Leighton Paisner LLP

What the team is known for BCLP's experienced practitioners impress businesses in the ESG arena with their deep sector knowledge and commitment to meticulous client service. The firm's offering combines the expertise of environmental, projects and sustainable finance experts spanning the UK, US, Europe and Asia. The teams advise on matters ranging from green loan projects in APAC and supply chain risk in the UK and US, to ESG, corporate and product governance guidelines for banks in the European Union.

Strengths "The level of service provision is second to none. They not only have a full command of the law and best practice, but are very aware of how information is presented and the practicalities of running a business. I feel fully supported; there are no egos, we work as a professional team to achieve best practice and find solutions. It is a pleasure to work with them. You ask a question and receive clear, practical advice, presented to you in a way that really assists. They have a great understanding of the pressures on a small in-house team of lawyers and make every effort to ease that pressure."

Work highlights Advised Ansell Group concerning its legal and social risk governance position and strategy to address allegations of modern slavery, forced child labour and human rights breaches arising from operations and supply chain sourcing across South-East Asia and Latin America.

Notable practitioners

Dominic Gregory, partner in Singapore, and Nicole Bigby, partner in London, are key contacts.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson Dunn serves a roster of household-name corporations in the food and beverage, utilities and tech industries, helping them navigate an array of ESG challenges. Representing various companies in a series of climate and supply chain lawsuits, the firm also assists businesses in mitigating upcoming risks, compliance with new guidelines and working towards improved ESG standards. Clients applaud its practitioners for their holistic, forward-looking counsel in this area.

Strengths "Gibson have represented us in litigation, but they have also been thought leaders for us. We rely on them heavily for insights for the US so we can be proactive rather than reactive. Deep diving for next steps, keeping us on top of trends and class actions to be aware of. They helped us with our US-wide ESG business strategy – brought together litigators, environmentalists, sector specialists. They are like an extension to our team."

Work highlights Represent PepsiCo and Nestlé in a lawsuit filed by Earth Island Institute against various food and beverage and consumer product manufacturers around alleged misinformation about the recyclability of product packaging.

Notable practitioners

ESG co-chairs Susy Bullock (London) and Perlette Michèle Jura (Los Angeles) are key contacts.

Latham & Watkins LLP

What the team is known for Latham & Watkins leverages its considerable international capabilities in environmental law, capital markets and private equity to provide trusted counsel on ESG risk management and initiatives. Clients include

global businesses, corporations and private equity firms, and matters range from landmark green bond issuances to the development of full ESG corporate strategies. Corporate policies and investment screenings around climate change are a particular strength.

Strengths "Great expertise in climate and wider ESG risks and risk management. They are a strong team. Highly collaborative and with an excellent combination of technical and legal understanding. Client-focused and a pleasure to work with."

Work highlights Providing advice to American Airlines on its USD200 million rollout of a global strategy to manage and reduce greenhouse gas emissions from its global fleet, including the potential international offset of GHG emissions under the forthcoming United Nations CORSIA regime for emissions reduction.

Notable practitioners

Paul Davies, London co-head of the firm's ESG Taskforce, is a key contact.

Band 4 Environmental, Social & Governance Risk (Law Firms)

Freshfields Bruckhaus Deringer

What the team is known for Boasting a strong presence in the UK and the US, Freshfields applies its financial sector and environmental expertise to advise clients on major ESG-linked loans and assist with sustainability projects. With a focus on maximising business opportunity in the ESG space, the firm is equally well placed to support clients in developing strategy around carbon offsetting and net zero goals, as well as managing human rights challenges.

Strengths "They are very good; they completely understand the different dynamics of the human rights arena for multinationals and the legal tensions inherent in that landscape. They are leaders in this challenging intersection between law, ethics and human rights."

Work highlights Working on behalf of Responsible Investment (PRI), United Nations Environment Programme Finance Initiative (UNEPFI) and The Generation Foundation, on the production of a global report exploring whether and how legal frameworks allow for, and incentivise, investors to consider sustainability impact across major markets.

Notable practitioners

Timothy Wilkins, Global Partner for Client Sustainability, and Vanessa Jakovich, Environment and Projects partner in London, are key contacts.

Kirkland & Ellis

See profile on p.42

What the team is known for The counsel of choice for numerous private equity and investment firms, Kirkland & Ellis has merged the independent strengths of its top-tier M&A and environment practices to establish a comprehensive ESG offering for sustainable finance and impact investing. Alongside work on green bond issuances and climate-focused fund formations, the practice group advises on the development of tailored ESG programmes and policies for corporates and in M&A transactions.

Strengths "They are great. Very pragmatic. ESG is an interesting area as it dovetails with legal and regulatory, but you have to be forward-looking with best practice as well as compliant. Their lawyers

are progressive but have a very thorough, nuanced understanding of the broader picture. They know what LPs are looking for and the pressures of the ESG functions, but cover the risk side from a legal perspective too. Very easy to work with, very responsive, and very knowledgeable on all the issues we are grappling with.”

Work highlights Working with Vista Equity Partners to refine and enhance its ESG programme and to develop, refine and implement a bespoke process for integrating ESG due diligence into each potential transaction (taking into account all relevant ESG regulatory and guideline frameworks from the UN and similar bodies).

Notable practitioners

Alexandra Farmer, head of the firm's ESG and Impact Practice Group, is a key contact.

Sidley Austin LLP

What the team is known for Sidley Austin supports businesses operating in the US and Europe to manage ESG risks and navigate their transition towards sustainability. Its practitioners are experienced in ESG-focused fund formation and lauded by clients for their expertise in the EU's Sustainable Finance Disclosure Regulations, amongst other regulatory regimes for sustainable finance. The firm also advises clients on corporate purpose, DEI initiatives and ESG reporting.

Strengths “They're fantastic. Extremely responsive, able to take very complex and ambiguous legal issues and distil them down into straightforward, practical legal advice. As someone who spends a lot of time on EU sustainable finance issues, most outside counsel are unable to do that.”

Work highlights Advising investment management trade bodies including the Managed Funds Association and the Investment Company Institute, as well as a number of investment funds, on the implementation of the EU Sustainable Finance Disclosure Regulation and Taxonomy Regulation.

Notable practitioners

Heather Palmer, Environmental and ESG lead, and Leonard Ng, co-head of the UK/EU Financial Services Regulatory group, are key contacts.

Travers Smith LLP

What the team is known for Travers Smith enjoys a well-established reputation for high-level expertise and client service in the areas of sustainable finance and ethical business, advising asset managers, corporates and green energy suppliers on the full spectrum of ESG-related matters. In par-

ticular, clients applaud their capabilities around SFDR and other complex EU guidelines around sustainable finance. The firm is also growing its climate-related capabilities, developing an ESG transactional tool and working on pro bono projects around net zero targets.

Strengths “Working with them has been terrific. Each team has been extremely knowledgeable and professional. Great knowledge and insight into new pieces of regulation, the intent behind the different regulatory initiatives, very quick reaction and turnaround time to deliver on tight timelines, notably with respect to SFDR. The team is growing and expanding its capabilities across all areas of ESG and I consider them to be the leading law firm for advice on PE ESG-related issues.”

Work highlights Advising a number of UK, EU, and global asset managers on compliance with the EU's flagship ESG / Sustainable Finance regimes, in particular the Sustainable Finance Disclosure Regulation and Taxonomy, and advising various corporates and asset managers on UK and EU carbon and energy efficiency reporting regimes.

Notable practitioners

Doug Bryden, Head of Risk & Operational Regulatory, and Simon Witney, Senior Consultant, are key contacts.

Band I Environmental, Social & Governance: Mainly Claimant

Bindmans LLP

What the team is known for London-based law firm Bindmans enjoys a strong reputation working on behalf of UK civilians, refugees and organisations to hold the state accountable where human rights have been infringed. Working to promote social justice, the firm has been involved in changing the law where necessary to protect the rights of individuals or groups. Recent work includes successfully seeking remediation for refugees housed in unacceptable accommodation, challenging police action against civilians in regard to their human rights, and advising climate change activists on their right to protest amidst COVID restrictions.

Notable practitioners

John Halford and Jules Carey are key contacts.

Hausfeld LLP

What the team is known for International claimant-side law firm Hausfeld is known for its pursuit

of social justice and corporate accountability. The firm has offices across the US and Europe but is particularly effective acting for groups and organisations in Europe and the UK fighting for climate justice. Recent work highlights include an application for judicial review of the UK government's decisions around its Clean Air Strategy, a review of the climate change reporting of companies listed on the London Stock Exchange, and assisting Greta Thunberg and other teenage activists on climate change with the filing of a legal complaint to the United Nations.

Notable practitioners

Lianne Craig is a key contact.

Leigh Day

See profile on p.30

What the team is known for Renowned as a leading claimant-side law firm, Leigh Day is reputed for championing the rights of individuals by providing them with access to high-level legal expertise and client care in disputes against the government, big businesses and multinational corporations. The firm boasts a strong practice in both human rights and climate change work in the UK and internationally, with recent work highlights including support to UK campaign groups in regard to greenhouse gas emissions from fossil fuel plants such as oil drilling wells and the UK's new coal mine.

Notable practitioners

Daniel Leader and Jamie Beagent are key contacts.

Prakken d'Oliveira Human Rights Lawyers

What the team is known for Specialist human rights law firm Prakken d'Oliveira is based in the Netherlands but works in countries around the world on behalf of local communities fighting to protect their rights, often against global corporates where their operations are alleged to have caused environmental harm or human rights abuses. Its lawyers are tackling such cases in jurisdictions across Africa, Latin America and Europe, often working alongside non-profit organisations and indigenous groups, with numerous matters centring on abuses alleged against Royal Dutch Shell.

Notable practitioners

Dr Channa Samkalden is a key contact.

Political Risk

Political Risk
Leading Firms
Band 1
Control Risks Group*
Eurasia Group
Falanx Assynt*
GPW
The Risk Advisory Group
Band 2
Charles River Associates
The Economist Intelligence Unit
Maplecroft
Oxford Analytica Ltd
Teneo
Band 3
Africa Matters Ltd
Herminius
Sibylline
Wallbrook
Leading Individuals
Band 1
Gilkes Hannah <i>The Risk Advisory Group</i>
Hecker Charles <i>Control Risks*</i>
Hollis Charles <i>Falanx Assynt</i>
Paggi Livia <i>GPW</i>
Worman Philip <i>GPW</i>
Band 2
Hamilton Laura <i>Falanx Assynt</i>
Makarenko Tamara <i>Sibylline</i>
Panes Nick <i>Charles River Associates</i>
Parvulescu Sorana <i>Control Risks Group*</i>
Piccoli Wolfango <i>Teneo</i>
<small>* Indicates firm / individual with profile.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

Band 1

Control Risks Group

See profile on p.25

What the team is known for Control Risks is an internationally recognised player in the global political risk market. Beginning as a kidnap and ransom or physical security agency, Control Risks has developed into a firm with an array of intelligence-related services, including political risk. With 36 offices across 26 countries, Control Risks is well placed to provide substantive analysis of politically sensitive developments in almost any jurisdiction.

A market insider comments: *"The political risk business has always been part of their DNA. It is the lens through which they look at the world."* Another interviewee reports: *"They do an excellent job of translating policy and politics into business imperatives."* A client says: *"Their global coverage is a strength, in particular the connection between their global management of risks and their depth of local resources for any country we ever need."*

Notable practitioners

Charles Hecker (see p.18) manages Control Risks' global political risk function and oversees the firm's main guide to business and political risks, called RiskMap. Hecker speaks fluent Russian and held previous positions in Control Risks as manager of its Moscow office. More recently, he served as Director of Corporate Investigations for Europe and Africa. One interviewee says: *"He can speak to such a broad range of issues; he is not specialised in one geography. He has a much more*

macro picture and can speak to some of the bigger themes and issues affecting businesses." A client adds: *"He is extremely forthcoming, extremely knowledgeable and easy to converse with. He can break down a complex situation into a very quick analysis."* Another source says: *"He speaks wonderful Russian. He has been doing this for 25 years and is a wonderful person."* **Sorana Parvulescu** (see p.18) is a partner in the firm's Dubai office who leads the company's geopolitical risk analysis team for Europe, the Middle East and Africa. She assists public and private sector organisations across a wide range of industries, helping them to manage geopolitical, security and reputational risk. She speaks fluent English and Romanian and is proficient in French and German. Sources describe her as *"very engaged, supportive, creative and dedicated."*

Eurasia Group

What the team is known for Eurasia Group is a longstanding presence in the global political risk market. The firm applies its deep country expertise to support business, investment and government professionals in anticipating risks, political developments and market outcomes. Eurasia offers a standalone advisory service, as well as a range of publications that monitor and forecast geopolitical change.

"Eurasia is synonymous with political risk," reports one peer, while another notes: *"They hire the brightest and best analysts in the US who come from an international background and have language skills. It is a very prestigious firm to work for."* This source continues that the firm *"provides powerful macro analysis."*

Notable practitioners

lan Bremmer is a key contact.

Falanx Assynt

See profile on p.27

What the team is known for Originally conceived as a Middle Eastern specialist, with a focus on jihadist networks, Falanx Assynt has evolved into an intelligence agency able to provide information pertaining to many other markets, such as South-East Asia, the CIS and Africa. The firm's offering consists of a comprehensive subscription-based report and bespoke geopolitical intelligence projects, as well as the option of providing an embedded analyst at a client's site.

A source says: *"Falanx Assynt is smaller and so the product is more tailored for our business, as well as building personal relationships with the team."* *"The embedded analysts have been excellent – well qualified, diligent and collaborative,"* says a client, while another adds: *"Their written reports are very crisp and accurate. They stand out from other similar providers by making it clear what their predictions and assessments are, making them credible. Their written reports are easily read and digested."*

Notable practitioners

Charles Hollis is a managing director at Falanx Assynt and is particularly experienced in intelligence matters pertaining to the Middle East. Hollis can assist clients in issues of market entry, business intelligence and investigations, as well as political risk and government affairs issues. A client says: *"He takes a very personal interest in the company that he is supporting and understands*

what our needs are." **Laura Hamilton** is head of intelligence consulting and is well versed in political risk issues affecting corporates, particularly in sub-Saharan Africa and Latin America. She is adept at producing actionable intelligence for clients through in-depth research of public records and local source enquiries. Hamilton is fluent in Spanish and Portuguese, and has a basic understanding of French and Arabic.

GPW

What the team is known for GPW has a longstanding and respected presence in the business intelligence and investigations market. The firm specialises in providing bespoke political risk reports and is recognised in the industry for its stakeholder mapping of emerging markets, particularly in Russia, Kazakhstan, Turkey and Iran. In addition, GPW provides advice to clients on the risks posed by US and European sanctions, primarily against Russia and Iran.

"They give good insight into why things are transpiring and what is behind the headlines," says one source, while another adds: *"The consultative work done by GPW has a lot of interaction with their investigations business, which is what you need for a good political risk practice,"* continuing: *"They are very strong in Russia, the former Soviet Union and EMEA."* A client reports: *"Their intelligence gathering helps us understand risks that we can price in or form a view on whether or not we want to proceed with a transaction."*

Notable practitioners

Livia Paggi manages GPW's political risk practice and is a co-owner of the firm. Paggi has garnered wide recognition for her intimate understanding of the Russian, Central Asian and Turkish markets. She is regularly consulted by multinational corporate clients that are looking to develop market entry strategies. *"She is extremely impressive,"* enthuses a source, who adds that *"she has built the political risk business into what it is today."* A client observes: *"She is very strong on political risk, particularly Eastern Europe and Russia."* *"Livia is very happy to jump on a call with several hours' notice and gets the work done on time and on budget,"* says another impressed client, adding: *"She goes above and beyond."* **Philip Worman** manages and co-owns GPW. He has a great degree of experience in the industry, having led political risk practices at numerous competitors. Worman is able to assist in sanctions advisory, market entry analysis, stakeholder management and evaluating potential partners' political exposure. *"Philip is a real stalwart of the industry; he has a great following in it as well,"* observes a market commentator. *"He never fails to deliver an outstanding presentation on political risk matters across geographies,"* says a source. A third commentator comments: *"He demands very high standards, both of his written work and due diligence, but also of business probity. He is an honest and trustworthy person."*

The Risk Advisory Group

What the team is known for The Risk Advisory Group has extensive experience managing political risk for clients that are seeking to invest in emerging markets. Its political risk offering sits within its broader business intelligence services,

and its global team speaks more than 45 languages. It provides actionable intelligence for clients through country risk mapping, predicting government actions and assisting with responses to legislation.

A client says: *"They have a wide range of abilities, so their offering is wide but they are able to delve into the details and offer specific insights. A lot of their predictions and insights were borne out, so we are very happy with how correct they were in their analysis. They took good control of the details."* Another source notes: *"The great thing is they have the experts by desk or geographical region, so when I pick up the phone and talk to any one of them, they know the lay of the land that they are in charge of very well."* A third commentator appreciates Risk Advisory's *"balance of global perspective with on-the-ground knowledge and experience."*

Notable practitioners

Hannah Gilkes is head of the firm's Africa-wide business intelligence and investigations practice. She is particularly adept at political mapping and analysis in connection with countries in sub-Saharan Africa, advising clients across the financial services, infrastructure, power and telecommunications sectors. An interviewee says: *"Hannah is a great relationship builder,"* before continuing: *"She certainly is very well connected to Africa. She has a good understanding of what the drivers are here in the West and what the drivers are for investment in Africa."* Another source enthuses: *"She knows the different African countries tremendously well. She knows the people and she knows how business works on the ground and what the pitfalls are. She can answer any question on the spot."* This source continues: *"She is super reactive too. With her there are no problems, only solutions."*

Band 2

Charles River Associates

What the team is known for Charles River Associates has a comprehensive risk, investigations and analytics practice that offers pre-transaction advisory support services to clients investing in a wide array of sectors across the globe, including the infrastructure and energy sectors. It has a particularly strong understanding of markets in Latin America, South Asia and Europe, and regularly provides investor clients with risk assessments of national political landscapes and sector policies, identifying the influence of political stakeholders on various projects.

An interviewee says: *"They have a multidisciplinary approach with expert witnesses, political risk people and macro economic types all under the same roof."*

Notable practitioners

Nick Panes is based in London and serves as vice president of the firm's risk, investigation and analytics. He is sought after for his political risk and strategic advisory work, with in-depth expertise in pre-transaction due diligence, stakeholder mapping and corruption risk assessments. He advises clients across the globe, and has a particularly strong understanding of Latin American, South Asian and European countries.

The Economist Intelligence Unit

What the team is known for The Economist Intelligence Unit was founded in 1946 and offers a long-established country risk service and risk

briefings to a wide array of clients, including financial and corporate clients, as well as government and academic institutions. It has highly experienced macro political analysts that forecast trends impacting investment across a range of sectors and geographies. Its country risk ratings cover 131 countries on a regular basis.

"They have wonderful macro analysts," observes one market insider, who adds: *"They do great sectoral reports, like the energy sector in Central Asia, or everything you need to know about the infrastructure or pharmaceutical sector. They have fantastic sector analysis that is useful to corporates."* Another source explains: *"The title of it sometimes deflects from the capability, they are very adept on political risk issues."* This source adds: *"They are well respected and have gone with the subscription model."*

Maplecroft

What the team is known for Verisk Maplecroft provides multinational corporations and investors with an impressive range of multi-issue data-led risk indices to help clients track geopolitical risk, as well as environmental, economic and human rights topics in 198 different countries. It combines its database research output with tailor-made risk advisory services, identifying policy developments, and supporting clients with stakeholder engagement and new country entry issues. It assists clients in the energy, mining, financial services, tech and consumer goods sectors.

A market insider says: *"They are able to provide things like comparing resource nationalism and the risk of your asset being expropriated across 20 countries. They have all these gorgeous graphics which are very useful to get a top-level view."* Another commentator says: *"They have done interesting work on indices, and have built indices on all sorts of stuff that very few other shops are doing at this point."*

Notable practitioners

Eufracia Taylor is a key contact.

Oxford Analytica Ltd

What the team is known for Oxford Analytica is an independent geopolitical analysis and advisory firm that guides clients through complex and politically sensitive markets. Its clientele ranges from corporations and investors to insurers and governments. The firm is a longstanding political risk specialist, having been in operation since 1975.

A market commentator says it is *"very strong in terms of political risk,"* and notes that it is *"hugely respected because of its tenure."* Another industry source observes that it produces good macro-level political risk insights, saying: *"It is great for big trends and understanding your position."*

Notable practitioners

Nick Redman and Mark Elsner are key contacts.

Teneo

What the team is known for Teneo is relied upon by C-suite level executives of financial institutions and corporations for its assistance with public policy positions and in-depth executive briefings. Its senior-led team produces actionable intelligence for global businesses, providing them with key domestic and international trends that affect their operations, supply chains and investments. It covers both developed economies and emerging markets, with offices across the Amer-

icas, Asia-Pacific, Europe and the Middle East and Africa.

An interviewee says: *"They speak the language in the region they cover. They travel frequently in the regions they cover and have good networks, so we can ask them to look at local news and give us a gist of what it is about. They give us a good summary of what we are looking for."* This source adds: *"Their analysts for sub-Saharan Africa are some of the best I have ever come across. For everything south of the Sahel, they are absolutely fantastic. I also know for a fact that they are very good in Asia."* Another source says: *"For me personally they are super reachable and available. They are particularly good on Europe."*

Notable practitioners

Wolfango Piccoli co-runs the political risk advisory practice at Teneo and has a particular specialism advising financial institutions and corporate clients on political risk management in Europe. A client says: *"What I appreciate about him is that he is super straightforward. He says what he thinks. He is well connected and super clear on what he knows."*

Band 3

Africa Matters Ltd

What the team is known for Africa Matters Ltd was created by Baroness Chalker of Wallasey in 1997, who previously served as Minister of State at the Foreign and Commonwealth Office. Through its in-depth knowledge of government and private sectors across Africa, it supports a range of multinational corporations, development finance institutions and private equity firms with operations and investments on the continent. Its expertise spans the extractive, telecommunications, financial services, infrastructure and renewable energy sectors.

Notable practitioners

Ross Alexander and Piers Dawson are key contacts.

Herminius

What the team is known for Herminius wins strong praise for both its actionable intelligence and deep understanding of political risk management. The team offers bespoke advice on investment decisions and transactions of private equity investors, multinational companies, private banks, ultra wealthy individuals and family offices.

An impressed source enthuses: *"They guys are like talking to ex-intelligence analysts. They can go even that much deeper."* This source continues: *"The background hat they can give on super sensitive stuff is pretty amazing,"* and adds: *"They do pure source work. It is not a mixture of open-source intelligence and human intelligence, it is pure human intelligence."*

Notable practitioners

Peter Wilson is a key contact.

Sibylline

What the team is known for Sibylline is a global risk advisory firm with an intercontinental footprint through its offices in Washington, London and Singapore. The firm provides bespoke intelligence to clients, alongside its flagship product, the World Risk Register, an ongoing analysis of world events broken down on a regional basis. Sibylline's aim is to increase its clients' organisa-

tional resilience and to provide an advantage to their decision-making.

Notable practitioners

Tamara Makarenko serves as the chief operating officer of Sibylline, where she is responsible for leading business operations, delivering business strategy and ensuring operational quality across service lines. Makarenko completed her PhD on a concept she conceived, called the ‘Crime-Terror Nexus,’ and is considered an expert in this area. She was the founder of West Sands Advisory, a risk intelligence firm that was acquired by Sibylline in 2018.

Wallbrook

What the team is known for Wallbrook has extensive experience in political risk and sector analysis issues, including political scenario forecasting, threat intelligence, stakeholder mapping and market analysis. It offers tailor-made country risk services to a range of clients, including wealth management, energy firms and government institutions.

A source reports that “their due diligence work is top level,” while another says: “They have a very good offering in country risk reports,” adding: “If we are thinking of expanding our business into a spe-

cific area they do provide that type of offering with general risk overviews.” A third commentator says: “Wallbrook is advanced, they have young people making waves in the sector. They are approaching it very creatively.”

Notable practitioners

Jonathan Friedman is a key contact.

PR & Communications Crisis Management

PR & Communications Crisis Management
Leading Firms
Brunswick Group
Edelman
Finsbury Glover Hering *
FTI Consulting *
<small>* Indicates firm with profile.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

Leading Firms

Brunswick Group

What the team is known for A corporate communications heavyweight, Brunswick Group carries a formidable global presence and brings this fully to bear in its crisis management advisory offering. International clients commend the firm for easy access to senior-level advice across jurisdictions spanning the UK, the US, Europe and Asia. Its global team is called on for its versatility, strong leadership and deep expertise across sectors.

Notable practitioners

Charlie Potter (UK) and Ellen Moskowitz (US) are key contacts.

Edelman

What the team is known for Edelman is the corporate communications firm of choice for international household-name clients seeking to protect and consolidate their reputations. The firm’s crisis and risk practice uses a combination of long-established experience and forensic data tools to assist clients in navigating risk and stakeholder interest – whether from employees, shareholders, regulators or consumers. With over 60 international offices, the public relations behemoth serves a roster of high-powered companies facing issues in diverse jurisdictions around the world.

Notable practitioners

Steve Behm (US) and Stephanie Glover (London) are key contacts.

Finsbury Glover Hering

See profile on p.40

What the team is known for Finsbury Glover Hering is a major player in the world of strategic communications, born from the merger in January 2021 of international corporate communications firm Finsbury with US public affairs advisory The Glover Park Group and German strategic communications firm Hering Schuppener. Headquar-

tered in New York, the firm serves clients from offices across the US, Europe, the Middle East and APAC.

Notable practitioners

Paul Holmes (New York), Jenny Davey (London) and James Leviton (London) are key contacts.

FTI Consulting

See profile on p.41

What the team is known for An international corporate advisory powerhouse, FTI Consulting boasts offices in 85 cities worldwide and serves some of the world’s largest corporations. The firm supports clients with diverse business challenges ranging from operational to political to reputational, providing them with a cross-practice, international offering incorporating data analytics to facilitate a 360-degree view of imminent and longer-term risks, as well as insight into traditional and social media trends.

Notable practitioners

Myron Marlin (Washington, DC) and James Melville-Ross (London) are key contacts.

Leaders' Profiles in Global-wide

FERRANTE, Anthony J.

FTI Consulting, Washington, DC
202 312 9165
ajf@fticonsulting.com

Career: Mr. Ferrante is an expert in data privacy, compliance, and cybersecurity readiness, prevention, incident response, remediation, recovery, and complex investigation services. Mr. Ferrante has more than 25 years of top-level cybersecurity experience, providing incident response and readiness planning to more than 1,000 private sector and government organizations, including over 175 Fortune 500 companies and 70 Fortune 100 companies. Further, Mr. Ferrante is versed in cybersecurity regulation and legislation, including DFARS, HIPAA, ITAR, GDPR, CCPA, NYDFS, and PCI DSS. Mr. Ferrante maintains first-hand operational knowledge of more than 60 criminal and national security cyber threat sets, and extensive practical expertise researching, designing, developing, and hacking technical applications and hardware systems, allowing for unparalleled client advisory and support in complex investigations and litigation. Prior to joining FTI Consulting, Mr. Ferrante served as Director for Cyber Incident Response at the U.S. National Security Council at the White House where he coordinated U.S. response to unfolding domestic and international cybersecurity crises and issues. Building on his extensive cybersecurity and incident response experience, he led the development and implementation of Presidential Policy Directive 41—United States Cyber Incident Coordination, the federal government's national policy guiding cyber incident response efforts.

GRILLO, Lorenzo

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lgrillo@alvarezandmarsal.com

Practice Areas: Mr. Grillo is a Managing Director with Alvarez & Marsal's Global Cyber Risk Services practice with more than 23 years of experience specializing in IT and cyber security risk management, security strategy

and governance, security organization and skill assessment, incident and crisis management, security operations centers design and implementation, business continuity, identity and access management, information governance and protection, application integrity, IT governance, and digital transformation. **Career:** Mr. Grillo has advised the top management and board of directors of many enterprise organizations and private equity firms on sell-side and buy-side due diligences and risk assessment for their portfolio companies. He has assisted several organizations' management teams justify cybersecurity investments by leading an information security risk evaluation and developing a program to mitigate business risks in case of data confidentiality, integrity and availability loss. He has improved a major Italian energy company's ability to effectively and efficiently manage incident detection and response, as well as designed and implemented a security operation centre, defining incident management processes and procedures, and identifying the right security-event-management technology.

Professional Memberships:

Co-Chair Industrial Advisory Board at King's College London

GRILLO, Rocco

Alvarez & Marsal, New York
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rgrillo@alvarezandmarsal.com

Practice Areas: Mr. Grillo is a Managing Director with Alvarez & Marsal's Global Cyber Risk Services and Incident Response Investigations practice and has over 25 years of experience leading multi-disciplinary teams who provide cybersecurity advisory services, incident response investigations, and other technical advisory services, including providing guidance to C-suite and board members. He has been a trusted partner of multiple government agencies (including the FBI and Secret Service), where his cyber expertise was instrumental in investigating and resolving a variety of cyber-based

crimes. His experience and understanding of commercial sector challenges and national security objectives have influenced the development of national policy in cybersecurity, including the NIST Cybersecurity Framework.

Career: Mr. Grillo has advised clients on some of the most complex cybersecurity initiatives and coordinated incident response efforts for some of the largest security breaches over the last decade including incidents around ransomware, malware, phishing and social engineering. Mr. Grillo has led engagements assessing and developing cyber-risk programs, conducting cyber threat simulations and leading technical cyber vulnerability assessments.

Professional Memberships: CISSP CRMA CTPRA ISO 27001 Lead Auditor Member of the Shared Assessments Program Steering Committee Board Ponemon Institute Distinguished Fellow Affiliate board advisor for the Retail & Hospitality ISAC

HECKER, Charles

Control Risks, London
charles.hecker@controlrisks.com

Career: Charles is responsible for shaping Control Risks' thought leadership on geopolitics, global security, political risk and their impact on international business. Charles oversees Control Risks' global political risk output and has lead responsibility for the company's annual flagship publication, RiskMap. In this capacity, he works with our regional heads of analysis. Charles also contributes to the content and production of Control Risks' research services, including our subscription offerings and white papers. Prior to assuming his current role, Charles was Director, Europe & Africa, Corporate Investigations. In this capacity, Charles supervised Control Risks' investigations activities across one of the company's largest regions. These included due diligence, business intelligence, problem-solving, and anti-fraud/anti-corruption services. Charles oversaw more than 100 professionals and staff across the region, covering offices in London,

Amsterdam, Berlin, Moscow, Lagos and Johannesburg. He took this position after several years as the general manager of Control Risks' Moscow office and director of its business in Russia and the CIS. Prior to joining Control Risks, Charles was a reporter for The Moscow Times, an English-language daily newspaper in Russia, and for The Miami Herald in Florida, where he was a finalist for the Pulitzer Prize, US journalism's highest award.

PARVULESCU, Sorana

Control Risks Group, Dubai

Career: Sorana leads Control Risks' geopolitical risk analysis team for Europe, Middle East and Africa. She helps both government and private organisations to understand how their strategy might be exposed to the action of internal or external political actors and to devise strategies which allow them to operate successfully amidst geopolitical uncertainty. During more than a decade with Control Risks, she has gained significant experience in advising clients on the management of political and reputational risk and formulation of policies and strategies. Projects Sorana has managed recently include: A strategic intelligence advisory service for one of the world's largest oil and gas companies, which Control Risks advises on geopolitical trends in key demand and supply markets in the hydrocarbon sector. A global tactical intelligence and analysis service for a blue-chip technology company which wants to stay abreast of evolving security and political risks across its markets. In-depth corruption risk assessments for an international pharmaceutical company looking to assess and calibrate the integrity and compliance of its operations in high risk markets. An assessment of the specific political, operational and security risks for a private equity company, which was looking to acquire a business with operations in 21 jurisdictions across five continents.

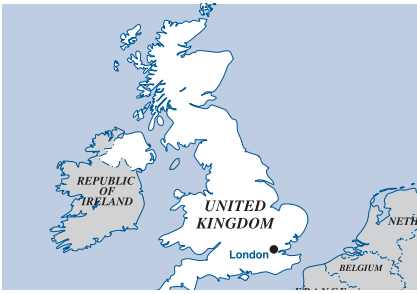
Chambers

Professional Advisers

Crisis and Risk Management

2021

UK



How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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DWF
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Norton Rose Fulbright
Band 4
Mishcon de Reya LLP
Travers Smith LLP

Alphabetical order within each band. Band 1 is highest.

Band 1

Clifford Chance LLP

What the team is known for Clifford Chance has dealt with significant corporate and banking crises internationally. Its lawyers bring long-established expertise handling complex issues ranging from information management failures, financial crime or regulatory investigations to whistle-blower incidents and issues around corporate governance. The firm's practitioners are experienced in assisting clients manage numerous stakeholders under pressure, including regulators, activist investors, counterparties and creditors, to successfully manage ongoing issues.

Strengths "Clifford were brilliant, really effective. They have broad experience in their team and proved themselves to be very flexible. I would single them out as covering all elements. In a criminal context, it can be the perfect nightmare for a board. Interplays between the regulators, shareholders and so on. Firms often struggle to see the bigger picture in this context, but the lawyers at Clifford look at things from all angles, and their advice is commercial and pragmatic."

Notable practitioners

Luke Tolaini, partner in the firm's disputes practice, is a key contact.

Band 2

Herbert Smith Freehills LLP

What the team is known for Herbert Smith Freehills offers a sophisticated crisis management practice assisting diverse clients with challenges including insolvency, executive misconduct, catastrophic cyber incidents and serious reputational threats. Clients are supported by teams that assist with taking control of incidents as they unfold, acting decisively and anticipating next steps. Alongside high-level expertise and strong reactivity, the firm is praised by clients for integrating seamlessly with other teams, both external and internal to the client.

Strengths "I rate them very highly. They are responsive, and their advice is high quality. We had to deal with many tough topics and unique situations, and the team were there when you needed them 24/7. They mobilised at short notice and worked together with other external advisers in an outstanding manner. They are credible in all situations and bring gravitas to the situation."

"It's the depth of their expertise at all levels that stands out. I've yet to come across a junior or mid-level assistant as good as theirs - always really smart, sensible, of a really good calibre. The quality and calibre of their associates is top."

Notable practitioners

Greg Mulley and Natasha Johnson are key contacts.

Osborne Clarke LLP

What the team is known for Osborne Clarke brings a robust crisis management practice specialising most prominently in the areas of health and safety and data breach or cyber incident response, including ransomware attacks. With reputation management as a core focus, the firm's crisis response teams comprise litigators and sector specialists experienced in reputation management as well as specific issues handling. Others areas of specialism offered by the firm include product recalls, financial reporting and business crime.

Strengths "The team at Osborne Clarke are incredibly professional and approachable. They have responded to complex and last-minute issues with concise and clear advice. There is an ability to pull on other areas of Osborne Clarke where expertise in specific areas is needed. What makes Osborne Clarke stand out from other firms is their approach. They cut through the complicated detail and work with businesses with an appreciation of those organisations' approach and culture."

Notable practitioners

Ashley Hurst and Mary Lawrence are key contacts.

RPC

What the team is known for RPC's crisis response service is distinguished by the breadth of experience of its practitioners. Boasting one of the UK's most diverse crisis practices, its teams are seasoned in media management as well as legal, regulatory and stakeholder engagement capabilities. Its lawyers carry experience in workplace fatalities, regulatory dawn raids, ransomware incidents, executive misconduct and media scandals. Clients value their strategic judgement and efficient style.

Strengths "We wouldn't hesitate to recommend RPC to any of our clients. A key differentiator is their business focus. They insert themselves into the existing structure of a crisis and get stuck into the legal challenges, but with an appreciation that legal risk is not the sole challenge the clients face. They stand out as reading the situation and fitting into the role needed; they don't try to take over the situation or make legal matters the dominant factor when they are not. They are happy to complement other experts to get the best result for the client."

Notable practitioners

Gavin Reece and Sam Tate are key contacts.

Band 3

DLA Piper LLP

What the team is known for DLA Piper's crisis management capabilities cover a broad swathe of situations and include impressive jurisdictional coordination where matters have an international element. The firm has guided clients through numerous critical issues operationally and reputationally across a spectrum of industries. For longer-term clients in sectors with high operational risk, the firm also offers strong support in risk resilience which includes a range of purpose-built tools and training programmes.

Notable practitioners

Teresa Hitchcock is a key contact.

DWF

What the team is known for DWF is the go-to crisis response firm for numerous businesses in construction, manufacturing and other high-risk industries where health and safety is critical and operational risk is high. The firm has provided urgent, comprehensive support in cases of work-

place deaths or serious injuries, medical negligence and serious health and safety breaches or failures, including those involving multiple fatalities. The firm also has a strong offering in document reviews for time-sensitive regulatory investigations.

Strengths *"They are always available, open and accommodating – they never make you feel they have to get off to do something else. They always find the time and the way to deal with different aspects and communicate clearly and effectively. I can't speak too highly of them. Across the board and in different offices in Manchester, Birmingham and London, there's not one that hasn't given me that quality of service."*

Notable practitioners

Simon Belfield and Vikki Woodfine are key contacts.

Freshfields Bruckhaus Deringer

What the team is known for Businesses, institutions and global corporations rely on Freshfields to steer them through significant reputational and existential crises. Leveraging a roster of top-tier practices in numerous areas such as financial crime, competition law and public international law, the firm's crisis response work has included industry-wide scandals, allegations of serious misconduct, terrorism incidents, air and environmental disasters, IT failures and cyber attacks, and financial collapse.

Strengths *"It's no secret that they are a market-leading practice, in terms of both quality and depth. They are a very agile team. It's their depth and sophistication that differentiates them. And consistency—you don't find many weak links in their teams."*

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright has developed a well-established crisis management practice that incorporates a number of the firm's key strengths including counsel on whistle-blower events and regulatory or criminal investigations, health and safety-related incidents and, most notably, substantial cybersecurity and data breach capabilities. Acting for financial institutions, listed companies and international businesses, the firm's lawyers are appreciated for their fast reactivity, adaptable approach and attention to detail.

Strengths *"They are all highly motivated, friendly, hard-working and produce work to a high standard—expecting others to do the same. In my experience, they are all willing to learn and to listen to those who are experts in the matter at hand. I would have no hesitation in accepting their expert counsel and I have no doubts about their capabilities. Having lawyers who want to listen only makes their advice better. They are highly professional and very experienced."*

Notable practitioners

Ffion Flockhart and Neil O'May are key contacts.

Band 4

Mishcon de Reya LLP

What the team is known for Michcon de Reya is known for its well-regarded reputation management practice serving high net worth individuals facing defamatory allegations and businesses grappling with stakeholder, media or political scrutiny. Alongside this established practice the firm also boasts a highly capable cybersecurity and digital investigations advisory, which has assisted clients with tracing the sources of anonymous harassment or allegations, and with managing disruptive cyber attacks.

Strengths *"The experience of working with them*

was very positive throughout. I felt that they understood the challenges we faced very quickly and gave me guidance on the steps we would need to follow to try to resolve the matter. They provided clarity of thought, and the advice throughout was sound. Their commitment to the immediacy that was required was much appreciated. This crisis was all-consuming for a full two weeks, and throughout this lengthy period of time Mishcon remained as focused as I did to achieve the best outcome for my business."

Notable practitioners

Emma Woollcott and Joe Hancock are key contacts.

Travers Smith LLP

What the team is known for Travers Smith's crisis response and risk management offering is praised by clients and peers alike for its holistic and flexible approach to issues. The firm is positioned to quickly pull together seasoned practitioners from varied legal disciplines to serve clients in fast-evolving crisis situations. Typical areas of legal expertise include product liability, financial services, competition and employment, with issues spanning whistle-blowing, FCA or SFO investigations, serious product liability, workplace incidents and data breaches.

Strengths *"Travers Smith are able to meet the needs of clients by assembling teams of lawyers across sectors to deal with crisis situations they may face. They can deploy teams as needed tailored to the situation and the client's needs. They are well-versed in handling sensitive investigations or litigation which has an impact on their client's reputation – which, for example, could be related to fatalities, commercially sensitive operations, product safety, high-profile employment issues; many of these strands may combine and overlap."*

Notable practitioners

Doug Bryden and Heather Gagen are key contacts.

PR & Communications Crisis Management

PR & Communications Crisis Management
Leading Firms
Band 1
Brunswick Group
Finsbury Glover Hering *
Band 2
DRD Partnership
FTI Consulting *
Hill+Knowlton Strategies
New Century Media *
Portland
Band 3
Edelman
Infinite Global
ENGINE MHP + Mischief
Band 4
The PHA Group
Project Associates
* Indicates firm with profile.
Alphabetical order within each band. Band 1 is highest.

Band 1

Brunswick Group

What the team is known for A corporate communications heavyweight, Brunswick Group carries a formidable global presence and brings this fully to bear in its crisis management advisory offering. International clients commend the firm for easy access to senior-level advice across jurisdictions spanning the UK, the US, Europe and Asia. The UK team is highly praised for its strong leadership and deep expertise across sectors, boasting a rich pool of experienced professionals including former barristers and magic circle lawyers, government officials, corporate executives, broadcasters and editors of major national newspapers.

Strengths *"I rate the Brunswick team as highly as possible for all aspects of their support – planning, counsel, insight, contingency, drafting and teamwork."*

"The team at Brunswick understands corporate

risks and how they play out in times of crisis. They offer specialist, pragmatic, integrated counsel on a broad range of areas and critical threats with a truly international perspective – public affairs, geopolitics, digital, financial communications, media relations, campaigns, litigation and crisis. When we have an issue, they're in the trenches with us."

Notable practitioners

Charlie Potter, partner in London and co-lead in Brunswick's Global Litigation and Disputes Communications practice, is a key contact.

Finsbury Glover Hering

See profile on p.40

What the team is known for Finsbury Glover Hering is a major player in the world of strategic communications, born from the merger in January 2021 of international corporate communications firm Finsbury with US public affairs advisory The Glover Park Group and German strategic communications firm Hering Schuppener. The UK

Crisis & Issues Management team is relied upon by major household-name corporations across a wide array of sectors from travel to television and from restaurants to retail. Supported by a multi-disciplinary team with broad industry experience, clients appreciate each practitioner's consistent and integrated approach and deep market insight.

Strengths "The team have a nuanced and mature approach. They are strategic when needs be and operational when that approach is needed. They have built confidence at multiple levels of our company and are very highly regarded. Their junior members are also impressive and capable."

"My experience working with them is fantastic. I always trust and count on the Finsbury team to show up and deliver, and they always do."

Notable practitioners

Partners and co-heads of UK Crisis and Issues Management, Jenny Davey and James Leviton, are key contacts.

Band 2

DRD Partnership

What the team is known for Boasting an expanding team of seasoned crisis and reputation experts, DRD Partnership combines the level of client attention and commitment of a boutique consultancy with the experience and seniority of a national-level advisory firm. Advising clients ranging from large corporates and institutions to startups, SMEs and individuals, the team also carries niche expertise in the education and charity sectors, enjoying a roster of clients spanning independent schools, trustees, public bodies and industry groups. Clients highlight their high-level strategic insight and diligent, responsive service.

Strengths "They'd always be my one of my first choices. Very strategic, easy to work with and always see the bigger picture. Crisis management is all about judgement, and they all share that impeccable judgement. They're extremely talented people."

"DRD bring a very nuanced, practical approach to a crisis. Excellent, no-nonsense strategising. And decent juniors too – all the legwork that needs to be done, they work very hard and make it look easy."

Notable practitioners

Partner Kate Miller is a key contact.

FTI Consulting

See profile on p.41

What the team is known for FTI Consulting serves some of the world's largest corporations, providing them with a truly international offering. With the firm's Strategic Communications advisory sitting within the wider context of its broader consulting group, FTI is well placed to guide clients through their most multi-dimensional, complex crises. Complementing their offering is a specialism in data analytics, which leverages the firm's considerable strengths in this area to provide clients with a 360-degree view of imminent and longer-term risks, as well as critical insight into traditional and social media trends and trajectories.

Strengths "I like FTI's ability to use different technologies and methods to serve different client scenarios, and the fact that they can work internationally as a single team. They respond in a connected fashion, seamlessly, quickly and with great skill; this is a differentiator for FTI."

"As a team, one of their great assets is speed. A successful crisis response rests on how quickly the problem is identified and addressed. FTI have an excellent sense of when emerging issues might arise and act extremely quickly when they do."

Notable practitioners

James Melville-Ross, Senior Managing Director and UK Head of Crisis and Issue Management, is a key contact.

Hill+Knowlton Strategies

What the team is known for Known for its well-established crisis communications practice, Hill+Knowlton Strategies is considered a strong partner and a reliable guiding hand by clients and legal counsel alike. The firm advises on the full spectrum of issues management through to high-level crisis response. Alongside a robust offering in cybersecurity and data breach incidents, the team enjoys a particularly strong reputation assisting with sensitive consumer issues and product recalls. For longer-term clients, a focus on preparedness and training ensures that risks can be navigated carefully and effectively.

Strengths "They are proactive and organised. A safe pair of hands with the media on sensitive topics. They give nuanced and well thought-through counsel on communications issues."

"Strategically sound and pragmatic. I would always be comfortable working on a matter knowing that they are providing the PR advice."

Notable practitioners

Tim Luckett, Global Crisis Practice Lead, is a key contact.

New Century Media

See profile on p.31

What the team is known for New Century Media is relied upon by clients operating in controversial or highly regulated industries, those with sensitive or politicised issues, and by companies or individuals held under public scrutiny. The firm supports a strong client base in the UK and across Europe and assists a broad range of companies and individuals to prepare for, manage and recover from reputational crises. Their London-based team provides sector-specific assistance in industries ranging from energy and natural resources to logistics or real estate. Clients value their efficiency, reactivity and collaborative approach.

Strengths "They are extremely efficient and really understand how law and PR can work in parallel with each other in a crisis situation. There's an openness when working with them – they're not precious about anything, just very collaborative. Always happy to provide their input, or seek the lawyer's. Clients get a seamless and joined-up approach, and that kind of efficiency is vital in a crisis."

"NCM are very good at viewing a crisis within the longer-term context and strategy – this is true even when a situation is quite febrile and reactive."

Notable practitioners

Senior consultant Alex Nekrassov is a key contact.

Portland

What the team is known for Portland is often called upon for its expertise in disputes and crisis management where matters involve a political, geopolitical or governmental component. Retained by high-profile organisations and individuals as well as governmental bodies in various countries, the firm differentiates itself with its expertise in international affairs, which comple-

ments the crisis management capabilities offered across its Corporate, Government and Health departments. Meanwhile, Portland's specialist disputes practice is on hand to lend to support any litigation element.

Notable practitioners

Philip Hall, senior partner and disputes practice lead, is a key contact.

Band 3

Edelman

What the team is known for Edelman is the corporate communications firm of choice for international household-name clients seeking to protect and consolidate their reputations. The firm's crisis and risk practice uses a combination of long-established, high-level experience and forensic data tools to assist clients in navigating risks and staying ahead of the game with stakeholders' needs, whether they be employees, shareholders, regulators or consumers. In a world where culture, ethics and business are increasingly interlinked, their tailored, commercial approach is relied upon by clients needing to keep ahead of the trend.

Strengths "They are excellent. The team are experts at risk identification, thinking through every angle and highlighting the issues we're most likely to face to help us prioritise. The team help with a broad range of services – risk identification, live crisis comms, community management and reactive comms."

"They are a good team and were always available. I found that the more we invested in the relationship the better – you can't manage these things at a distance; I think you have to bring your agency inside your organisation. If you are willing to do that then they are an excellent team – and good fun to work with."

Notable practitioners

Stephanie Glover, Director in Edelman's Issues & Crisis and Legal Affairs teams, is a key contact.

Infinite Global

What the team is known for Award-winning transatlantic communications firm Infinite Global is often sought out for reputation management and crisis support by clients in the legal sector and beyond. The firm provides trusted counsel to some of the world's leading law firms and to major players in a broad range of sectors – from retail to pharmaceuticals and from education to the financial sector. Praised as prompt and collaborative, the UK team is seasoned in delivering front line crisis communications for clients in complex and high-profile challenges, where their reputations hang in the balance.

Strengths "I've worked with multiple global PR firms and the level of client service Infinite provides is second to none. They are responsive, organised, professional, and stellar listeners. Infinite is truly in it together with their clients."

Notable practitioners

Head of Professional Services and Crisis & Litigation, Ryan McSharry is a key contact.

ENGINE MHP + Mischief

What the team is known for ENGINE MHP + Mischief is a trusted partner for clients looking to successfully navigate the nexus of business, social media and activism in a frenetic and fast-evolving world. Leveraging the power of behavioural sci-

ence, the firm differentiates itself by drawing on its understanding of society's polarities to steer clients through complex, multi-stakeholder threats. ENGINE MHP offers a rapid response service for live crises and, for businesses seeking to stay ahead of threats, a suite of crisis preparedness services ranging from scenario planning, simulations and training through to tailored communications protocols.

Strengths *"They delivered a really robust and in-depth piece of work. We were extremely pleased with it and had some dry run-throughs too. They didn't take it off the shelf—it was created for us and with us, bespoke for our own needs and risk profile. Really instrumental and challenging of us, testing our thinking and drawing on best practice."*

Notable practitioners

Barnaby Fry, Head of Crisis & Risk, is a key contact.

Band 4

The PHA Group

What the team is known for The PHA Group is one of London's leading PR and communications agencies. Boasting a star-studded list of private clients alongside well-known corporate names, the firm prides itself on delivering impressive results, whether that be through proactive campaigns or fire-fighting reputational damage. The firm is particularly strong in its tabloid media contacts and known for its work in celebrity and brand reputation management, repairing and rebuilding damaged brands as well as fighting with its clients on the front line of a media crisis.

Strengths *"They provide a level of experience that clients find very reassuring. No matter the subject matter, they understand the newspaper business. Great contacts and experienced in handling the PR side of things. And very much team players."*

Notable practitioners

Phil Hall, founder and chairman, is a key contact.

Project Associates

What the team is known for Reputed for its experience and longstanding expertise in complex communications, Project Associates is called upon by clients to assist with multifaceted issues where traditional communication and PR models have failed. The firm is known for creating innovative strategies and campaigns to lift clients out of issues they are facing, and tackle threats head-on. With an expanding footprint and offices in the UK, the USA and Europe, the firm is the chosen counsel of high net worth individuals in the eye of the media as well as businesses facing reputational threats.

Notable practitioners

CEO Rob Worthington and founder and executive chair David Rigg are key contacts.

ALACO

www.alaco.com tel: 020 7087 8660

Firm Overview:

Established in 2002 by experienced industry practitioners, Alaco is a leading business intelligence consultancy, based in London and operating globally. The firm's principals remain active in case work, supporting an international, multilingual team with backgrounds in law, finance, professional services, government and journalism.

Alaco's transactions advisory practice offers a variety of research and intelligence services in the context of investments, partnerships or other non-contentious commercial matters. This includes compliance-driven mandates in the AML/KYC arena, in-depth reputational due diligence on companies and individuals, and complex strategic intelligence assignments. Clients include some of the world's leading corporations, investment banks and other financial institutions, with mandates often originating from the general counsel's office or outside counsel.

The firm's methodology involves a combination of robust open source research and the gathering of informed insight from its network of sources around the world.

AML/KYC Due Diligence

Alaco regularly provides AML/KYC reports to the legal and compliance departments of major investment banks, other financial institutions and corporations. The primary aim of such reports is to identify and assess any reputational risk in regard to the subject, e.g., allegations or evidence of bribery or corruption, political exposure, regulatory censure, or sanctions exposure (particularly via the US Office of Foreign Assets Control).

Typically the firm's clients commission such reports to ensure compliance with a variety of laws and regulations, most notably the US FCPA and corresponding legislation. Increasingly, such reviews also include a thorough assessment of the subject's ESG credentials and compliance.

Enhanced Due Diligence (EDD)

The firm's EDD reports focus in more exhaustive detail on subjects of interest to the client – typically corporate entities, the principals behind them, and related issues which may impact a contemplated transaction. Again, the primary driver for such reports is to identify and mitigate against any risks relating to the subject(s). These reports typically will reflect a combination of open source research and confidential discussions with relevant sources curated for the assignment.

Recent mandates include:

- For a multinational commodities house, an in-depth assessment of two corporate services firms offering access to various African governments. Work included open source research and numerous discussions across East Africa, the UAE, India and Malta
- For a leading investment bank, a comprehensive report on the government of Ukraine ahead of a sovereign bond issue, including the track record of the Ministry of Finance in terms of resisting improper political interference, and whether there was any realistic prospect of tackling endemic corruption
- For an international development bank, a report addressing a Chinese state owned entity's ability to develop and operate major renewable energy projects outside China. There was a particular emphasis on governance and the manner in which the company had previously dealt with the forced relocation of people
- For a Swiss private bank, an examination of the source of wealth of a politically connected Latin American businessman

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Strategic Intelligence

Alaco also is engaged regularly by general and outside counsel to help shed light on opaque situations of strategic importance to its clients. From broad themes such as market entry and competitor positioning, to more granular issues around management and stakeholder dynamics, clients come to Alaco in such situations not only to minimise risk but also to maximise opportunities around transactions and investments. The methodology behind such mandates is weighted heavily towards source intelligence, gathering informed views and insights from a cross-section of human sources familiar with the issues.

Alaco Analytics

Alaco also provides specialist due diligence reporting for the crypto/digital asset space. Through a combination of blockchain analytics, public record research and source intelligence, Alaco Analytics identifies risk associated with counterparties whose activities span the traditional and digital realms.

In all areas of its transactions advisory practice, Alaco brings discretion, sound commercial judgment, and an acute sensitivity to the needs of each particular client and the brief in hand.

ALACO

CONTROL RISKS

www.controlrisks.com tel: 020 7970 2100

Employees: 3000+

Overview & History:

Control Risks is a specialist risk consultancy. The firm is committed to helping its clients build organisations that are secure, compliant and resilient in an age of ever-changing risk and connectivity.

Informed and responsible risk taking is essential to success in any ambitious organisation. Control Risks has unparalleled experience in helping to solve the challenges and crises that can arise when you seek to convert risk into opportunity. The firm has been helping the world's leading companies and organisations for more than 40 years. The insight and depth of experience it has gained are invaluable in providing the intelligence needed to grasp opportunities and manage risk with greater certainty.

Control Risks is committed to enabling its clients to succeed in an increasingly volatile world where the ability to understand and manage geopolitical, compliance and security issues is key to sustainable global success.

Main Areas of Practice:

- Political & Country Risk
- Operational and Protective Security
- Enterprise Security
- Enterprise Resilience
- Crisis Response
- Ethics, Compliance and Governance
- ESG and Sustainable Business
- Forensics, Investigations and Litigation
- Investment Support
- Training and Development Solutions

OFFICES

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Email: enquiries@controlrisks.com

The firm also has offices in the following locations: Abu Dhabi, Al Khobar, Amsterdam, Baghdad, Basra, Beijing, Berlin, Bogota, Chicago, Copenhagen, Delhi, Dubai, Erbil, Frankfurt, Hong Kong, Houston, Johannesburg, Lagos, Los Angeles, Maputo, Mexico City, Moscow, Mumbai, Nairobi, New York, Panama City, Paris, Port Harcourt, Seoul, Shanghai, Singapore, Sydney, Sao Paulo, Tokyo, Washington DC

DILIGENCIA GROUP

www.diligenciagroup.com tel: +44 1865 554021

Firm Overview

Diligencia provides its clients with access to trusted legal entity data as a foundation for their due diligence casework in Africa and the wider Middle East, supported by tailored corporate intelligence for those who require deeper insight. The Oxford-based company uses only primary, authoritative sources to capture externally verified content for a region which is hugely underserved by readily accessible information on corporate entities, their relationships and assets. In this way, Diligencia ensures accuracy and compliance with generally accepted global standards for sourcing information required for due diligence processes.

The company's business model differs from other information providers; between the large consultancies who do not tend to own data but offer highly customised solutions, and the global data providers that provide large, static databases with little in the way of personalised service, Diligencia is carving out a 'third way' of providing intelligently curated data at scale combined with highly responsive client service.

The company was established in 2008 and now has a team of more than 70 multi-lingual analysts, software developers and operations specialists across three offices – Oxford (headquarters), Tangier and Dubai.

ClarifiedBy.com

Diligencia's flagship online platform, ClarifiedBy.com, offers access to verified information on over 8 million organisations and individuals, enabling users to quickly identify ultimate beneficial owners, legal entity identifiers, links to ruling families, family offices and State-owned enterprises in the region, and to conduct compliance screening.

Organisation and individual profiles hold information on company registration, ownership, management, subsidiaries and associated companies and wider direct and indirect relationships.

Specialist corporate intelligence

For those situations where a deeper level of analysis is required, Diligencia offers a range of specialist corporate intelligence services ranging from litigation support, asset tracing and official record retrieval.

This combination of data at scale and targeted insight enables their clients to effectively manage their compliance obligations, market strategies and counterparty risks across Africa and the wider Middle East region.

Services

The company regularly supports lawyers and other advisers working on M&A transactions, disputes and litigation cases, by conducting in-depth public record research in the relevant jurisdiction. Diligencia helps to:

- Accelerate conflict checks, business acceptance and client on-boarding
- Confirm ownership and corporate structures of counterparties
- Identify associations and relationships across the MEA region as possible avenues of investigation
- Asset tracing: identify shareholdings and property ownership of parties
- Individual tracing: establish travel movements and whereabouts of individuals
- Litigation checks: search for historical and current litigation against companies and individuals

Recent awards and nominations

- Winner: Rising Star 2021, RiskTech100 2021
- Winner: Most Innovative Data Provider, Data Management Insight Awards 2020
- Finalist: Best Reference Data Provider, Waters Rankings 2021
- Finalist: Best Data Solution for KYC, RegTech Insight Awards 2021 Europe
- Finalist: The Data Excellence Awards, Lloyds Bank National Business Awards UK 2020
- Finalist: Best Entity Data Solution and Best KYC & Client On-Boarding Solution, Data Management Insight Awards 2020

OFFICES

UNITED KINGDOM

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Tel: +44 1865 554021
Email: info@diligenciagroup.com

Media coverage

Diligencia's research has been instrumental in a number of investigative global news stories and their commentary and perspectives have recently featured in the *Financial Times*, the *Wall Street Journal*, and *MEED*.



FALANX ASSYNT

www.falanx.com/assynt tel: 020 7856 9450

Managing Director: Charles Hollis

Number of employees: 28

Languages: Arabic, English, French, Italian, Russian, Spanish

Overview & History:

Falanx Assynt is a global intelligence consultancy specialising in research on emerging markets. A division of Falanx Group, the firm has provided multinational organisations with geopolitical, strategic, and commercial risk analysis since 2003. Falanx Assynt continues to be a long-term intelligence partner to clients, who rely on Assynt's high value analysis and forecasts to anticipate risks, evaluate opportunities, and foresee outcomes in global markets. Assynt has pioneered an approach to providing risk intelligence and strategic advisory through embedded partnerships, supported by in-house research analysis and local sources across a global network.

The firm's intelligence framework is built on proprietary methodology that integrates the understanding of geopolitical, security, reputational and commercial risks, underpinned by a rigorous commitment to quality. Client projects are delivered by a highly skilled team of analysts located across Europe, Asia, the Middle East, and North America. Clients also benefit from Assynt's extensive strategic insight into the operational priorities of transnational jihadist networks.

Services:

Global Risk Intelligence:

Fortnightly global risk analysis through the flagship Assynt Report, providing over 120 reports every month on 50+ countries across the Middle East, Africa, Asia, Latin America, and the Former Soviet Union. Assynt also produces monthly reports on Islamist extremism, responsive reporting on significant geopolitical events and Global Themes reports which include the following key areas; COVID-19, cybersecurity, environmental risks & activism, global jihadism, great power competition, and international trade.

Embedded Analysts:

Falanx Assynt allows clients to leverage the strength of their analysis and expertise to enhance their in-house capabilities through its embedded analysts' programme, at the same time easing the pressure of recruiting high calibre candidates. Analysts are fully integrated into the client's global reporting network while maintaining access to Assynt's worldwide specialists, ensuring clients benefit from the entirety of Assynt's insight and knowledge.

Strategic / Business Intelligence:

Clients commission Assynt experts to work on a variety of projects to meet their requirements. Falanx Assynt's specialists address the difficult questions by offering insight into local political, social, regulatory or sector dynamics, as well as due diligence into both individuals and companies.

Litigation Support:

A sub-category of Falanx Assynt's strategic intelligence work, the strong research capabilities and extensive reach allow Assynt to support clients who are litigating in complex jurisdictions where understanding of geopolitical, regulatory, cultural or historic trends are critical. Assynt also assists law firms and their clients with asset traces, witness identification, public records research and more.

SERVICES

Business Intelligence / Strategic Intelligence
Compliance
Corporate Strategy
Embedded Analysts
External Affairs
Geopolitical Risk Intelligence
Security & Resilience
Strategic Forecasting

OFFICE HEADQUARTERS

UNITED KINGDOM

READING (HEAD OFFICE): The Blade, Abbey Square, RG1 3BE
Tel: 020 7856 9450
Email: assyntinfo@falanx.com

INTERNATIONAL OFFICES

Falanx Assynt also has operations in London, UK, as well as the following locations:
Hong Kong
Ireland
UAE
United States

CONTACT

Charles Hollis
Tel: 020 7856 9454
Email: assyntinfo@falanx.com

Key Clients Across:

- Aviation
- Aerospace & Defence
- Banking & Financial Services
- Consumer & Retail
- Legal
- NGO
- Oil & Gas
- Technology
- Telecommunications



G3

www.g3.co tel: 020 7 467 2040

Overview & History:

- G3 is a high-end strategic intelligence and investigations firm
- Established in 2004 and headquartered in London, G3 leverages a global network that reaches into almost every jurisdiction and market sector to provide its clients with commercially relevant intelligence
- Underpinning this platform are the skills and experience of an established, senior team drawn from finance, the law, government and investigations backgrounds, supported by a bench of Senior Advisers
- Its discreet and commercial approach is trusted by four of the five largest energy companies in Europe, seven of the ten largest investment funds globally, FTSE100 and Fortune50 companies, and most of the world's leading law firms

Offering:

Strategic Intelligence

Deal-related intelligence, helping clients to fully understand the commercial dynamics of a deal environment while providing advice on navigating uncertainties and mitigating risks. Intelligence may involve mapping a competitor landscape, analysing regulatory change, identifying internal or unforeseen threats, or assessing the integrity of key customer relationships. G3's information and advice aims to enable business relationships and progress transactions, through relevant insights and frank advice about potential risks.

Reputational Due Diligence

Due diligence on prospective acquisition targets, business partners, management teams and senior hires, particularly where managing regulatory and reputational risks alongside understanding commercial capabilities is critical. G3 addresses matters relating to personal and professional integrity, bribery, corruption or fraud, and investigate ESG issues such as human rights abuses, labour force exploitation, environmental misconduct and supply chain concerns.

Market Entry

Understanding the broader context around a market entry strategy. Includes exploration of market dynamics, evaluating the agenda of in-country stakeholders including governments and regulators, and identifying and profiling key decision-makers. G3 also provides country- and market-risk assessments, covering areas from internal political dynamics through to corruption and state-capture risks.

Investigations

Working with corporate counsel and legal teams to investigate fraud, corruption claims and whistle-blowing allegations. Core skills include forensic accounting, books and records analysis, lifestyle profiling, and witness interviewing.

Litigation Support

Support in the context of complex legal disputes, by identifying information and intelligence for leverage around settlement negotiations or to support litigation strategies. This may include gathering evidence, identifying and locating witnesses, providing affidavits on findings, and review of documentary material. G3 also identifies, maps and locates assets to assist lawyers before considering whether to launch a case and to support enforcement of judgements and awards.

Cyber Defence

Assessment of IT security infrastructure and hostile actor defence systems. Includes technical evaluation and penetration-testing, screening of CSO and relevant IT and risk teams, incident management processes, and gap analysis of overall security culture.

OFFICES

UNITED KINGDOM

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Email: goranmaksimovic@g3.co

Head of Asia: Mike Swaine
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Head of CIS: Rupert Benzecry
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Head of Europe: Tom Russell
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Head of MENA: Kayla Branson-Leung
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Head of Sub-Saharan Africa: Darcie Allen
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Head of Investigations: Aakash Brahmachari
Email: aakashbrahmachari@g3.co

Head of Strategic Intelligence: Anwar Darkazally
Email: anwardarkazally@g3.co

Executive Chairman: Michael Bevan
Email: michaelbevan@g3.co

CEO: Nick Alcock
Email: nickalcock@g3.co



GREYHAWK

www.greynhawk-uk.com tel: +44 20 7406 7510

Number of Employees: 7

Languages: *Arabic, English, French, Portuguese, Russian, Spanish.*

Overview & History:

Greyhawk is a corporate intelligence and investigations specialist. The firm supports general counsel and law firms during transactions, investigations and disputes. Greyhawk is a “low volume - high impact” firm, where each engagement is led by a director. Greyhawk’s directors each have over 20 years of intelligence and investigations experience. Greyhawk has three main practice areas: transactions; investigations; and disputes.

Services:

Transactions

Greyhawk supports clients entering new markets by providing ground-up analysis of non-financial factors that impact investment success. The firm’s market entry services include analysing political risks, stakeholder mapping of key officials and competitors, investigating the experience of other foreign investors and assessing security risks.

Greyhawk performs enhanced due diligence of the background, track record, integrity and reputation of potential business partners. The firm’s work always combines the analysis of public information with the discreet collection of intelligence from in-country human sources. Greyhawk’s due diligence clients include four multilateral development institutions, nine investment banks and leading multinationals.

Disputes

Greyhawk gathers evidence and intelligence during complex, high value and cross-border disputes. This includes identifying assets to support enforcement of judgements and monetisation of arbitral awards; locating and profiling witnesses and defendants; establishing jurisdiction and risk of asset dissipation; and evidencing beneficial ownership of assets held in offshore structures. The firm has identified over US\$ 500m of recoverable assets since 2019. Greyhawk has successfully acted for both claimants and sovereigns in multiple investor-state arbitration cases.

SERVICES

Transactions
Investigations
Disputes

OFFICES

LONDON: 5 Chancery Lane, WC2A 1LG

Tel: +44 20 7406 7510

Email: mail@greynhawk-uk.com

Investigations

Greyhawk offers a rapid and discreet response to clients facing fraud, conflict of interest and corruption allegations, especially in countries where head office has limited oversight. The firm’s investigators gather facts about companies and individuals from “outside the enterprise” to support legal and compliance teams.

International Work

Greyhawk operates globally, and is especially known for its work in the EMEA region, including the CIS, Middle East and Africa.

GREYHAWK

LEIGH DAY

www.leighday.co.uk **tel:** 020 7650 1200 **fax:** 020 7253 4433

Senior Partner: Martyn Day

Managing Partner: Chris Benson

Partners: 57 Assistant Solicitors: 81

Other fee-earners: 222 (Paralegals & Associates): 187

Firm Overview:

Leigh Day is a top 100 law firm committed to claimant only cases ensuring that individuals have the same access to justice as the UK Government, large corporations and public bodies. In particular, we are a global leader in the field of business and human rights.

International Work

Leigh Day's international work is ground-breaking and has pushed the boundaries of the law.

Leigh Day's team has run the landmark cases in the last 26 years, which have helped to define the obligations of businesses to the communities in which they operate. Every case that has advanced the law for the benefit of the victims has been brought by the firm.

Leigh Day takes on major human rights litigation that other firms would not consider because of the legal and logistical challenges, the resources of multinational defendants and the poverty of the clients it represents.

Many of the firm's cases involve working with International NGOs including Amnesty, Corporate Justice Coalition (CJC), Greenpeace, Rights and Accountability in Development (RAID), Shipbreaking Platform, London Mining Network (LMN), Oxfam, Catholic Agency for Overseas Development (CAFOD), Business Human Rights Resource Centre, War on Want, Peace Brigades International, Friends of the Earth. Leigh Day also works extensively with foreign lawyers and experts across a range of jurisdictions.

A recent case highlighting the firm's close and effective collaboration with NGOs has been the Kabwe class action against Anglo American South Africa in the Johannesburg High Court on behalf of 100,000 individuals in the Kabwe District of Zambia who are believed to have been poisoned by lead from the former Anglo mining operation. Leigh Day is collaborating with SA attorneys Mbuyisa Moleele on this matter. A number of NGOs have actively supported this case, including the following:

- AFREWATCH, a Congolese NGO that monitors the impact of the industrial and artisanal mining sector in the Southern Africa region sent a letter at the beginning of the year to the UN Committee on the Rights of the Child urging them to raise the Kabwe issue in their next meeting.

- RAID co-ordinated a letter signed by key international NGOs including Amnesty, African Coalition for Corporate Accountability, AFREWATCH, LMN, CJC, Southern Africa Resource Watch that was sent to the top investors in Anglo American ahead of their Annual 2020/21 Results.
- Finally, Leigh Day and Amnesty Southern Africa hosted a webinar in early May on Human Rights and Toxic Mining Legacies in Southern Africa, which used the Kabwe case to highlight the human and environmental impact that historical mining operations leave behind in the region.

Leigh Day has worked closely with RAID on AAA & Ors vs (1) Petra Diamonds Ltd, (2) Williamson Diamonds Ltd, a case arising from allegations of severe abuse committed by security guards working on the Williamson Diamonds mine in Tanzania. Following in-depth investigations by RAID, Leigh Day acted for 71 individuals, all of whom suffered severe physical abuse, or were representing family members who had sadly died from their injuries. Throughout the case, RAID continued to investigate and document the abuses committed on the mine. The claim settled in May 2021 in a deal worth £4.3m. The comprehensive settlement package included:

- Compensation for the 71 individual claimants;
- Community projects aimed at providing economic development around the mine;
- Medical support programme to improve access to healthcare for communities around the mine;
- Establishment of an Operational Grievance Mechanism

PRACTICE AREAS

International
Human Rights
Personal Injury
Industrial Disease
Administrative & Public Law
Negligence
Employment
Environment
Product Liability

OFFICES

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CONTACTS

International Group Claims: Richard Meeran

Environment: Martyn Day

Human Rights: Jamie Beagent

Employment & Discrimination: Emma Satyamurti and Nigel Mackay

Leigh Day and Shipbreaking Platform worked closely together with great effect on the case of Begum v Maran [2020] EWHC 1846 (QB), and [2021] EWCA Civ 326.

The case, which has global consequences for the shipping industry as well as developing tort law in new and exciting directions, was on behalf of a Bangladeshi widow whose husband suffered a fatal accident while dismantling an end-of-life vessel on the beaches of Chattogram.

The vessel had been managed by a British company, and the claimant alleged that this company was responsible for sending the ship to Chattogram, where death and serious injury of workers was inevitable.

Leigh Day worked closely with Shipbreaking Platform to adduce evidence about the horrors of shipbreaking in Chattogram, and Shipbreaking Platform's founder, Ingvild Jenssen, submitted a witness statement which was positively received by both the High Court and Court of Appeal.

Thanks in part of Shipbreaking Platform's evidence, Leigh Day successfully overcame a strike out application by the Defendant and the case resolved in 2021.

Leigh Day

NEW CENTURY MEDIA

www.newcenturymedia.co.uk tel: +44 (0)20 7930 8033 fax: +44 (0)20 7930 3671

Chairman: David W.B. Burnside

Number of employees: 20

Languages: *English, French, German, Hungarian, Romanian, Russian, Spanish*

Overview & History:

Established in 2008, New Century is an international, London headquartered crisis and reputation management consultancy with industry-leading, global experience. Its work has spanned the US, Europe, Middle East, Africa and Asia Pacific.

The company is widely recognised in the industry for its litigation and legal support offering, having been instructed on over 70 mandates since inception, which have included advising corporate and private clients involved in some of the world's largest and highest profile cross border legal disputes. It has also assisted clients during some of the most prominent ever regulatory and white-collar investigations and inquiries.

New Century regularly works alongside the world's leading law firms and barristers, advising clients on managing their reputation and protecting their privacy during times of legal conflict.

Services:

Litigation Support: Private Companies and Individuals

- Advising a prominent banking family involved in a US\$600m dispute against several overseas companies against the backdrop of a high-profile regulatory investigation
- Acting for a major bank in relation to multiple civil claims totaling in excess of US\$10bn against its former shareholders and other third parties in various legal centres in Europe
- Advising one of the world's largest natural resources companies in relation to multiple legal disputes in London totaling US\$2bn
- Supporting a New York based financial institution and other private investors in relation to claims exceeding US\$3bn across multiple jurisdictions against a prominent global property investment group
- Defending a partner at a prominent global professional services firm in relation to a regulatory inquiry which commenced following an investigation into FIFA by Swiss authorities
- Advising a UK financial institution in its defence of a legal claim brought by one of the world's highest profile investment bank relating to the trading of complex financial instruments

Litigation Support: Publicly Quoted Companies

- Advising one of the largest FTSE100 companies in relation to multiple civil proceedings across several European jurisdictions, totaling more than US\$2bn
- Providing counsel to one of the world's biggest management groups in High Court proceedings relating to a dispute triggered by a transaction dating back to the 2008 financial crisis
- Defending a US\$1bn claim brought by a large international legal and professional services firm against a UK technology company in relation to a significant acquisition
- Advising a high-profile insurance business in relation to a US\$80m dispute against a major accountancy firm
- Advising one of the world's leading natural resources businesses on a high court litigation against a high profile financial professional services firm relating to a failed acquisition

SERVICES

Reputation Management
Corporate and Financial Communications
Political Communications and Lobbying
Crisis Communications
Campaigning
Board Level Strategic Counsel

OFFICES

UNITED KINGDOM

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CONTACT

George Parker

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Email: georgeparker@newcenturymedia.co.uk

White Collar Investigations and Regulatory Inquiries

- Advising a prominent property investor in relation to a high-profile fraud investigation by the Serious Fraud Office, as well as subsequent legal proceedings initiated by the client against several third parties, totaling US\$3bn
- Acting for a large multi-national industry leader during one of the highest ever profile Serious Fraud Office investigations
- Supporting a well-known sports personality during a high-profile regulatory inquiry and criminal investigation following investigations made by a national newspaper
- Supporting the legal defence of a top FTSE corporation following the commencement of a regulatory investigation



S-RM

www.s-rminform.com **tel:** +44 (0)20 3763 9595

Key Pre-Transactional Advisory Contacts: Natalie Thomas Stafford (Global Practice Head), Toby Thomas (Global Practice Deputy Head)

Number of Employees: 250+

International Offices: 6

Year founded: 2005

Number of Languages Spoken: 30+ including Afrikaans, Arabic, Armenian, Bengali, Bulgarian, Cantonese, Czech, Farsi, French, German, Greek, Hindi, Hebrew, Hungarian, Indonesian, Italian, Japanese, Korean, Malay, Mandarin, Polish, Portuguese, Russian, Spanish, Turkish, Ukrainian

Overview & History:

S-RM is a global intelligence and cyber security consultancy comprising 250+ practitioners across six international offices, serving clients across all regions and major sectors. Headquartered in London with offices in Cape Town, Hong Kong, Rio de Janeiro, New York, and Washington, D.C., S-RM supports clients by providing intelligence that informs critical decision-making and strategies.

The firm established a dedicated deal advisory practice in 2018 to provide specialist pre-transactional advisory support to clients. S-RM's intelligence is deployed ahead of investments, M&A, new ventures, major financings, joint ventures and market entry. The team provides pre-transactional due diligence to some of the world's largest private equity houses, corporate M&A teams and international financial institutions.

In parallel to its deal advisory practice, S-RM has a disputes and investigations team which deploys intelligence in litigation, international arbitration, internal investigations and fraud-related investigations. The team works on many different types of dispute, including contractual; shareholder; joint venture; trademark or IP; family and investor state disputes.

Main Areas of Practice:

S-RM's deal advisory practice provides specialist support to clients ahead of transactions, delivering intelligence that supports informed deal decisions and answering strategic questions arising from legal and financial due diligence. The practice specialises in assessing integrity issues; reputational concerns; corporate governance; track-records; corruption, bribery and other financial crime concerns; the leveraging of political relationships for commercial gain; cyber security; regulatory dynamics; and, ESG concerns. S-RM's traditional investigators are also supported by the company's cyber security experts, who conduct dark and deep web research and identify cyber risks to investment targets. The practice's areas of particular expertise include:

- Pre-transactional due diligence
- ESG due diligence
- Provenance investigations
- Background checks
- Dark and deep web research
- Cyber due diligence
- Market entry studies

Research and analysis are provided by six regional teams, which together provide expert coverage of a range of jurisdictions globally, from the most prominent to some of the smallest and most obscure. Collectively, S-RM's analysts and managers speak over 30 languages and have been hired from a broad range of sectors including intelligence, government, finance, journalism, the military and academia. Each team is adept at locating hard-to-find open source information and has built an extensive network of human sources on the ground. On every project, S-RM brings together the most relevant and experienced practitioners from across the business, creating teams designed to address unique problems and complex challenges.

S-RM's clients include law firms, private equity, hedge funds, institutional investors, multinational corporations, development finance institutions, impact investors, investment banks, sovereign wealth funds and investment managers. These clients trust S-RM at critical and sensitive stages of a transaction to work with speed, versatility, regional or sectoral experience and discretion. S-RM builds long-term partnerships with its clients to gain a deep understanding of their requirements and challenges. Fostering close relationships means that the company can respond quickly to changing requirements for its clients throughout the deal cycle and adapt its approach as its clients' needs evolve.

The firm's advice is direct, honest and objective. S-RM delivers tangible results and presents its findings in clear, straightforward language. The company's approach is always transparent, and emphasis is placed on understanding clients and staying in close contact with them throughout the transaction, as well as being able to liaise with other advisors. A rigorous methodology, deep regional expertise and diverse career experience collectively mean that S-RM's clients can always rely on the firm's advice and act upon its intelligence.

OFFICES

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HONG KONG

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SOUTH AFRICA

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UNITED STATES

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WASHINGTON: One Thomas Circle NW, Suite 700, DC, 20005
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Recent Experience:

- Advising an Africa-focused private equity firm on integrity and regulatory risks ahead of a potential fintech investment in West Africa
- Providing intelligence on the seed capital of a bank in Eastern Europe in advance of a potential investment by a DFI
- Working for a major European corporate to investigate the corporate governance of existing management at a group of target assets in Latin America
- Supporting a US telecoms investor with a potential investment in East Asia, investigating corruption allegations and inappropriate relationships between the counterparties and land authorities
- Advising a law firm and its ultimate private equity client on market entry into Central Asia and the extent of political interference at the target asset

Chambers

Professional Advisers

Crisis and Risk Management

2021

USA



How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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PR & Communications Crisis Management

PR & Communications Crisis Management
Leading Firms
Band 1
Sard Verbinen & Co *
Band 2
Brunswick Group
Finsbury Glover Hering *
The Levinson Group *
Trident DMG
Band 3
Edelman
Reevemark *
Risa Heller Communications
Band 4
The Abernathy MacGregor Group
FTI Consulting *
Infinite Global
Kekst CNC
Poston Communications
* Indicates firm with profile.
Alphabetical order within each band. Band 1 is highest.

Band 1

Sard Verbinen & Co

See profile on p.48

What the team is known for Pre-eminent strategic communications firm Sard Verbinen is widely regarded as the turn-to firm for clients seeking high-level, pragmatic counsel for the full spectrum of corporate and institutional matters. Across a range of industries, clients facing complex or highly sensitive issues turn to the firm's Crisis & Special Situations practice, which brings together seasoned communications experts experienced in handling fast-moving crises and exemplifying the firm's reputation for its exceptional client service and media network.

Strengths "They have just been invaluable. They are extremely good at looking ahead, asking all the right questions and figuring out exactly what is really going on. They work fast but think through all the angles and potential consequences, including the legal side. Scoping out issues to minimise, knowing exactly when to wait and hold back, and when to step in to fight back and change a narrative. We have a culture of transparency and accountability, and they are very aligned with that - I've never felt uncomfortable with their advice."

Notable practitioners

Co-CEOs George Sard and Paul Verbinen are key contacts.

Band 2

Brunswick Group

What the team is known for A corporate communications heavyweight, Brunswick Group carries a formidable global presence and brings this fully to bear in its crisis management advisory offering. International clients commend the firm for easy access to senior-level advice across jurisdictions spanning the UK, the USA, Europe and Asia. The US team is valued by clients for its efficiency, versatility and legal literacy, as well as for its practitioners' solution-oriented approach throughout nuanced challenges.

Strengths "You get the senior partners' time and attention, but the wider team is also extremely strong. Work products and materials are fast, efficient and well written - in the sense that they understand the legal risks, that one word can trigger a whole new risk, especially in an unfolding situation. They understand the risks of saying too much. Very mission-focused and versatile, with deep expertise."

Notable practitioners

Ellen Moskowitz, co-leader of the firm's global litigation communications and crisis practice, is a key contact.

Finsbury Glover Hering

See profile on p.40

What the team is known for Finsbury Glover Hering is a major player in the world of strategic communications, born from the merger in January 2021 of international corporate communications firm Finsbury with US public affairs advisory The Glover Park Group and German strategic communications firm Hering Schuppener. US clients highlight the commerciality and high-level strategic capabilities of the Crisis & Issues Management team, as well as their commitment to agile client service.

Strengths "Finsbury's analysis and insights are top notch. They are always thinking, looking around corners. Their attention to detail is immaculate. Documents arrive executive-ready. But they are also great collaborators when we aren't looking for a shiny finished object but would rather get into the weeds together with the agency. They scale in terms of manpower and geography seamlessly. As a client, you never feel them having growing pains when the work gets intense or when we need to take advantage of time zones to bring in regions outside of the US core team."

Notable practitioners

Paul Holmes, global managing partner, is a key contact.

The Levinson Group

See profile on p.43

What the team is known for Strategic communications firm The Levinson Group is a boutique firm with offices in New York and Washington, DC. With crisis management forming a key part of its core business offering, the firm regularly partners with leading law firms on high-profile matters. The team's journalistic clout and dedication to robust client service makes them an adviser of choice for businesses facing reputational damage from public scandals, media scrutiny, product issues or regulatory investigation.

Strengths "They are deeply experienced, extremely skilled and above all dedicated to their clients. The most important thing is they get results. There's no wasted energy on trying to impress clients with their efforts; they just get the job done."

Notable practitioners

Founder and CEO Molly Levinson is a key contact.

Trident DMG

What the team is known for Trident DMG is known as a boutique communications firm with a bold approach. Trusted by a wide range of businesses and private clients whose reputations are in jeopardy due to whistle-blower allegations, regulatory investigations or negative media campaigns, DMG's practitioners enjoy a strong reputation for fighting hard for their clients, no matter how tight the corner they are in. The firm boasts superb media contacts and a dedicated crisis practice that goes beyond firefighting to focus on furthering its clients' broader strategic objectives.

Strengths "We had 100% confidence in the team. They were diligent in laying out the risks and benefits of decisions every step of the way. I've had experience with other crisis and PR firms, and one quality that sets Trident apart is their broad and deep reservoir of experience, so there is no situation they have not seen. They do not flinch at a fire, and they calibrate their level of aggressiveness toward the need. Furthermore, the junior partners made a point of getting to know the interests and sensitivities of each stakeholder involved in the matter so that the advice they gave was sufficiently nuanced and that much more effective."

Notable practitioners

Co-founders and partners Joshua Galper and Adam Goldberg are key contacts.

Band 3**Edelman**

What the team is known for Edelman is the corporate communications firm of choice for international household-name clients seeking to protect and consolidate their reputations. The firm's crisis and risk practice uses a combination of long-established, high-level experience and forensic data tools to assist clients in navigating risks and staying ahead of the game with stakeholders' needs, whether they be employees, shareholders, regulators or consumers. In a world where culture, ethics and business are increasingly interlinked, their tailored, commercial approach is relied upon by clients needing to keep ahead of the trend.

Strengths *"They exemplify expertise, collaboration and professionalism. Their strategic and holistic competence is extremely helpful from a brand reputation and PR risk management perspective – for example to include experience and insights on social media activism, growing risk regarding ESG and sustainability claims, cybersecurity and data breaches, and the like."*

Notable practitioners

Steve Behm, US chair for crisis and risk, is a key contact.

Reevemark**See profile on p.47**

What the team is known for Reevemark is a New York-based boutique communications firm focused on high-stakes crisis and reputation management for corporates, professional services firms and high net worth individuals. Founded by leading practitioners in the crisis communications arena, the firm places a strong emphasis on providing senior-level counsel throughout, ensuring that clients benefit from its founders' extensive experience spanning product issues, restructurings, executive misconduct and regulatory investigations with the DOJ, FEC and FTC.

Strengths *"They're excellent strategists and bring consistent execution support, especially for a firm of their size. What I like about Reevemark is I know I am going to get counsel from the senior team versus being sold a senior team only to have juniors complete the majority of the work. I consider Reevemark to be a true collaborative partner in the strongest sense of both words. They know their way around the C-suite and have gained the trust of my organisation."*

Notable practitioners

CEO Brandy Bergman is a key contact.

Risa Heller Communications

What the team is known for New York boutique Risa Heller Communications is held in high esteem by corporate and institutional clients across the USA's financial capital and beyond. Dedicated to the deft management of serious reputational or existential threats and to brand rebuilding, the firm is called upon by clients facing urgent challenges that often carry a political or regulatory angle. The firm serves businesses ranging from startups to large corporations, as well as high-profile individuals and New York institutions.

Strengths *"My experience working with Risa Heller Communications has been second to none – and high above the quality of both advice and client service I have received from other firms. No task is ever too big or too small for them. They are always available and willing to dive in to support, no matter the challenge at hand. And I have never once been disappointed in their strategic approach, recommendations or advice."*

Notable practitioners

Founder and CEO Risa Heller is a key contact.

Band 4**The Abernathy MacGregor Group**

What the team is known for Abernathy MacGregor is a corporate strategic communications firm with a national footprint and international network. The firm is trusted by its clients as a steady and reliable guiding hand through operational and reputational challenges as well as business transformation. The firm's crisis management team brings its extensive communications experience to bear in assisting clients with myriad issues across numerous industries, from shootings to activist campaigns and from fatal utilities explosions to DOJ investigations.

Notable practitioners

Senior vice president Kendell Moore is a key contact.

FTI Consulting**See profile on p.41**

What the team is known for FTI Consulting serves some of the world's largest corporations, providing them with a truly international offering. With the firm's strategic communications advisory sitting within the wider context of its broader consulting group, FTI is well placed to guide clients through complex and multi-dimensional issues. Complementing its offering is a specialism in data analytics, through which the firm provides clients with a 360-degree view of imminent and longer-term risks, as well as critical insight into traditional and social media trends and trajectories.

Strengths *"Thorough and thoughtful. They bring the most relevant people along and are very good at listening and adjusting to the client's needs. They are also really good at anticipating what's around the corner and addressing it before you get there. That's what I value the most."*

Notable practitioners

Myron Marlin, senior managing director and leader of the firm's crisis and litigation practice in the Americas, is a key contact.

Infinite Global

What the team is known for Award-winning transatlantic communications firm Infinite Global is often sought out for reputation management and crisis support by clients in the legal sector and beyond. The firm provides trusted counsel to some of the world's leading law firms as well as to private clients, businesses and organisations across a range of sectors – from NGOs to pharmaceuticals and from technology companies to the

financial sector. In particular, US clients highlight the quality of client service provided, applauding the crisis response team's tailored and personalised approach.

Strengths *"Incredibly responsive – they are always 'on' and provide excellent written guidance as well as conversations around how to handle tricky situations. They work together really well and are a true team. We benefit from both East and West Coast team members, so all time zones are covered. I've worked with very large firms including the largest in the world – Infinite is not like them in that it is not a 'machine' but instead treats us as a distinct client with very particular needs."*

Notable practitioners

CEO Jamie Diaferia is a key contact.

Kekst CNC

What the team is known for Headquartered in New York, Kekst CNC is a global strategic communications firm that offers support in crisis and issues management as part of a full suite of corporate communications services. Clients benefit from a holistic offering that incorporates a number of key specialisms in increasingly prominent areas of business risk and scrutiny. These include sustainability and ESG, corporate purpose, governance and shareholder activism, and cybersecurity. With offices in the USA, the UK, Europe, APAC and the UAE, international clients are well catered for.

Notable practitioners

Co-CEO Jeremy Fielding is a key contact.

Poston Communications

What the team is known for Based in Atlanta, Poston Communications is a PR firm primarily serving the legal sector. The firm has assisted a roster of law firms both in mitigating business risks down the line and in managing live issues as they present. In a culture of increasing accountability, Poston is experienced in guiding law firm clients through reputational challenges ranging from political controversy to issues around workplace misconduct, and has assisted non-legal sector clients with various crises such as workplace fatalities and serious safeguarding issues.

Strengths *"In both daily and crisis PR situations, they continue to impress with their responsiveness, creative insights, and ability to adapt to changing circumstances. Their advice is always spot-on and tailored to our firm's culture and objectives. We've come to view Poston as an extension of our communications team. Their understanding of our firm's culture allows them to provide solid guidance when it comes to navigating crisis situations."*

Notable practitioners

CEO Dave Poston is a key contact.

Crisis Management

Crisis Management
Leading Firms
Band 1
Covington & Burling LLP
Sidley Austin LLP
Band 2
Sullivan & Cromwell LLP
WilmerHale
Band 3
Davis Polk & Wardwell LLP
Kirkland & Ellis *
Paul, Weiss, Rifkind, Wharton & Garrison LLP *
Band 4
Baker Botts LLP
Debevoise & Plimpton LLP
* Indicates firm with profile.
Alphabetical order within each band. Band 1 is highest.

Band 1

Covington & Burling LLP

What the team is known for US heavyweight Covington & Burling offers a broad international crisis response practice spanning the USA, Europe, Asia and Latin America, and is especially renowned for its market-leading white-collar practice. Covington has recently handled major international product recalls in the automotive, food and consumer products industries, including significant regulatory follow-up across multiple jurisdictions. The Covington team has also recently played pivotal roles in the global COVID-19 response, as well as in landmark climate change and environmental enforcement matters.

Strengths "Covington demonstrated high capabilities to provide immediate support, highly concentrated in a short period with a high level of quality in the outcome. They could count on additional resources in other countries to provide operational activities literally overnight."

Work highlights Represented over a dozen biopharma companies in their engagements with the White House, the FDA and Health and Human Services, among other government agencies, in order to respond rapidly and effectively to the COVID-19 crisis.

Notable practitioners

Eric Holder, Nancy Kestenbaum and Lanny Breuer are key contacts.

Sidley Austin LLP

What the team is known for Across multiple global jurisdictions, Sidley Austin's crisis management and strategic response practice has assisted clients with diverse challenges including business-critical threats. Alongside matters led from the UK or USA, the firm also has well-reputed teams of experts in APAC, across Europe and in the Middle East. Advice is often closely coordinated between jurisdictions, where the client operates internationally or investigations are being conducted cross-border.

Strengths "I've been very impressed with the way they've been able to predict how the various crises in the UK and US will play out. They advise in real time and proactively think ahead to the next stages and beyond. The Sidley team foresaw really precisely how the case will play out with regulators, which has played a huge part in their handling of

the matter."

"I have found Sidley Austin accommodating and generous with their time and resources. They have a natural instinct for crisis and risk matters and are a very reassuring organisation to have on one's side."

Work highlights Acted for a leading financial institution in DOJ civil and criminal investigations into alleged sales-practice violations.

Notable practitioners

Yvette Ostolaza, Ellyce Cooper and Holly Gregory are key contacts.

Band 2

Sullivan & Cromwell LLP

What the team is known for A heavyweight of the US legal community, Sullivan & Cromwell's crisis management team is widely recognised as a serious choice for companies facing major crises across a range of industries and contexts. The firm is well equipped to conduct comprehensive due diligence and crisis preparation reviews, as well as to assist in responding to major crisis events.

Strengths "They have fantastic people and are able to jump onto a case immediately. Expert and reliable, and agile in terms of being able to engage a team straight away. A go-to for any type of matter."

Work highlights Assisted Wells Fargo in the response to litigation and regulatory investigations stemming from the pandemic, including in relation to alleged failings in the processing of Paycheck Protection Program applications.

Notable practitioners

Sharon Nelles, Robert Giuffra and Nicolas Bourtin are key contacts.

WilmerHale

What the team is known for WilmerHale boasts a prominent reputation for supporting businesses through criminal investigations, including in the environmental and national security arena. The firm regularly counsels clients in the aftermath of serious health and safety incidents, and has assisted numerous companies with operational challenges throughout the COVID-19 pandemic.

Strengths "They are there for any crises relating to national security and defence contractors."

"They are a go-to law firm in DC."

Work highlights Successfully represented T-Mobile and Deutsche Telekom in their merger with Sprint, subject to investigations and regulatory review, including by state attorneys general in 51 jurisdictions, and in federal court against multiple state AGs attempting to block the merger.

Notable practitioners

Jamie Gorelick is a key contact.

Band 3

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell is a go-to adviser for companies navigating serious regulatory or reputational challenges in sectors such as pharmaceuticals, financial services and technology. The firm is regularly called on to assist clients where there have been highly sensitive allegations of workplace misconduct, discrimination and harassment.

Strengths "In addition to being very technical, they are also very practical – their team is able to make that translation better than any other firm or lawyers in this space."

"Even beyond partner level, the team is extremely strong. They add their own tremendous experience and expertise to the project. The teams have consistently been first-rate in all respects – legal acumen, client focus, government experience and strategic advice."

Work highlights Represented various companies, boards of directors and executives in investigations related to alleged sexual misconduct and sexual harassment. The firm has also assisted in conducting cultural assessments and reviews of policies and procedures around sexual misconduct and harassment.

Notable practitioners

Martine Beamon and Kenneth Wainstein are key contacts.

Kirkland & Ellis

See profile on p.42

What the team is known for Kirkland & Ellis enjoys a reputation as a leading counsel of choice for private equity funds and major financial institutions. The firm's crisis team is positioned to respond quickly and effectively to resolve and mitigate enterprise-level risks on behalf of international corporations, with a particular strength in the area of product liability.

Strengths "They're our primary go-to firm for mission-critical matters. I think they're incredibly attentive and have a very deep bench. A lot of firms have great lawyers but as you go down the ranks in large cases, the fall-off is considerable. Not only are their lead lawyers excellent, but with the teams they put together it runs very deep up and down the team."

Work highlights Represented Boeing in investigations by a number of US regulators, including the SEC and DOJ, relating to the design and testing of Boeing's 737 MAX aircraft.

Notable practitioners

Mark Filip and Eric Schiele are key contacts.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

See profile on p.46

What the team is known for Pre-eminent litigation firm Paul, Weiss is relied upon by clients facing high-stakes class action, shareholder or federal litigation, or undergoing regulatory enforcement actions. The firm serves a roster of household-name corporate clients, including in big tech. Clients appreciate its lawyers' deep sector experience across diverse industries including television, automobiles and energy.

Strengths "They're superb lawyers, first-rate – both on the transactional and the litigation side. High quality across the board."

Work highlights Acted for Carlos Ghosn, the former chairman and CEO of Nissan and former head of the Nissan-Renault-Mitsubishi Motors Alliance, in high-profile criminal charges and government investigations in Japan, the United States and elsewhere, as well as in related US civil securities fraud class action litigation.

Notable practitioners

Brad Karp, Karen Dunn and Theodore Wells are key contacts.

Band 4**Baker Botts LLP**

What the team is known for Baker Botts offers a robust and wide-ranging suite of services to clients facing crises spanning a variety of areas, including environmental and toxic torts, criminal and civil white-collar investigations, and data breaches. Its crisis team regularly assists corporates both in responding to crises and in anticipating and mitigating risk exposures.

Strengths *"They were outstandingly professional, persuasive and attentive to the details. During the process, they maintained constant contact with the regulatory authority, which in the end led us to total success in our case."*

Work highlights Acted for Intercontinental Terminals Company (ITC) in its legal and crisis response to a fire at the company's Deer Park terminal in March 2019. The firm represented ITC in multiple federal, state and local investigations and enforcement cases, including those brought by EPA, OSHA and the Chemical Safety Board.

Notable practitioners

Alex Bourelly, Kyle Clark and Nadira Clarke are key contacts.

Debevoise & Plimpton LLP

What the team is known for New York powerhouse Debevoise & Plimpton offers formidable strengths in practice areas such as white-collar and corporate crime, media and intellectual property, and financial services. Its lawyers bring experience from key positions in government and regulatory bodies, making them excellent advisers for internal or external investigations.

Notable practitioners

Mary Jo White is a key contact.

ALIXPARTNERS

www.alixpartners.com tel: +1 212 490 2500

CEO: Simon Freakley

Investigations, Disputes, & Risk Leader: Louis Dudney

Number of professionals: 2500+

Languages: 60+

Overview & History:

AlixPartners is a global consulting firm that has worked with clients around the world for nearly forty years.

While the firm pioneered the approach to turnaround and restructuring, today AlixPartners has a diverse service offering, including investigation, disputes and risk, digital, transformative leadership, performance improvement, and turnaround and restructuring. The firm regularly works with law firms, corporate boards and management, investment banks, and investors on their most important business challenges. The firm has deep industry expertise embedded within its services, with consultants who have served as senior industry leaders, and the teams regularly work together across services and geographies.

Services:

Investigations, Disputes & Risk

AlixPartners investigations, disputes, and risk practice offers capabilities across a broad spectrum of offerings that encompass every stage of legal and regulatory processes, striving to maximise value and minimise risk.

Corporate Governance, Risk, and Operational Compliance

AlixPartners' team develops and implements organisational changes, cross-functional policies, as well as processes to improve the efficiency and effectiveness of oversight, reporting, and compliance operations. The firm assists management teams to develop and manage remediation plans and implement controls. AlixPartners also oversees compliance remediation efforts, design and implement controls, and serves as government-appointed monitors.

Cybersecurity

AlixPartners' team is strong in cyber and data privacy investigations, digital forensics, program design, assessment, governance, and security transformation.

Data Analytics & Interpretation

AlixPartners' experts extract, organise, validate, and analyse data from complex IT environments, implementing tools to provide meaningful insights through visualisations of significant volumes of data.

Disputes

AlixPartners' team of accountants, economists, and financial analysts serve as expert witnesses to address financial, accounting, operational and economic aspects of litigation and international arbitration matters. The firm's services include analyses of liability issues, damages causation, and damages quantification in a variety of situations including M&A transaction disputes, breaches of contract, joint venture and partnership disputes, fraud, intellectual property disputes, business interruption, real estate and construction litigation as well as determinations of lost profits.

Economics Consulting

AlixPartners' expert economists work on anti-trust, litigation, and economic regulation, as well as commercial issues related to pricing, strategy, government policy, and taxation.

E-Discovery

AlixPartners provides and utilises tools to support unstructured data collection, processing, analytics and hosting for clients in litigation and non-litigation contexts globally.

Environmental, Social and Governance (ESG)

AlixPartners has an innovative approach to helping clients create ESG value and mitigate ESG risks. The firm provides value-driven and sustainable ESG solutions.

Financial Markets and Trading Analysis

AlixPartners regularly works with clients undergoing regulatory investigations regarding trading desk conduct, recreating and examining forensic trading data and trader interactions, developing market pricing models, and estimating damages.

Forensic Investigations

AlixPartners' forensic accountants conduct investigations into allegations involving the propriety of accounting and financial reporting, fraud, asset misappropriation, bribery, money laundering, and other financial crime schemes. They enhance controls to mitigate the risk of future misconduct and report findings and progress to boards, government entities, and counsel.

Valuation

AlixPartners' valuation experts address M&A disputes, bankruptcy issues, cross-border intellectual property transfers, ESOPs, complex financial instruments, and derivatives.

Transactions

AlixPartners advises on equity and debt raising, refinancing, debt restructuring, and M&A, combining transactional, operational, and restructuring expertise.

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ALVAREZ & MARSAL

www.alvarezandmarsal.com tel: +44 207 715 5200

Chairmen: Tony Alvarez II & Bryan Marsal

Number of employees worldwide: +5000

Languages: *With offices around the world, Alvarez & Marsal consultants cover all major business languages*

Overview & History:

Alvarez & Marsal ('A&M') is a global professional services firm specialising in turnaround and interim management services; transformation, performance improvement and business advisory services; and dispute resolution and litigation support. Founded in 1983, the firm is known for its distinctive heritage, hands-on approach, and relentless focus on execution and results.

A&M's disputes and investigations practice comprises litigation experienced accountants, technologists and economists. These professionals provide clients with independent and highly qualified advice throughout the litigation/arbitration process; as well as expert evidence to courts and tribunals. A&M sets the standard for delivering results on critical matters involving sensitive corporate investigations, regulatory enforcement actions and high stakes litigation and arbitration and the firm's services are characterised by a high level of objectivity, due diligence and intensive analysis that culminate in a summary of findings, often reinforced with live expert testimony.

Services:

Compliance & Anti-Corruption

Global anti-corruption laws mandate that companies refrain from all forms of corruption, including extortion and bribery. Failure to comply with the laws and regulations can result in debilitating, significant financial penalties and criminal sanctions that could threaten the very survival a client's organisation. Given the multi-jurisdictional nature of anti-corruption violations and investigations, A&M's global team leads internal investigations designed to strengthen client systems that promote compliance.

Economics

A&M economics is a rapidly developing team of specialist post-graduate economists recently recruited from the Big 4, specialist economic boutiques and authorities. The team, which already has three managing directors, provides specialist testifying economists with experience across High Courts, Competition Tribunals and International Arbitration Tribunals in many countries. Experts at A&M economics have testified, and provided support to legal advisors, across issues including anti-trust abuses, class actions, mergers, economic damages and valuations, and economic regulation. The team are noted as providing a strong quantitative basis to their work, with particular strengths in econometric, game theoretic and scenario modelling, allied to professional economists with a strong industry background. A&M economics also has particular strength in the communications, energy, infrastructure, financial services and healthcare and life-sciences sectors.

Disputes

A&M provides independent experts for dispute resolution. Typically, the firm focuses on aspects of quantum and damage, but its work for courts and tribunals also includes valuation, economic causation, financial regulation and subject matter expertise. A&M's experts are familiar with and have testified in the local litigation venues associated with its offices, as well as before arbitral Tribunals in international disputes across the globe. The firm's experts have provided evidence in arbitrations conducted under the auspices of most of the major arbitration institutions including the ICC, ICSID, ICDR, LCIA, SCC, SIAC, DIS, NAI, DIAC HKIAC CEITAC and under UNCITRAL rules and in ad-hoc arbitrations.

A&M's experts have acted as both party-appointed experts and tribunal appointed experts, and also have substantial experience working on the various aspects of post-acquisition disputes, including as advisors to either party. They also regularly advise parties on the formulation of their dispute resolutions and accounting policy clauses prior to the consummation of the transaction being completed.

Financial Crime

Transforming compliance programs results in reduced risk, lowered costs, and improved efficiency. A&M's comprehensive approach to compliance transformation merges people, process, training, and technology solutions. The firm leverages key principles of anti-money laundering, sanctions, forensic accounting, trade and export, counterterrorism financing, white collar crime, and corruption compliance to deliver lasting results.

Forensic Accounting Investigation

Heightened regulatory scrutiny and fallout from the global economic crisis has resulted in increased fraud investigations and litigation. Money laundering, misappropriation of assets, anti-trust, fraudulent financial reporting and other illegal transactions pose a myriad of issues for clients and their stakeholders.

A&M's forensic accounting and technology experts work hand-in-hand with clients to respond to regulatory enforcement investigations, internal investigations and lawsuits.

Forensic Technology

In contentious legal and regulatory situations, we expertly use technology to uncover and manage evidence and intelligence. A&M's forensic technology team identifies, collects and analyses electronic information to support its clients' investigation, discovery and regulatory needs. A&M's customised approach guarantees that electronic information is admissible and produces maximum benefit. A&M's team of forensic technologists, information security specialists and investigators have the computer science, information systems and data compliance expertise, along with the appreciation of how to best utilise technology to meet the clients' needs. As the cyber landscape continues to evolve, clients can no longer depend on traditional approaches and decades-old practices to solve security challenges.

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The firm has 60 + offices in 20 countries around the globe.

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A&M helps clients understand that cybersecurity is not a technology issue, but a business issue.

Last year A&M bolstered its privacy and data compliance services team to advise clients on increasingly complex local, global and cross-border data rules and sectorial requirements impacting on corporate data strategies, technology deployment and innovation.



FINSBURY GLOVER HERING

www.fgh.com tel: +1 646 805 2000

Global Co-Chairmen: Roland Rudd, Carter Eskew

Global CEO: Alexander Geiser

Co-CEOs, North America: Winnie Lerner, Michael Feldman

Number of Employees: 700+

Offices: 18

Languages: 26

Overview & History:

Finsbury Glover Hering is a pre-eminent global strategic communications advisory firm, headquartered in New York City with multidisciplinary experts across the world's major financial, government, business and cultural centers. The company was formed in January 2021 through the merger of the leading strategic communications consultancies Finsbury, The Glover Park Group (GPG) and Hering Schuppener.

Finsbury Glover Hering has managed some of the world's most complex and prominent communications challenges over the past three decades. With senior team members who include former journalists, lawyers, bankers, government officials and corporate communications executives with decades of experience managing communications for high-profile and high-risk situations, Finsbury Glover Hering brings to each assignment multidisciplinary teams that provide seasoned, measured and independent counsel.

Services:

Finsbury Glover Hering provides combined support in the following core practice areas:

- Crisis & Issues Management
- Transformation & Change
- Corporate Reputation & Leadership Strategies
- Government Relations, Policy & Advocacy
- Transaction & Financial Communications

Each practice is supported by research and insights, digital strategy, and design and creative solutions.

Finsbury Glover Hering's crisis & issues management practice helps clients from diverse industries mitigate risk and protect their reputations and businesses in the face of a wide range of special situations and legal matters, including:

Crisis Management

Finsbury Glover Hering is a leader in managing the complex and fast-breaking issues and intense scrutiny that arise in times of crisis. Working seamlessly with legal counsel, senior management, board members and in-house communications teams, Finsbury Glover Hering develops and executes strategic communications plans to stabilize key relationships and shape the opinions of key audiences. Finsbury Glover Hering places particular emphasis on discipline, alignment and consistency in messaging and communications to key audiences to help ensure that clients are speaking with one voice while effectively conveying a clear and compelling narrative. Finsbury Glover Hering also provides 'on the ground' support – including monitoring developments in real time and proactively communicating or responding as quickly and aggressively as appropriate.

Areas of expertise include:

- Cybersecurity and data privacy issues
- Corporate and leadership issues
- Corporate restructurings
- Financial crises
- Product liability and recalls
- Safety issues
- Environmental issues
- Labour and employment matters

Crisis Preparedness & Prevention

Finsbury Glover Hering helps organizations build the foundational skills and procedures they will need when a real crisis arises. The curriculum – tailored to each client's unique needs, priorities and corporate culture – encourages teamwork, information gathering and analytical thinking while helping to ensure clients have best-in-class systems and processes in place to respond quickly, accurately and appropriately to emerging issues, wherever and whenever they may occur.

Core components include:

- Research and audit
- Risk assessment and scenario mapping
- Process refinement and message development
- Crisis manual development
- Crisis training and simulation
- Media training

Compliance & Litigation Communications

Finsbury Glover Hering has extensive experience managing high-stakes legal and enforcement actions in multiple jurisdictions around the world, with consideration given not only to the courtroom, but also the court of public opinion. Finsbury Glover Hering works closely with clients' senior leadership, communications professionals and in-house and outside legal teams to inform, coordinate and integrate communications strategies that help mitigate future risk and support their litigation and business goals, including in:

- Government/regulatory investigations
- Foreign Corrupt Practices and RICO
- Whistleblower cases
- Product liability, wrongful death and class actions suits
- White collar defense
- Securities and financial-related litigation
- Bankruptcy and restructurings
- Corporate governance disputes
- False advertising
- IP/patent/trade secret cases
- Cybersecurity issues
- Bet-the-company litigation
- Environmental litigation
- Cross-border litigation
- Discrimination and harassment suits

PRACTICE AREAS

- Crisis & Issues Management
- Transformation & Change
- Corporate Reputation & Leadership Strategies
- Government Relations, Policy & Advocacy
- Transaction & Financial Communications

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- Employee and labor issues
- U.S. Supreme Court and Appellate cases
- Settlement and contract negotiations
- Monitorships



FTI CONSULTING

www.fticonsulting.com tel: +1 202 312 9100

Chairmen: Steve Gunby (Global), Kevin Hewitt (EMEA)

Number of employees: 6,400+

Languages: 50+ languages native or fluently spoken

Overview & History:

FTI Consulting, Inc. is a global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. With more than 6,400 employees in 29 countries, FTI Consulting professionals work closely with clients to anticipate, illuminate and overcome complex business challenges and make the most of opportunities.

The firm is an advisor to:

- 96 of the world's top 100 law firms
- 55 of Fortune Global 100 corporations
- 8 of the world's top 10 bank holding companies

Recognition:

- Who's Who Legal: Arbitration Expert Firm of the Year 2015 – 2020
- Who's Who Legal: Consulting Experts (Most Recognised), Law Business Research Ltd. (2016 – 2020)
- Best Of National Law Journal: Hall of Fame National Law Journal (2017 – 2020)
- FTI Consulting was named to Forbes magazine's list of America's Best Management Consulting Firms for the sixth consecutive year, recognized in 11 sectors and functional areas (2016-2021)

Services

Financial

FTI Consulting partners and advises with management teams, boards of directors, creditors, investors and lenders across the valuation creation life cycle to manage cash flow, liquidity forecasts, accounting and financial reporting, activist shareholders and financial communication needs. The firm's teams take an industry first approach, bringing veteran practitioners and former industry executives to bear on the most complex commercial challenges and opportunities facing companies today.

Operational

FTI Consulting helps clients across the corporate life cycle overcome operational impediments and navigate the complexities of doing business in disrupted industries. Working with executive management, boards of directors and investors, the firm provides the objectivity, datadriven analytics and hands-on solutions and develop and implement plans of action that deliver sustained results.

Reputational

FTI Consulting helps clients use their communications assets to protect, enhance and develop their business interests with key constituencies. The firm's experienced professionals can help clients manage crises, navigate market disruptions, articulate their brand, stake a competitive position and preserve their permission to operate.

Legal

FTI Consulting provides independent dispute advisory, expert testimony, international arbitration, investigative, data governance, e-discovery and forensic accounting services to the global legal community. The firm's experience in high stakes litigation and complex financial investigations enables us to get to an appropriately scaled response quickly.

Political & Regulatory

FTI Consulting and its subsidiary, Compass Lexecon, work with clients to ensure that relevant regulations are economically sound, assess whether regulatory and compliance obligations are being met, perform public policy studies, implement robust systems and controls, protect their businesses from risks associated with political change and provide confidence to all key stakeholders that their business is well-controlled. The firm's clients span from individual companies to trade associations to governmental agencies in many jurisdictions around the globe.

PRACTICE AREAS

Economic & Financial Consulting
 -Valuation
 -Claims and Disputes
 -International Arbitration
 -Securities Litigation
 -Competition Damages
 Forensic & Litigation Consulting
 -Forensic Accounting Services
 -Data & Analytics
 -Financial Services
 -Global Risk & Investigations
 -Cybersecurity
 -Insurance
 -Construction
 Technology Consulting
 -Collections and Digital Forensics
 -E-discovery Management
 -Managed Review
 -Forensic Data Analytics
 Strategic Communications
 -M&A, Crisis Communications & Special Situations
 -Capital Markets Communications
 -Corporate Reputation
 -People & Change
 -Digital & Insights
 -Strategy Consulting & Research
 Corporate Finance & Restructuring
 -Restructuring
 -Business Transformation
 -Tax Advisory
 -Transaction Services

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Transactional

FTI Consulting's definitive expertise across the deal life cycle and diverse industries enables it to maximise outcomes for its clients in acquisitions, IPOs, divestitures, integrations, carve-outs and capital markets activities. The firm advises corporate and financial clients and their advisors and regulators to structure, conduct due diligence, integrate, value and communicate all the while responding to a broad range of commercial demands. In addition, Compass Lexecon, an FTI Consulting subsidiary, works with private parties and government agencies to evaluate the likely effects of proposed mergers and acquisitions on prices, costs and competition.

KIRKLAND & ELLIS LLP

www.kirkland.com **tel:** 312 862 2000 **fax:** 312 862 2200

Number of partners: 1,214 Number of other lawyers worldwide: 1,619

Firm Overview:

Kirkland & Ellis is global law firm with approximately 2,900 attorneys representing clients in private equity, M&A and other complex corporate transactions, litigation and dispute resolution/arbitration, restructuring, and intellectual property matters. The firm has 17 offices around the world: Austin, Bay Area, Beijing, Boston, Brussels, Chicago, Dallas, Hong Kong, Houston, London, Los Angeles, Munich, New York, Paris, Shanghai and Washington, D.C.

Environmental, Social and Governance (ESG):

With ESG considerations increasingly influencing the flow of capital in the global marketplace — particularly in light of 2020 data showing outperformance of ESG investments and likely regulatory tailwinds in the US under the Biden administration and across the globe — Kirkland's ESG and impact practice group provides clients with sophisticated, multidisciplinary advice and state-of-the-art market intelligence as they navigate the opportunities and challenges related to ESG and impact investing across the investment and operational life cycles.

Building upon Kirkland's long-standing commitment to corporate social responsibility and sustainability, the firm's ESG and impact practice group serves as a strategic partner to clients, working with them to develop strategies tailored to their unique circumstances and goals. By integrating ESG into all aspects of its best-in-class transactional practice, Kirkland helps investors, lenders and companies implement ESG policies and commitments, comply with regulatory and contractual obligations, and achieve market best practices across their operations, in order to enhance relationships with key stakeholders, generate long-term value and achieve sustainability objectives.

More so now than ever, client needs are constantly evolving. As the investment and business communities work to adapt to the impacts of COVID-19, the initiatives of the new administration, and global focus on social justice, Kirkland is leading the development of a multidisciplinary solution designed to promote resilient, long-term client success through ESG integration.

Crisis & Risk Management:

In an era of real-time reporting, social media, Twitter, and a 24-hour news cycle, the need for rapid, coordinated response during a crisis is critical as legal risks are closely intertwined with reputational risks. It is no longer an option to stay quiet and crafting an appropriate message is more important than ever. Words matter. Tone matters. Risks abound. And public facing communications can impact relationships and outcomes with customers, regulators and courts. Simply put: legal communications now form a large and important part of the legal services clients need today.

Boards of directors and officers of the world's leading corporations turn to Kirkland's Crisis Response practice group to provide the experience and skills needed for mitigation and proactive engagement during these modern times of legal and reputational crisis. As a leading global firm handling some of the world's largest and most complex legal crises, clients depend on Kirkland's SWAT team approach to help resolve and mitigate what can quickly develop into enterprise-level risks.

Kirkland's experienced multidisciplinary team works hand-in-hand with clients to address, advise on and respond to a broad range of issues, including those relating to worldwide multi-jurisdictional crises, federal and state criminal and regulatory inquiries, shareholder activism, #MeToo, Congressional inquiries, internal investigations, cybersecurity, environmental events, restructuring matters and corporate governance challenges. By leveraging the extensive experience of partners across the Firm and across party lines, along with Kirkland's forward-looking, strategic focus, Kirkland provides a holistic, deep bench of attorneys with the most relevant and current knowledge to help guide clients through these legal crises.

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KIRKLAND & ELLIS

THE LEVINSON GROUP

www.mollylevinson.com tel: +1 (202) 244 1785

Overview & History:

The Levinson Group (TLG) is a strategic communications and public relations firm that is widely known for its work in high-profile crisis and litigation communications. Founded in 2013 by Molly Levinson, TLG has provided strategic advice, crisis and issues management, and reputation management for C-suites, boards of directors, corporations, non-profits, and other high-profile individuals and organizations. TLG frequently partners with top law firms and lawyers on their most critical matters.

The team's collective decades of experience in both the public and private sectors – including in media, government, political and corporate spheres – enables TLG to offer a nimble, knowledgeable, and creative communications practice that provides behind-the-scenes, strategic counsel to clients on their highest-stakes matters.

Services:

TLG has a track record of integrating seamlessly with the day-to-day culture and ethos of its decision-focused, deadline-driven, public-facing clients. TLG has collaborated with top law firms across a wide range of industries.

Litigation Communications, Crisis Management, & Government Response:

TLG works hand-in-glove with legal and communications teams to ensure that communications efforts bolster clients' reputational and business objectives.

Issues Management:

TLG has significant expertise in reaching audiences and media outlets to shape policy or issue-based outcomes. Working smartly requires a concentrated effort to set forth current, clear, and consistent messages that reinforce arguments and cut through noise.

Media Relations & Strategic Positioning:

Uniquely integrating rapid response efforts on behalf of firms and clients, TLG works with leading journalists from top-tier outlets on a daily basis to help shape reputational outcomes and position companies and their leaders for success.

Media Training & Preparation for Congressional Testimony:

Drawing on decades of experience producing interviews and award winning news programs with heads of state, top policymakers, CEOs, A-list celebrities, gold medal athletes and the full range of newsmakers, TLG is often called upon by clients to prepare for their highest-profile presentations and media engagement. TLG also frequently partners with lawyers to prepare clients and help them navigate congressional inquiries and testimony.

SERVICES

Strategic Communications & Reputation Management
Public Affairs & Issues Management
Litigation Communications Expertise & Legal Support
Media Training and Preparation for Congressional Testimony
Media Relations

OFFICES

USA:
NEW YORK
WASHINGTON

Law Firm Public Relations, Marketing, & Business Development:

TLG develops strategies designed to convey a broad-based narrative about law firms and their talented lawyers – allowing clients, potential clients, and prospective talent to recognise the unique expertise and culture at a firm beyond its most well-known partners.



MINTZ GROUP

www.MintzGroup.com tel: +1 855 594 2130 / +44 (0)20 3137 7004

Founder: Jim Mintz

Number of employees: 300+

Languages: 30+ languages

Overview & History:

Mintz Group is a global investigations firm that gathers information before relationships, during disputes and after frauds. The firm specialises in tracing assets around the world.

The firm has extensive experience tracking the assets of governments, companies and people across the globe, having worked as the lead investigator in some of the largest global asset investigations in recent years. Its asset-tracing cases are invariably multi-layered and cross-border, working at each junction of the dispute process to inform strategy and realise success.

Over the past 25 years, Mintz Group has honed its evidence-based, collaborative approach to investigations to support and enhance its clients' enforcement and monetisation strategies – providing clarity in a complex world.

Headquartered in New York City, the firm has a team of more than 300 professionals in 16 offices across eight time zones, speaking over 30 languages. Founded by Jim Mintz in 1994, Mintz Group has successfully conducted 45,000+ investigations in over 120 countries working with litigators across all practice areas. The firm's clients include the largest global law firms, corporations and investment firms.

With a single-minded focus on investigations, Mintz Group has developed a uniquely transparent and practical approach to fact gathering, conducting investigations quickly, quietly and cost-effectively to 'follow the money' to trace and help recover assets. During disputes and after allegations the firm finds admissible evidence that law firms and in-house counsel need to prevail, whether in court or at the negotiating table. The firm works to gather evidence for litigations:

- **During disputes** the firm finds admissible evidence that law firms and in-house counsel need to prevail, whether in court or at the negotiating table. Often its investigations 'follow the money' to trace and help recover assets
- International Arbitration
- Asset Tracing & Recovery
- Bankruptcy
- Commercial Litigation
- IP Litigation/Brand Protection
- White Collar Criminal Defense
- **After allegations** the firm finds undisclosed business relationships to investigate fraud, and it regularly assists counsel with anti-corruption (FCPA, etc.) investigations.
 - Fraud
 - Bribery/FCPA/UK Bribery Act
 - Antitrust
 - Employment Law/Workplace Misconduct
- **Before transactions** for business deals, the firm conducts due diligence investigations into the backgrounds and reputations of companies and their executives.
- **Before hires and appointments** the firm are the partner of choice for employee screening to in-depth vetting of executive and board candidates.

Why Litigators Choose to Work with Mintz Group:

- Deep knowledge of the litigation process, tools, strategies and evidentiary needs
- Proven methodology that adheres to ethical obligations and ensures findings can go on the record
- Experience gathering evidence to be used in courts in hundreds of jurisdictions
- Global reach with cultural fluency and boots on the ground
- Clear, well-documented reports that speak to client priorities and strategies
- Expertise to provide insightful analysis and interpretation of complex fact patterns
- Continuous innovation of our methodologies and use of digital tools

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NARDELLO & CO.

www.nardelloandco.com tel: +1 212 537 5300

Chairman: Daniel Nardello

Number of employees: 75

Languages: *Arabic, Armenian, Cantonese, English, French, German, Italian, Japanese, Korean, Mandarin, Persian, Portuguese, Russian, Spanish, Turkish, Urdu*

Overview & History:

Founded in London in 2003 by former US federal prosecutor Daniel Nardello, Nardello & Co. is a global investigations firm that handles matters including civil and white collar criminal litigation and arbitration support, due diligence, anti-corruption & fraud investigations, asset tracing, activist defense, strategic intelligence and political risk assessment, computer forensics, monitorships, and compliance. It has offices in New York, London, Washington DC, Hong Kong, Tokyo, Milan, and Dubai. Nardello & Co.'s staff includes former US federal prosecutors, US and international lawyers, former law enforcement personnel and intelligence operatives, research analysts, former journalists, financial crime specialists, and computer forensic experts. The firm remains independently owned, allowing it to focus on complex investigations rather than commoditised work. Reflecting the firm's adherence to the highest ethical standards, it teaches a CLE course on ethical considerations in retaining private investigators.

Services:

Litigation & Arbitration Support, including White Collar Criminal Defense:

The firm takes a creative approach, finding thoughtful solutions tailored to its clients' legal strategies. Its services include: discovering and analysing information and intelligence to realise its evidentiary potential; identifying impeachment material for cross-examination; locating and interviewing potential witnesses; finding background information when public records are unavailable; investigating credentials of expert witnesses; tracing assets; documenting undisclosed links between subjects and witnesses; and analysing data files using digital forensic methodologies. A premier investigative firm for white collar defense practitioners, Nardello & Co. works with defense counsel to create investigative strategies to challenge the government's case and bolster defense theories.

Activist Defense:

Nardello & Co. has unparalleled experience assisting corporations in proxy battles and defending them against activist funds. Its work is informed by its experience in high stakes litigation. The firm identifies information about adverse parties that corporate clients use in activist and proxy matters. This includes uncovering conflicts of interest or undisclosed liabilities, conducting due diligence to expose potential vulnerabilities of director nominees, and identifying undisclosed relationships to establish adverse parties are acting in concert.

Asset Tracing:

Nardello & Co. offers a range of asset tracing services. The firm has sought assets held by individuals involved in civil disputes, sovereign assets, and assets hidden by deposed leaders. Nardello & Co. traces difficult-to-find assets with greater efficiency than firms that employ a one-size-fits-all methodology. It can pick up a financial trail that's been cold for an extended period of time, making their team an essential litigation ally.

Anti-Corruption & Fraud Investigations:

Nardello & Co.'s dedicated anti-corruption and anti-fraud practice is composed of multilingual in-house staff and field investigators. The firm brings an unusual perspective to these matters as one of the few firms that has conducted pre-transaction FCPA due diligence, FCPA internal investigations, and litigation support in the context of an FCPA criminal defense matter. Employing a mix of sophisticated technology, digital forensics, and proven investigative techniques, it gets results in everything from internal investigations to litigation support.

Other Services:

Nardello & Co.'s other services include due diligence, political risk & strategic intelligence, digital investigations & cyber defense, monitorships & independent investigations, and compliance.

PRACTICE AREAS

Crisis & Issues Management
Transformation & Change
Corporate Reputation & Leadership Strategies
Government Relations, Policy & Advocacy
Transaction & Financial Communications

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Nardello
WE FIND OUT  **Co.**

PAUL, WEISS, RIFKIND, WHARTON & GARRISON LLP

www.paulweiss.com tel: +1 212 373 3000 fax: +1 212 757 3990

Chairman: Brad S. Karp

Number of employees: 1,834

Overview & History:

Paul, Weiss, Rifkind, Wharton & Garrison LLP is a firm of more than 1,000 lawyers with diverse backgrounds, personalities, ideas and interests who provide innovative and effective solutions to clients' most complex legal and business challenges. The firm represents some of the world's largest publicly and privately held corporations and financial institutions, asset managers and entrepreneurs, as well as clients needing pro bono assistance.

Services:

Crisis Management:

Paul, Weiss's crisis management team helps clients stabilise their situation and resolve problems quickly, effectively and holistically when legal, congressional, shareholder/investor and public relations challenges converge, threatening operations, brand and reputation. The firm advises clients on a broad spectrum of legal needs, including attacks by activist shareholders; preparation of executives for public testimony, government investigations and congressional interviews; sensitive cyber and data privacy incidents; scrutiny of corporate transactions; whistleblower allegations; alleged employee or management misconduct or criminal and regulatory matters; unfavorable media exposure or commentary; crises related to environmental, social and governance issues; and catastrophic litigation outcomes.

The firm has safely guided US and non-US public and privately held companies, financial institutions and asset management firms, boards and management teams through all manner of crises. Offering a coordinated approach, the firm's crisis management team quickly identifies key tactical issues and provides practical, commercial guidance that minimises legal, financial and reputational risks, focusing both on rapid-response protective measures in the critical first hours and longer-term mitigation strategies, including building resilient compliance systems.

Where negative information is not yet public, the Paul, Weiss team is often able to resolve matters in a confidential way to ensure privacy and limit reputational exposure. The firm also frequently leads fast-moving and sensitive internal investigations, enabling clients to take informed action to mitigate fallout. In situations that are already public, the team leverages experience with the press and before Congress, inspectors-general, and multiple law enforcement and regulatory agencies.

The Paul, Weiss crisis management team is unparalleled in experience. Several members have held top roles in government, including a former Secretary of Homeland Security; a former U.S. Attorney General; a onetime head of communications to former Sen. Hillary Clinton; a former top member of Special Counsel Robert Mueller's office; the architect of the modern Foreign Corrupt Practices Act; and former senior officials at the White House, the U.S. Department of Justice, the U.S. Department of the Treasury, the Securities and Exchange Commission, and the New York Attorney General's Office, among others. The team also includes nationally recognised corporate and litigation lawyers who are frequently sought out by boards and executives for their deep crisis management experience and advice.

PRACTICE AREAS

Litigation/White Collar & Regulatory Defence:

- Securities
- Antitrust
- Supreme Court & Appellate Litigation
- Intellectual Property
- M&A Litigation
- Anti-Corruption & FCPA
- Product Liability
- Cybersecurity & Data Protection

Transactional:

- Mergers & Acquisitions
- Private Equity
- Finance
- Capital Markets
- Investment Management
- Transactional IP
- Corporate Governance
- Tax
- Executive Compensation
- Restructuring
- Real Estate
- Sustainability & ESG
- Pro Bono

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BAY AREA

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REEVEMARK

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CEO: Brandy Bergman

Number of employees: 16

Languages: *English*

Overview & History:

Reevemark is a New York-based strategic communications firm with unique expertise guiding clients through complex, value-determinative matters involving litigation, reputation management and crises. Reevemark is led by five former managing directors of Sard Verbinen: Brandy Bergman, Hugh Burns, Paul Caminiti, Delia Cannan and Renée Soto. Four of the Founding Partners are former practicing lawyers, including a prosecutor, criminal defense attorney, corporate attorney and civil litigator. Reevemark has grown to 16 employees, including individuals with backgrounds in law, business and public affairs.

For more than 20 years, Reevemark's founders have helped clients prepare for, navigate and communicate effectively around critical reputational challenges including legal and regulatory matters, complex commercial litigation, bankruptcies and restructurings, proxy contests and shareholder activism, M&A and other complex financial transactions, short seller attacks and issues of workplace misconduct. Given their legal backgrounds, Reevemark's senior team is uniquely positioned to work alongside top legal advisors to help companies communicate across multiple constituencies while simultaneously managing legal and reputational risks.

Main Areas of Practice:

Crisis & Reputation Management

From DEI and #MeToo issues to cyberattacks, financial reporting and personnel issues, Reevemark's founders have guided clients through some of the most high-profile, sensitive and brand-impacting matters over the last two decades. Reevemark works closely with clients and their legal and financial advisors to provide strategic counsel that best positions the client in the media and with investors. The team identifies the most likely scenarios and develops and executes a crisis plan to ensure that messages reach all critical stakeholders and executives are prepared for the toughest questions. Reevemark also provides live support to clients, including coordinating all internal and external communications, including media interactions, monitoring traditional and social media, gauging sentiment, and assessing the potential need to refine or augment communications.

Litigation & Regulatory Matters

Led by four lawyers, Reevemark's experience in bet-the-company litigation matters is unrivalled. Reevemark principals have helped public and private companies, professional service firms, and other organizations navigate high-stakes legal matters including:

- Complex commercial litigation, IP
- Civil and criminal investigations and actions (SEC, DOJ and State AGs)
- Employee discrimination, harassment, and EEOC investigations
- FCPA, antitrust, CFIUS and environmental
- Class actions, MDLs

Reevemark works closely with legal counsel and internal and external teams to develop compelling, concise and cohesive communication materials for key constituencies. The team's legal backgrounds and vast experience sets Reevemark apart from other firms and ensures that the communications, media and legal strategies are aligned.

Representative client engagements include:

- Urban Air Mobility company Archer in patent litigation against Wisk
- Tinder founders in their lawsuit against Match and IAC
- TAL Apparel in its lawsuit against the former owners of Brooks Brothers
- McKinsey & Co around its opioid-related settlement with state AGs
- Brandywine fund manager Friess in proxy fight and shareholder litigation against AMG Funds
- Chapter 11 proceedings for Chesapeake Energy, Gulfport Energy, Bristow, Payless, and Fred's
- J.R. Simplot in regulatory investigations regarding improper conduct by a former employee
- Simon Property Group in \$9B merger litigation against Taubman Centers
- Away co-founder Steph Korey around reputational issues
- Hilaria Baldwin around reputational matters
- Representation of Pollen/JusCollege in connection with a COVID-19 outbreak in Texas following a Spring Break trip to Mexico
- Recently-pardoned engineer at center of Uber/Google self-driving technology fight, Anthony Levandowski around 2019 DOJ trade secret indictment
- H.I.G. portfolio company Lionbridge in litigation against TransPerfect
- Kainos Capital in a dispute between its founders
- Sorrento on its lawsuit against NantCell, Inc. and Patrick Soon-Shiong
- A Fortune 500 U.S. financial institution on international litigation
- A leading middle market private equity firm on litigation with a co-founder

PRACTICE AREAS

Crisis & Reputation Management
Litigation & Regulatory Matters
Bankruptcies & Restructurings
Governance & Shareholder Activism
Corporate Transactions
Media & Investor Relations

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- Fortune 500 financial institution on earnings issues and management change
- Top professional services firms on legal and reputational matters
- Former New York Attorney General Eric Schneiderman

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SARD VERBINNEN & CO (SVC)

www.sardverb.com tel: 212 687 8080 email: inquiries@sardverb.com

Co-Founders and Co-CEO's: George Sard and Paul Verbinnen

Chairman: George Sard

Number of Employees: 250

Languages: *English, Spanish, French, Italian, Arabic, Portuguese, Greek, German, Korean, Mandarin, Cantonese, Farsi*

Overview & History

SVC is a recognised leader in strategic communications with over 30 years of experience providing clients with advice and services to support reputation and drive long-term value, often in connection with critical issues and transformative events. The firm specialises in high-stakes situations, including crises, litigation, large-scale transactions, high-level management changes, proxy contests, data breaches, corporate transformations, and other sensitive reputational, financial and legal issues. SVC comprises more than 250 communications professionals who bring extensive experience in helping clients navigate a vast array of crises and special situations and communicate effectively with all key stakeholders, including journalists, investors, analysts, employees, lawmakers and regulators. SVC also supports clients on an ongoing basis to support long-term corporate positioning and communications programs.

Crisis & Special Situations:

SVC's crisis and special situations practice provides candid, pragmatic counsel to clients experiencing or anticipating a wide range of crises and special situations. While not every crisis can be avoided, SVC helps clients ensure that any crisis is managed with speed, integrity and accountability to minimise the negative impact. And treated as an opportunity to improve company policies and operations, strengthen or rebuild brands, and invest in more productive relationships with key stakeholders.

While the firm draws upon its broad base of experience advising clients on a wide range of crises, SVC provides bespoke counsel and strategies to meet the specific needs of fast-moving crisis situations and to manage perceptions of all major stakeholders as a specific crisis evolves. The firm's role includes strategy development and ongoing counsel, research and message testing, preparation of multi-audience communications and engagement strategies, development and execution of social media and digital programs, media relations, investor relations, on-site support, and post-event reputation tracking.

Over the years, SVC's team has supported clients navigating a variety of sensitive issues, including shareholder activism; corporate takeovers; bankruptcy; accounting/liquidity issues; product recalls; supply chain issues; union/labor issues; high-profile executive transitions/departures; sexual harassment and other employee misconduct; large-scale layoffs; data breaches and other cyber-incidents; injuries, fatalities and workplace violence; fraud; litigation; and other matters attracting heightened scrutiny from key stakeholders, including the media, investors, analysts, employees, business partners, lawmakers and regulators.

The Team:

Advising clients on crises and other situations that threaten reputation is a core practice area in which every single leader on SVC's team excels. Unlike most of its peers, we bring distinctive, substantive expertise and experience to highly-specialised situations that require it. The team includes former investment bankers and equity analysts to advise on M&A transactions, shareholder activism, proxy contests and other financial events. A former bankruptcy attorney leads the bankruptcy practice and a former cybersecurity attorney leads the cyber practice. Former proxy advisors on the team provide strategic counsel on corporate governance issues and shareholder engagement and activism.

Key Differentiating Factors:

Global Platform: SVC has offices in North America, Asia and Europe, allowing SVC to manage crises requiring 24/7 management and response on a global scale and across time zones. This is important in complex, multinational crises with multiple stakeholders and reputational ripple effects in regions with diverse cultures and methods of communication.

Fluency with Legal Issues: Most of the crises on which SVC advises have a strong legal element. Law firms often refer to the firm into situations, and then retain us on behalf of clients to extend attorney-client privilege and work-product confidentiality to SVC's work. Every senior member of the SVC team has extensive experience working alongside attorneys in a crisis, and many of the team members are attorneys.

Public Affairs: To advance SVC's clients' goals in policy and regulatory matters, our public affairs group works seamlessly alongside lobbying, legal and other advisor teams. SVC's public affairs practice draws upon decades of high-level govern-

PRACTICE AREAS

Crisis & Special Situations
Corporate Positioning
IPOs & SPAC Transactions
Mergers & Acquisitions
Restructurings & Bankruptcies
Cybersecurity & Data Privacy
Litigation Support
Public Affairs
Activism, Corporate Governance & Shareholder Engagement
Environmental, Social & Governance
Employee & Transformation Communications

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ment, political campaign and policy experience to provide fully integrated communications counsel in high-stakes policy matters.

Employee & Transformation Communications:

Advising clients on communicating with employees has been a staple of SVC's counsel since its founding. But in 2020, SVC launched a new employee and transformation communications practice dedicated to helping clients communicate with and effectively engage this essential stakeholder group, which is vital in times of crisis and post-crisis rebuilding.

Strong Media Relationships: During crises, it is essential to have access to influential voices to help shape the narrative. SVC's decades of experience and the breadth and depth of SVC's assignments have bred close media contacts at every mainstream publication, broadcast and cable network, and digital outlet.

Digital Capabilities: SVC's services are supported by its dedicated digital communications group comprising skilled digital analytics, social media and website and graphic design experts. SVC leverages this in-house expertise to help clients amplify their messages through integrated digital and social strategies, target relevant audiences online and monitor and respond to potential issues across channels.

