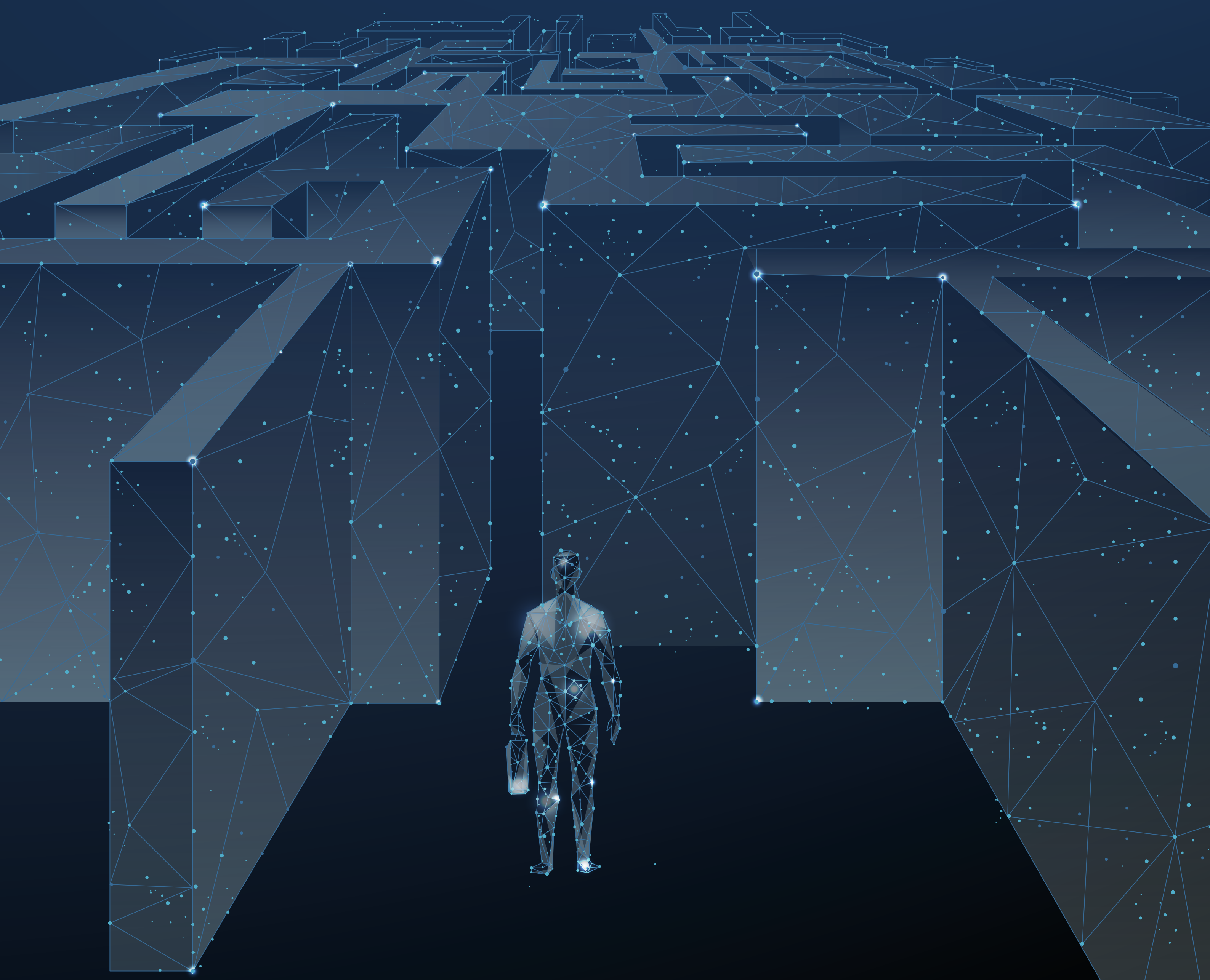
RESILIENCE BAROMETER®
ASIA



Rebuild **Resilience.** Protect **Value.** Deliver **Growth.**

EXPERTS WITH IMPACT™

FTI CONSULTING

Contents

Introduction

As the world's financial, political and social landscapes continue to shift, businesses face an increasingly complex and interconnected range of strategic challenges to their security and growth. From technological transformation and regulatory investigations to financial crime and employee wellness, new threats continue to emerge across every area of business, and within every jurisdiction in which G20 companies operate.

Yet whilst the nature and severity of these threats may change, ebb and flow, the way in which businesses can best mitigate growing risk remains consistent – and that is by being prepared.

By demanding 360-degree insights into the environment within which they operate, businesses can anticipate the challenges and opportunities they may face and can ensure their resilience.

Every day, FTI Consulting works with clients around the world to understand their specific challenges – helping them to anticipate from where and when threats may emerge, thereby empowering them to establish greater resilience.

Since the last FTI Consulting Resilience Barometer, businesses have continued to be considerably affected by the COVID-19 pandemic – our data shows that 58% of G20 companies have seen a reduction in their revenue and headcount since the start of the crisis.

Businesses are also facing broader disruptions, with public scrutiny and investigations becoming a major concern for business leaders. Our research shows that G20 companies are under increased pressure to integrate technology, strengthen reputations and improve Environmental, Social and Governance ("ESG") policies, programs and commitments. 83% of G20 companies expect to be investigated in the next 12 months.

Therefore, whilst both the primary and knock-on effects of the pandemic will continue to be felt over the next 12 months, businesses must also ensure other areas of risk – such as investigations – are given serious focus.

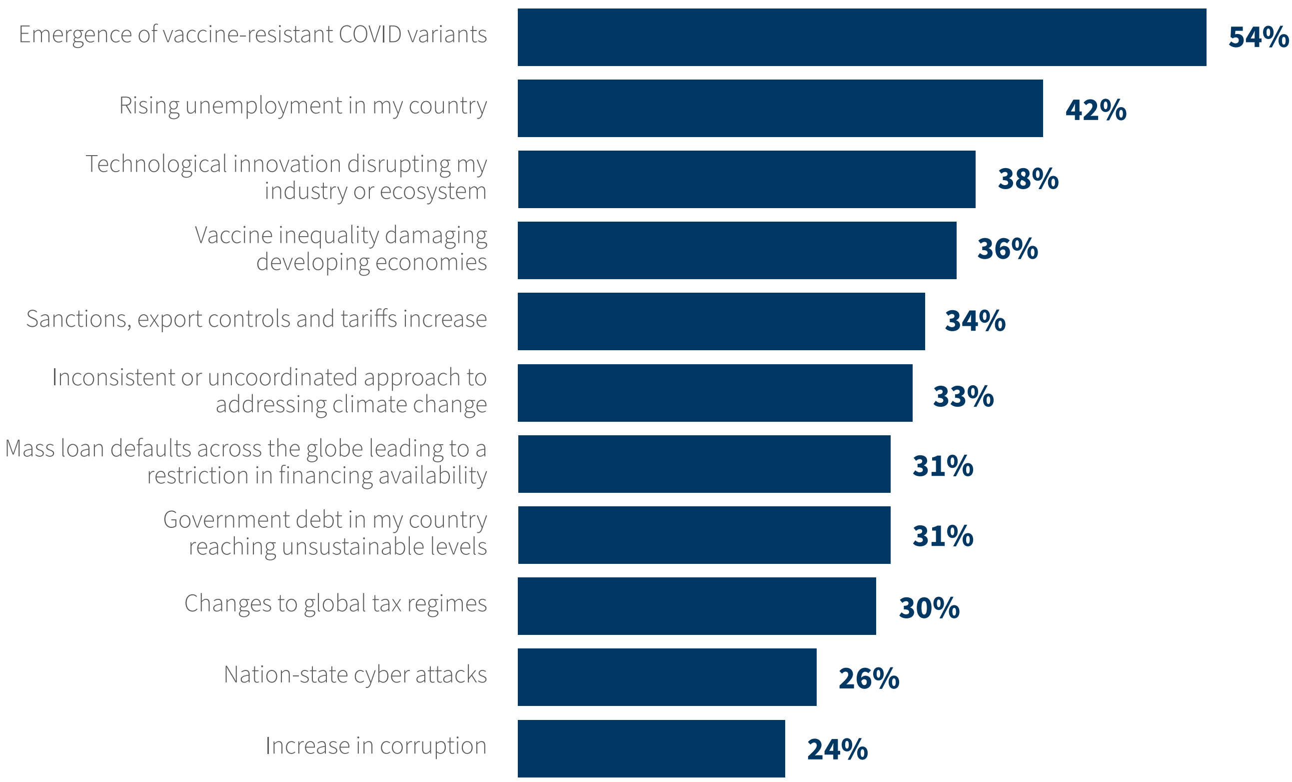
Despite these demands, there is a growing sense of optimism amongst business leaders, with more G20 companies returning to growth in 2021. Those businesses that invest in resilience hold the key not only to delivering on a sustainable basis for their stakeholders, but to the ability to strongly rebound, innovate and accelerate growth.

In this report, we share our insights into the challenges that G20 businesses will face over the coming 12 months. We hope that providing these insights will help more businesses begin to better understand and navigate their own challenges, uncertainties and potential for growth.

STEVEN H. GUNBY
President and Chief Executive Officer
FTI Consulting

C-suite concerns

PROPORTION OF ASIAN COMPANIES THAT ARE CONCERNED BY THESE SCENARIOS



CONCERNS FROM AROUND THE GLOBE:

- **42%** of Chinese companies report that they are concerned by the prospect of technological innovation disrupting their industry – compared to a G20 average of 26%
- Argentinian and Russian respondents are the most likely to be concerned by an increase in international sanctions or tariffs (**43%**, compared to just 30% across the G20)
- Only **16%** of South Korean respondents are concerned by the prospect of nation state cyber attacks; compared to 25% of G20 countries overall
- In the European G20, French companies are the most likely to be concerned by rising unemployment (**31%**)

“Faced with a global crisis, the world has experienced a level of disruption and business risk that has been unprecedented in recent times. It is therefore no surprise that 89% of our Asia respondents believe that their business model needs to fundamentally change in order to maintain or restore competitiveness. Some companies have struggled, whilst other have adapted and innovated. The difference is resilience.”

JON ROWELL
Leader, Asia & Caribbean

Asia business leaders outline post pandemic priorities

Asian economies have suffered at the hands of COVID-19 perhaps longer than any other region in the world. The first to introduce lockdowns and the last to emerge with various restrictions on business and travel still in place, China in particular is steadfast on its zero COVID policy.

As Asia emerges from the impacts of the virus, we analyse data points from over 745 business leaders to spotlight priorities they will focus on moving forward in order to generate growth and build resilience.

97% of companies in Asia are planning to adopt a hybrid working model:

- 88% of organisations either are being or expect to be investigated in the next 12 months
- 85% of respondents use AI and analytics to monitor for risk scenarios
- 90% of companies report that their employees are more aware of cyber threats than 12 months ago.

KEY THEMES OUTLINED BY ASIAN BUSINESS LEADERS TO GENERATE GROWTH AND BUILD RESILIENCE

- Resetting the Asian business model
- A new era of public scrutiny
- Growth through sustainability
- Digital ecosystems
- Embracing data and artificial intelligence
- Safeguarding digital assets
- Getting ahead in a buoyant M&A market
- Attack of the SPACs

Resetting the Asian business model

The pandemic has affected large areas of the economy, with businesses struggling, and often failing, to maintain profitability and headcount at existing levels. As the region leaves this disruptive period behind, executives are aware they need to make decisions about restructuring their business models and supply chains so that they can adapt to a changing world.

While dealing with current day-to-day demands, executives are conscious that the business models of the future will not be the same as the present and that in one area at least – supply chains – things may have to change forever.

ASIA HIGHLIGHTS:

51%

have had to implement greater cashflow management strategies

89%

believe the pandemic means their company's business model will have to change to maintain or restore competitiveness

39%

have sought refinancing or restructuring in the last year

64%

say this period has permanently disrupted their supply chains

77%

of businesses say COVID-19 has caused long-term damage to their industry

-17% Turnover

-16% Headcount

31%

of businesses have been hit with revenue losses of **30%** or more

VINCENT FOK
Corporate Finance & Restructuring, Asia

"Turnover within businesses in Asia surveyed, has decreased by 17% from pre-pandemic levels, with headcount down by 16% in the same period. It would be easy, but inaccurate, to attribute COVID-19 entirely for this state of affairs. Policy makers have also played a role. In China, for example, the government has sought to exert more control over the economy. In recent months, it has stepped up its regulation of sectors such as education, gaming and real estate. As a consequence we have seen failures in these sectors. China Evergrande is a particularly high profile example that has worldwide observers.

As a way of coming back from profit shocks and imperatives to shed staff, Asian corporate executives are realistic that business as usual is probably no more. In fact, significantly 89% of the respondents believe the pandemic means their company's business model will have to change to maintain or restore competitiveness, and 64% say this period has permanently disrupted their supply chains."

BILL HE
Business Transformation, Asia

"Previously, the world was more collaborative. You manufactured where your costs were competitive and sold where you could get the highest prices and make the most profit. That usually meant China to manufacture and the US to sell.

Now supply chains are seen to be long and vulnerable to disruption. In the new world, you will likely manufacture where you can diversify risk, eg, China + 1 other location.

But, like the reasons for company downturns, COVID-19 is not the only explanation for the root-and-branch changes to supply chains that are under way. The US-China trade war has contributed too, as companies assess their vulnerabilities and how to address them. But whether it is sensible or logical to move manufacturing permanently remains to be seen.

Countries that companies are moving to include Vietnam and Cambodia, which are still developing their infrastructure and this may create logistical problems of its own."

A new era of public scrutiny

Socio-economic fault lines exposed by COVID-19 are creating an unforgiving marketplace, with companies under scrutiny from governments and the public as to their business practices and behaviour.

In Asia, 88% of organisations either are being or expect to be investigated in the next 12 months in respect to business conduct and the treatment of customers and their data, sustainability and ESG practices, and the relationship with public bodies and government contracts.

29% report that they are currently experiencing market dominance investigations, or expect them in the next year.

Class actions spotlight

- 77% of companies agree that class actions and mass claims are becoming more costly for their business. 31% strongly agree that this is the case.
- 56% of companies claim they are either mainly reactive when it comes to managing class actions, or do not manage the risk at all
- 40% of companies manage regulatory risk mainly proactively

TOP EXPECTED AREAS FOR INVESTIGATION IN ASIA

In which of the following areas is your company being investigated or expecting to be investigated in the next 12 months?

Sustainability / ESG practices **39%**

Relationship with public bodies / government contracts **36%**

Financial crime and sanctions compliance **34%**

Business conduct and treatment of customers **33%**

Use of third party data or data privacy **33%**

Tax practices **32%**

Use of state aid and government support **31%**

Market dominance and anti-trust concerns **29%**

Fraud and/or financial misstatement **28%**

COMPANIES FACING SIGNIFICANT INCREASE IN COST OF CLASS ACTIONS AND MASS CLAIMS

Top 3

55% India

39% Indonesia

29% China

Bottom 3

21% Japan

21% South Korea

23% Malaysia

Leaders			Lowest	
Malaysia	72%	Identify potential crises and assess crisis preparedness	Japan	38%
India	58%	Update our business continuity plans	China	49%
Malaysia	58%	Preperation of leadership teams to manage unexpected crises	Japan	39%
China	51%	Conduct regular 'health checks' on supply chain	Japan	41%
India	49%	Increase in compliance spend	Singapore	36%
China	54%	Proactive audit of 3rd party data usage	South Korea	24%
China	63%	Assess cybersecurity program including policies, procedures and technology	Malaysia	47%

Under media scrutiny

Adjacent to this evolving landscape of governmental and public scrutiny is an increase in media scrutiny, which is a growing area of C-suite concern.

There is unprecedented pressure on companies and their staff over the past 12 months. Organisations in Asia expect post-pandemic employee wellbeing to be the most highly scrutinised area (44%) by the media over the next 12 months.

Additionally, business leadership conduct, tax, aid, financial crime and litigation are the other key areas in which companies in Asia expect media scrutiny over the next 12 months. A quarter of organisations are expecting it in relation to litigation or class actions.

EXPECTED AREAS FOR MEDIA SCRUTINY

44% Post-pandemic employee wellbeing

43% Sustainability and environmental impact

40% Data privacy

37% Diversity, inclusion and equality

35% Cyber attacks

GINO BELLO
Technology, Singapore

"The ever-changing landscape will put the onus on companies to take a proactive stance to prepare for a new era of public scrutiny and potential investigations that might follow either at the demands of the regulators or other concerned stakeholders.

Leveraging new technologies and data and analytics can help companies mitigate the risk of future crises. Take data, for example, and how it is kept, protected and accessed, particularly if and when a company is subject to an official investigation.

Even before the pandemic forced a shift to remote work, the data footprint of companies was growing and diversifying. Working from home might have introduced more flexibility into people's working lives, but it has also expanded the opportunity for data theft by increasing the number of distinct areas where data is stored.

The last year has accelerated what was already in progress, forcing management and legal teams to adapt much faster than anticipated to emerging risks and challenges to how they deal with information governance, e-discovery and investigations. More change is inevitable so businesses will need to continue to evolve their strategies and processes to keep up with best practices.

If a company is to be prepared for this kind of detailed examination, taking proactive risk mitigation measures can actually serve as an opportunity to add business value."

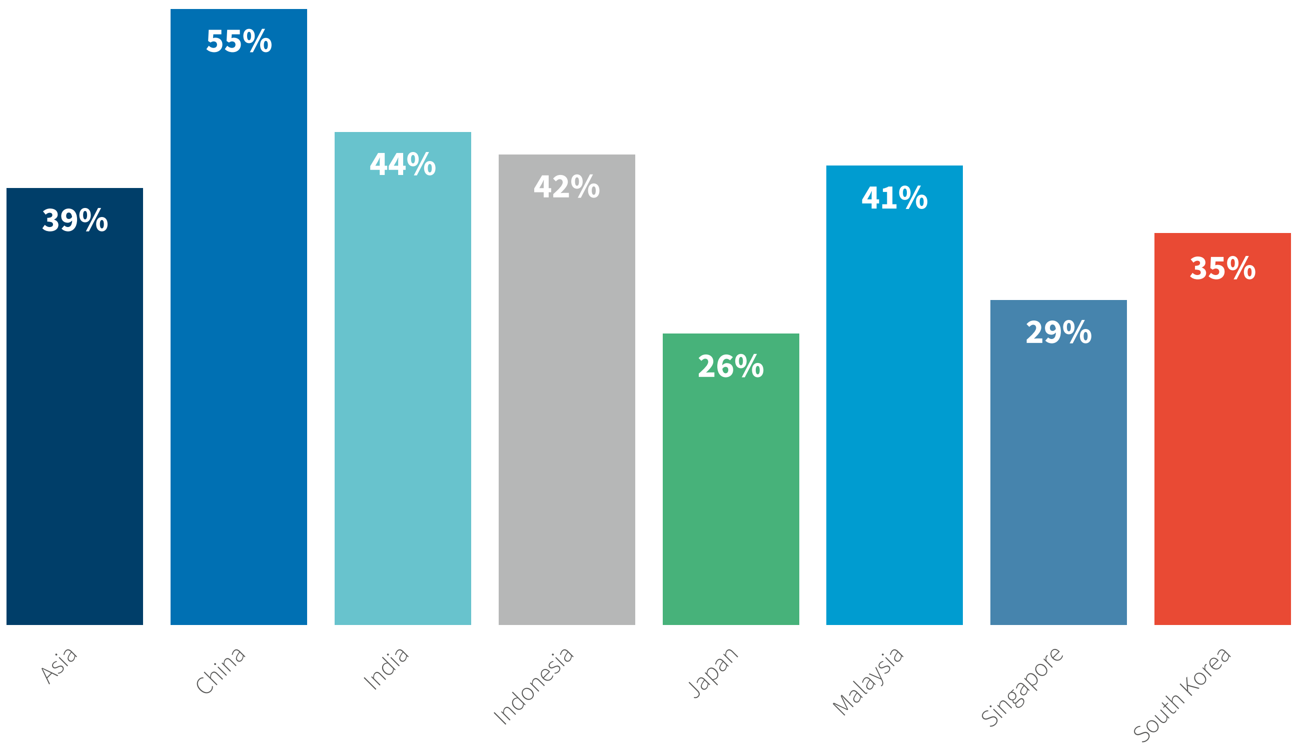
Growth through sustainability

A particular focus of public scrutiny is the demand from all stakeholders for greater accountability on a range of issues but none more so than in the space of Environmental, Social and Governance (ESG). Companies in Asia are no exception. The looming threat of climate change, a focus of the recent COP26, and the legislative and regulatory steps that different countries are taking to combat it are impacting global markets, with businesses pressured to be compliant with local or international ESG standards. Asia, in particular, is critical to international supply chains, and businesses are under pressure to provide transparency into issues such as human rights and migrant worker standards.

It has meant that more and more boards, leadership teams and CEOs are focusing this year on how to better understand and manage their key ESG risks, develop policies and standards and integrate ESG into their overall business strategy.

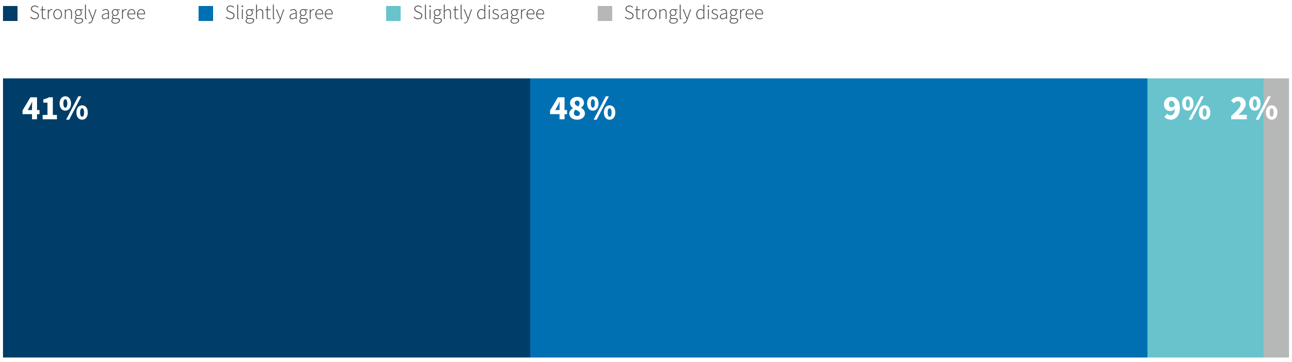
- 87% of respondents reported spending more resources on ESG as part of their sustainability strategy
- 31% of respondents predict that ESG and sustainability developments will harm their company in the next 12 months
- 39% of companies are being investigated in relation to sustainability and ESG – or expect to be in the next year
- 89% of companies now view ESG as a strategic opportunity they cannot afford to ignore, rather than a risk to mitigate
- 39% expect to conduct M&A in the next year to improve their ESG position

INVESTIGATION LEVELS CONCERNING ESG ARE HIGH



ESG IS SHIFTING FROM RISK MANAGEMENT TO BUSINESS OPPORTUNITY IDENTIFICATION

My company is shifting its approach to ESG from managing risk to identifying new business opportunities



NICK WOOD
Strategic Communications, Singapore

"Companies in Asia have a strong and traditional base in philanthropy. They give generously to various causes, initiatives and organisations whose values and goals they align with. The challenge for many companies in Asia now is to move to a more social agenda that is focused on the impact they make on the world around them. They should also prioritise the further development of their environmental management and install or enhance a curated, transparent governance model.

Companies in Asia have traditionally placed sustainability management within their risk function. However, as scrutiny from governments, regulators, investors and the public are only set to increase, they should make a positive case for their efforts in this area by making sustainability the responsibility of an outward-facing function such as communications or public affairs.

Asia is a critical part of the supply chain for companies internationally – particularly manufacturing and agriculture – with hard-to-manage and fundamental risks, such as human rights and migrant worker standards where it becomes more difficult to deliver transparency and to control what happens the further you get down the supply chain. In the case of migrant workers, for example, the first step is to embed human rights as a corporate value with clear and mandatory policies and standards."

Digital ecosystems

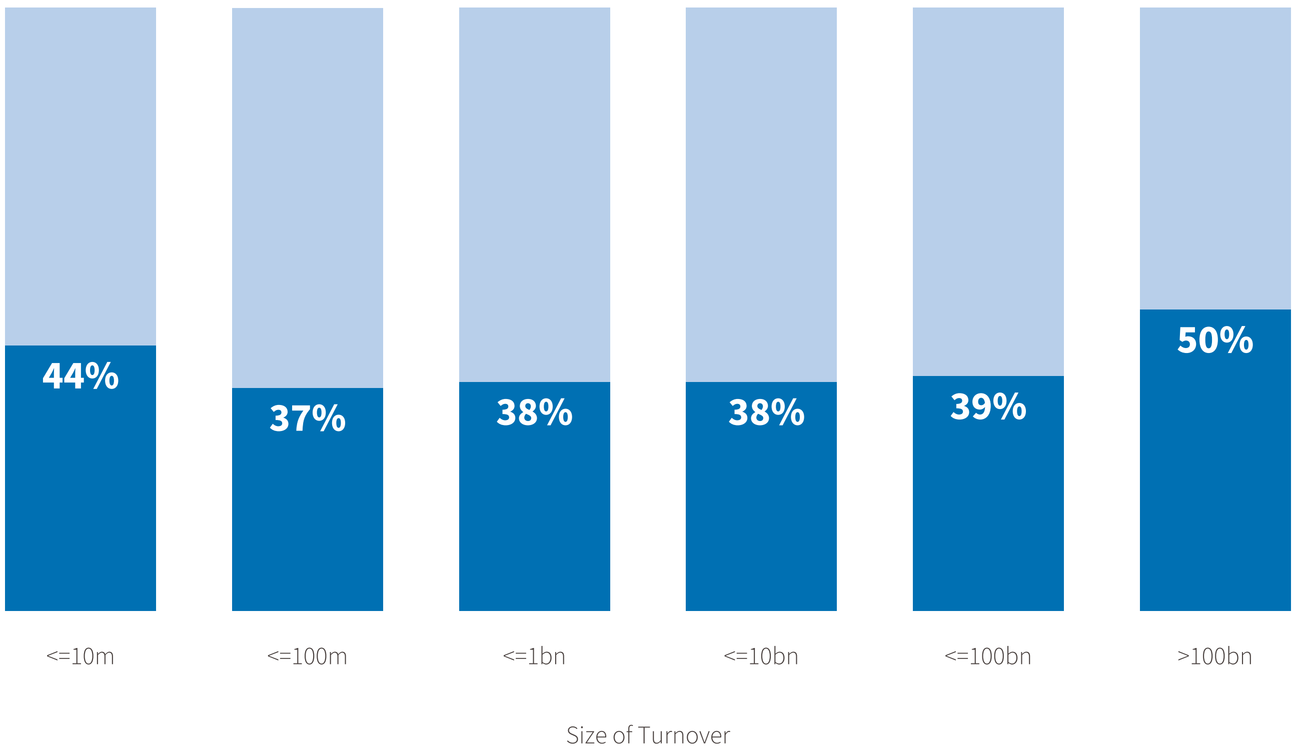
Embracing data and artificial intelligence

Making the best use of data analytics, machine learning and artificial intelligence (AI) has become an imperative for businesses everywhere. The ability to collect and analyse more and better data helps companies improve their decision making and implement more efficient business processes. It can also help identify risks which is imperative to building greater resilience.

- 85% of respondents use AI and analytics to monitor for risk scenarios
- 99% of business are using or thinking about productivity analytics to manage remote working
- 89% of businesses admit their business model needs to fundamentally change to maintain or restore competitiveness compared to 80% in the G20
- 48% of companies are under extreme pressure to integrate technology and innovation
- Digitalisation is critical, but over 72% of Asian businesses are struggling with it

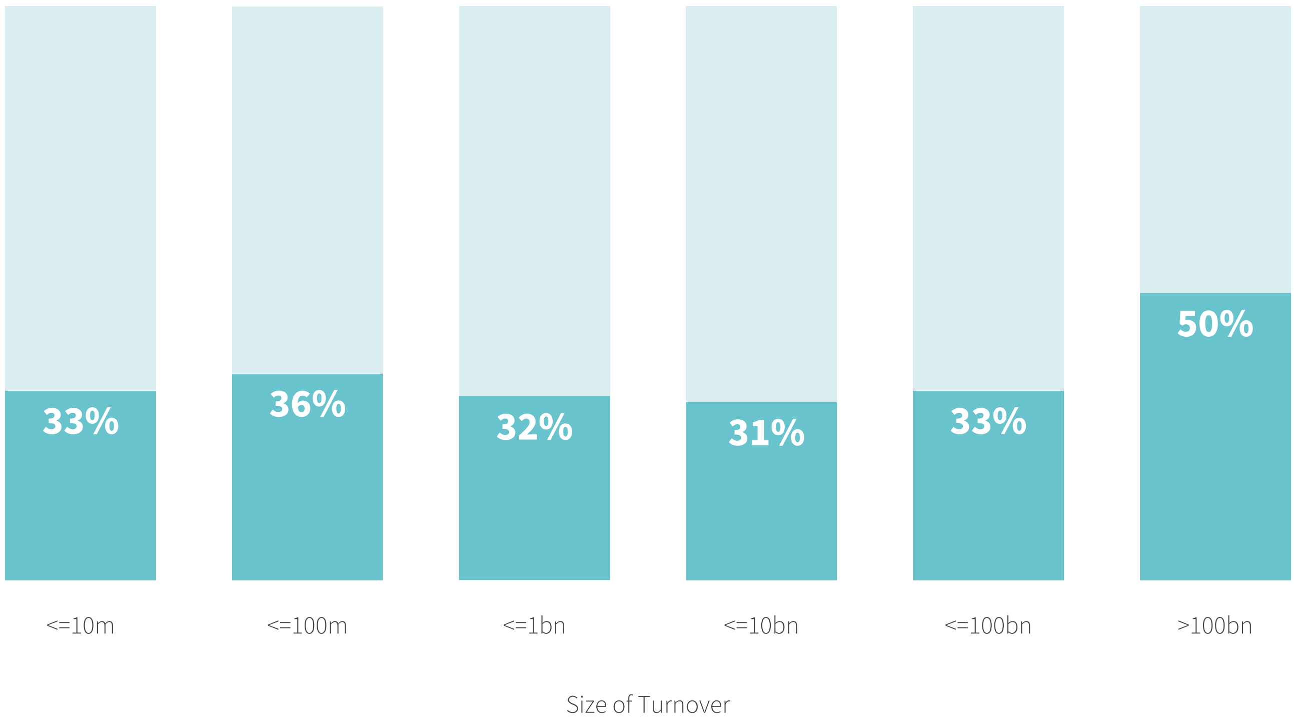
BUSINESS MODELS HAVE TO CHANGE

Proportion of Asia companies 'strongly agreeing' their business model needs to fundamentally change in order to maintain or restore competitiveness



DIGITALISATION IS VITAL

Proportion of companies 'strongly agreeing' that they are struggling to digitalise their business



ANNA BLEAZARD
Financial Crime Compliance, Singapore

"Financial Institutions are leading the way in embracing AI to help navigate regulation, in particular in respect to onboarding of clients and transaction management. Large amounts of financial crime compliance and fraud risk work that was previously undertaken by large numbers of people in low-cost jurisdictions can now be enabled through the use of AI instead."

BRETT CLAPP
Data & Analytics, Singapore

"Organisations can be sure that if they are deploying sophisticated technology to catch fraudsters and other financial criminals, the same people are using similar tools against them to steal their assets."

Safeguarding digital assets

Decentralisation is likely to be a chief outcome of the global pandemic. As businesses have been forced to operate remotely for much of the last two years, they have seen the benefits of accessing talent and staying connected to clients in any part of the world. Increasingly virtual business life elevates the importance of protecting digital assets.

If a business's most important assets are digital, it becomes even more vital to protect them properly from cyber attacks by having the right people, systems and processes in place, including an incident response plan. Cyber attacks are inevitable, the key is building resilience - how quickly you can recover and get operations back up and running.

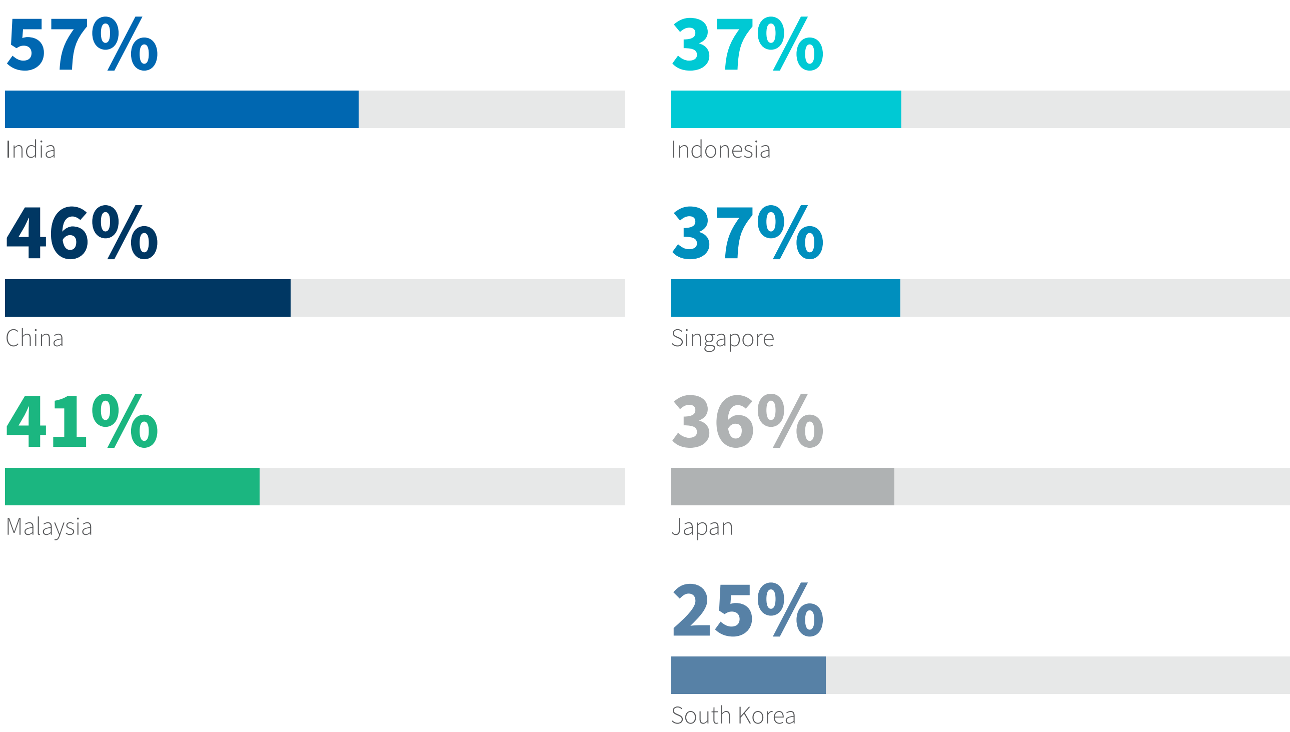
- 83% of respondents said their company had been negatively impacted by a cyber attack in the last 12 months
- 40% - phishing/social engineering is the most common type of cyber-attack in Asia, rising 8% from 2020

Data privacy concerns

Notably, loss of customer/patient data is the second most commonly reported cyber incident. In Asia, 40% of companies reported this compared to 32% in the G20.

- 31% of organisations were negatively impacted by data-privacy issues
- 33% are either being investigated now about their data privacy policies or expect to be in the next 12 months
- Worryingly, only 54% say they are taking proactive steps in managing data privacy risks

EXPECT TO FACE MEDIA SCRUTINY ON DATA PRIVACY IN THE NEXT 12 MONTHS



Shifting to hybrid working

- 97% of companies recognise the need to operate in a hybrid structure
- Remote working and its reliance on third-party systems is now the greatest cyber risk (43%) for companies in Asia. As organisations shift to hybrid working structures, cyber threats from working away from the office will remain

Asia boardroom priorities

- 84% of organisations say that cybersecurity has climbed the board's agenda

KYUNG KIM
Cybersecurity, Asia

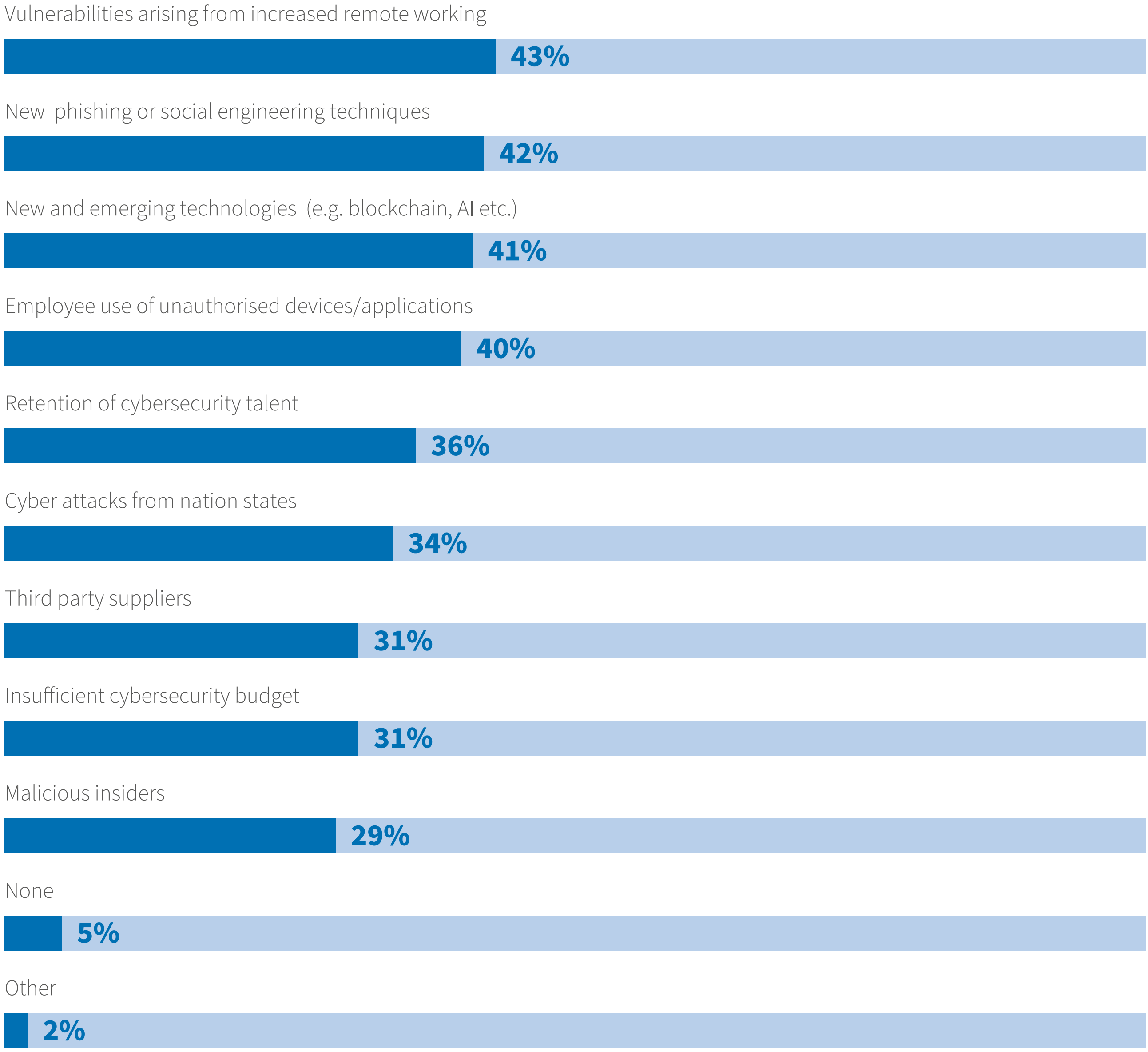
"Companies and top executives are more aware than ever of the regulatory, operational, and reputational consequences of cyber attacks, and know they must prepare in the most effective way possible to avert an attack or minimise its worst features, if one does happen. That may include, if not already in place, appointing a chief information security officer, understanding vulnerabilities and gaps in a company's network enterprise, and ensuring you are aware of your company's important assets. This makes them easier to protect."

MASON DREW
Cybersecurity, Singapore

"You can never say, with 100% certainty, that you are safe. That is not, however, an invitation to do nothing. Organisations have to look at their IT security in the broader context of risk management for the entire business and make the necessary calculations and compromises."

COMPANIES ARE CONCERNED ABOUT MULTIPLE CYBER ISSUES

Which of the following cybersecurity risks are you presently concerned about?



Getting ahead in a buoyant M&A market

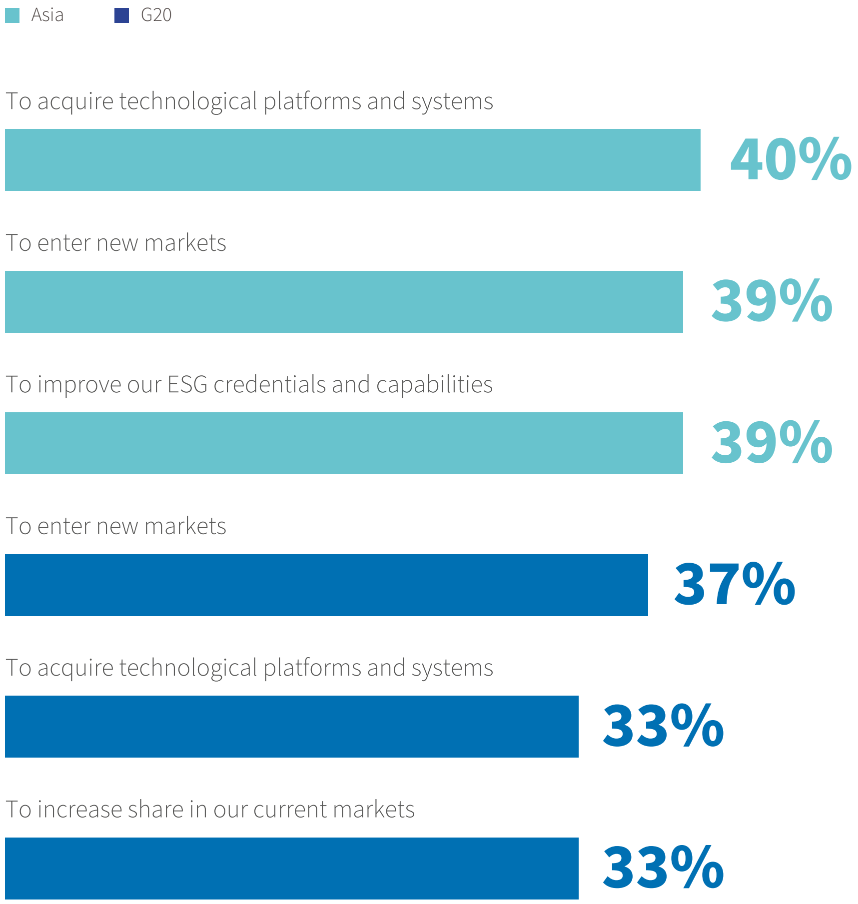
9 out of 10 respondents in Asia are looking to conduct M&A in the next 12 months in order to achieve growth.

Whilst private equity activity has been subdued in Asia over the last 18 months, dealmakers have built up reserves during this time and are eager to spend them.

90%

of companies in Asia plan to conduct M&A in the next 12 months

TOP THREE M&A PRIORITIES



GREG WONG
Corporate Finance & Restructuring, Hong Kong

"Private equity activity has been subdued for the last 18 months, but we think there is a lot of dry powder in the market.

Ensuring you are not paying over the odds in a competitive market is as critical as undertaking thorough due diligence to minimise financial and reputational risk in what can be an opaque region.

Despite the obstacles involved in finding the right data and then interpreting it properly, rigorous and robust due diligence is possible in Asia. It is painstaking work that requires persistence and dedication, but bidders and targets can achieve results that will stand up to scrutiny."

GREG HALLAHAN
Risk & Investigations, Asia

"Those engaged in due diligence need to be aware of three issues in particular: the transparency of financial information, even if audited; fraud risk and reputational concerns.

Other details that due diligence can help companies unravel are the intertwining of personal and professional affairs – by-product of the high number of enterprises in Asia that are family-owned and where the founder is still involved – and a lack of clarity surrounding the public and private ownership of assets."

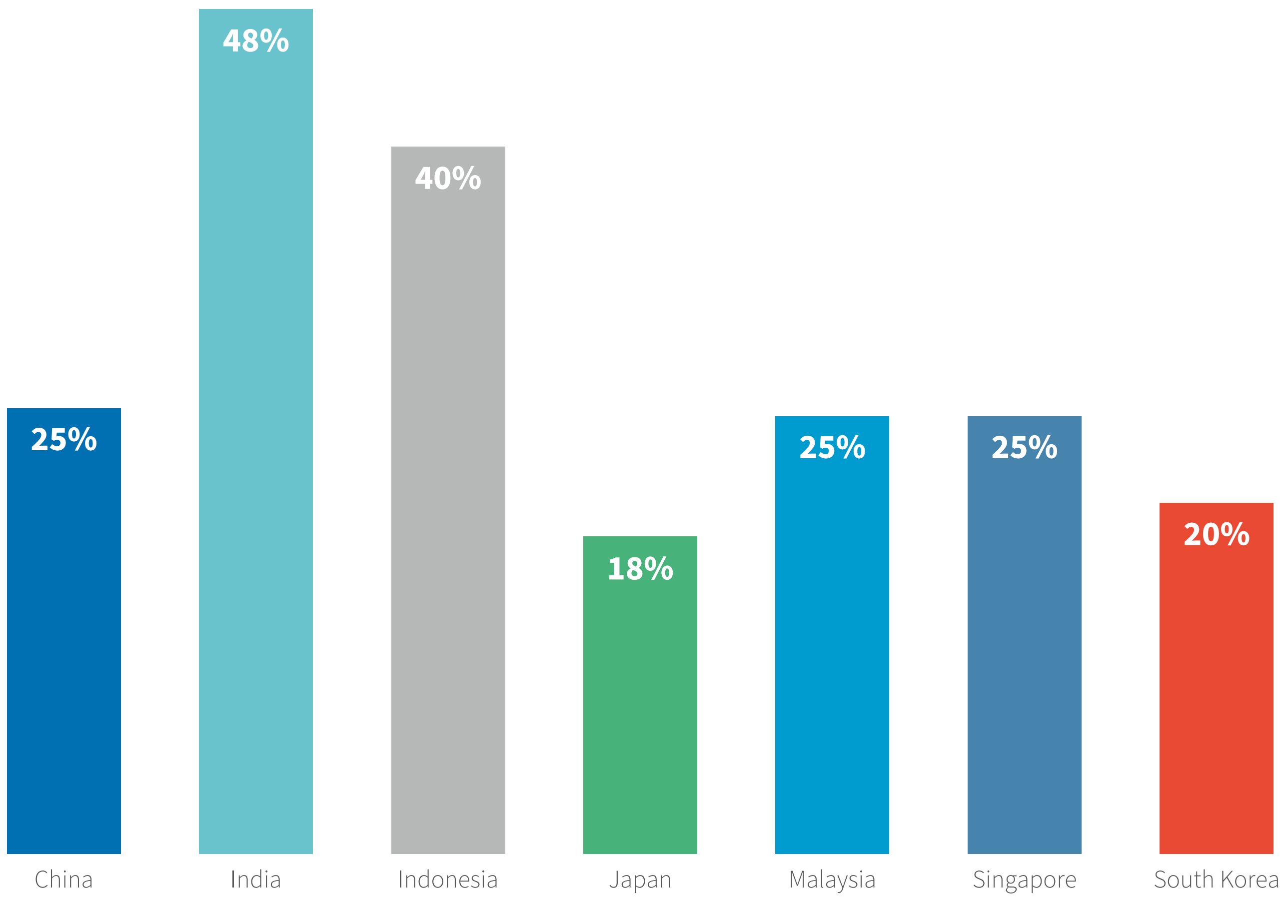
Attack of the SPACs

No other corporate structure has grabbed the business headlines in the last year quite as much as Special Purpose Acquisition Companies (SPACs).

While nearly all of the SPAC action has taken place in the US market, it is clear that investors have been looking at prospects in Asia too – 29% of respondents to our survey in Asia say that that they have been the target of a SPAC over the last 12 months.

The Singapore Stock Exchange announced in September that they would allow SPACs to sit on the exchange, while at the same time Hong Kong commenced a consultation process seeking market feedback to introduce a listing regime to allow them.

COMPANIES THAT HAVE BEEN THE TARGET OF A SPAC IN THE LAST YEAR



BETH JUNELL
Risk & Investigations, Asia

"If private companies wish to be considered successful after a SPAC transaction, executives should give at least four topics their closest attention:

1. Internal controls & compliance
2. Accounting & tax considerations
3. Financial statement and disclosure preparation
4. Compliance with required filings & registrations

Effectively meeting the expectations of a publicly listed company in each of these areas can be challenging, so preparing in advance of the SPAC transaction is prudent. SPAC sponsors will have such expectations of the target companies that they are evaluating.

And for those on the other side of these deals, that is, looking at acquisition targets, they should attach the same importance to comprehensive financial, legal and reputational due diligence as they would to a review of a company's internal governance and controls.

SPACs don't look for perfect companies with great internal wiring, rather they look for 'growth' companies which will eventually need good wiring to operate well as a listed company.

More than 400 SPACS are looking to de-SPAC, so sponsors are anxious to close a deal and earn their promotion. It means they may cast their nets far wider than they should. As a result, multiple SPACs may target startups for a public listing that had not planned for an IPO so soon and, frankly, are not ready for it. Hasty decision-making is likely, so it is essential that underwriters complete comprehensive due diligence on any acquisition target so they know in advance about any legal, financial, and reputational risks. This will involve thorough research on the target's main operating entity as well as diligence on its executives and directors.

As competition for the best acquisitions heats up, those that do manage to close a transaction risk overpaying or overlooking a major risk in their target's background. Getting due diligence right from the start can protect both capital and reputations.

Research methodology

The FTI 2021 Asia Resilience Barometer incorporates the views of 745 decision makers (senior management, board member or C-suite) in Asia from large companies* in China, India, Indonesia, Japan, Malaysia, Singapore and South Korea, across all industries.

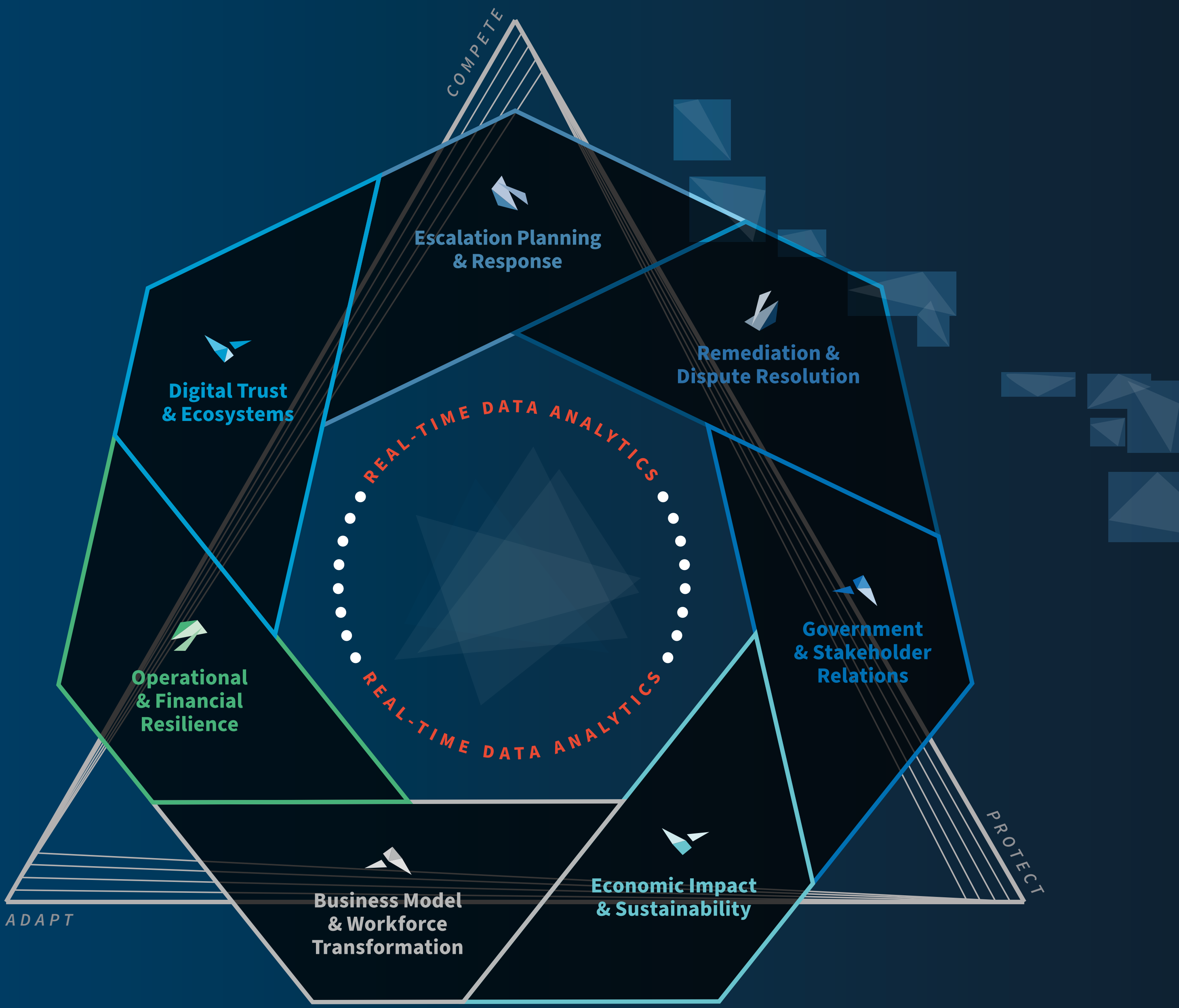
Results are weighted so that each country represents a similar proportion of the Asian results. 56% of Asian respondents were C-suite and senior managers/executives from privately owned companies, while 44% were from publicly listed companies. Please note that the standard convention for rounding has been applied and consequently some totals do not add up to 100%.

The FTI 2021 Autumn Resilience Barometer incorporates the views of 2,869 decisionmakers in large companies across all G20 countries. Large companies are defined as 50 million in annual global turnover, or with a balance sheet of over $43 million. From 7th July to 20th July 2021, FTI Consulting's Strategy Consulting & Research team conducted a quantitative survey with respondent profiles replicating those used in the previous waves of Resilience Barometer® research. 73% of G20 respondents were C-suite and senior managers/executives from privately owned companies

(February 2021 Covid Resilience report: 79%), while 27% were from publicly listed companies (February 2021 Covid Resilience report: 21%).

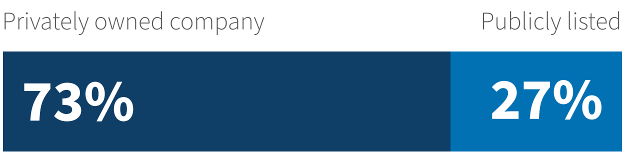
*Large companies are defined as 50 million in annual global turnover, or with a balance sheet of over $43 million.

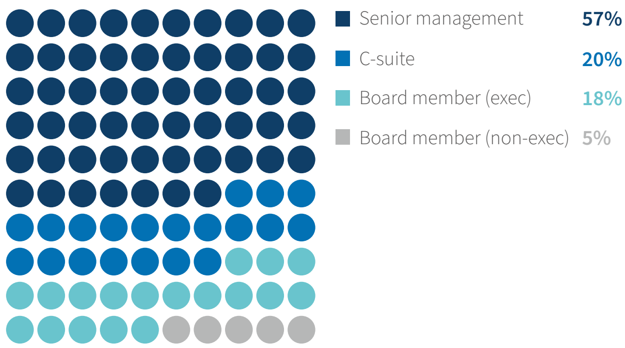
Resilience agenda



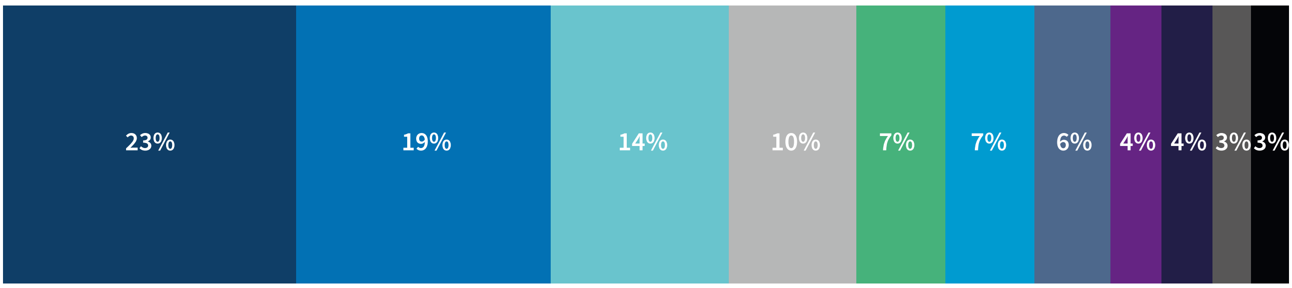
COUNTRY RESPONDENT NUMBERS

RESPONDENT PROFILE





INDUSTRY CLASSIFICATION



Technology & Communication
Software & IT Services, Electronic Manufacturing Services & Original Design Manufacturing, Hardware, Internet Media & Services, Semiconductors, Telecommunication Services

Financials
Retail and Investment Banks, Insurers, Asset Managers, Brokerages, Consumer Finance

Consumer Goods
E-commerce, Apparel, Accessories & Footwear, Appliance Manufacturing, Building Products & Furnishings, Household & Personal Products, Toys & Sporting Goods, Multiline and Specialty Retailers & Distributors

Services
Professional & Commercial Services, Advertising & Marketing, Media & Entertainment, Casinos & Gaming, Hotels & Lodging, Leisure Facilities, Education

Infrastructure
Electric Utilities & Power Generators, Gas Utilities & Distributors, Water Utilities & Services, Engineering & Construction Services, Home Builders, Real Estate, Real Estate Services, Waste Management

Food & Beverage
Agricultural Products, Meat, Poultry & Dairy, Processed Foods, Alcoholic Beverages, Non-Alcoholic Beverages, Food Retailers & Distributors, Restaurants, Tobacco

Healthcare
Biotechnology & Pharmaceuticals, Drug Retailers, Healthcare Delivery, Healthcare Distributors, Managed Care, Medical Equipment & Supplies

Extractives & Minerals Processing
Coal Operations, Construction Materials, Iron & Steel Producers, Metals & Mining, Oil & Gas – Exploration & Production, Oil & Gas – Midstream, Oil & Gas – Refining & Marketing, Oil & Gas – Services

Renewable Resources & Alternative Energy
Biofuels, Fuel Cells & Industrial Batteries, Solar Technology & Project Developers, Wind Technology & Project Developers, Forestry Management, Pulp & Paper Products

Transportation
Airlines, Air Freight & Logistics, Automobiles, Auto Parts, Car Rental & Leasing, Cruise Lines, Marine Transportation, Rail Transportation, Road Transportation

Resource Transformation
Aerospace & Defense, Containers & Packaging, Electrical & Electronic Equipment, Industrial Machinery & Goods, Chemicals

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About us

FTI Consulting is an independent global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes.

Operating globally across 27 countries on six continents, we offer a comprehensive suite of services designed to assist clients right across the business cycle – from proactive risk management to the ability to respond rapidly to unexpected events and dynamic environments.

CORPORATE FINANCE AND RESTRUCTURING

- Business Transformation
- Turnaround & Restructuring
- Transactions
- Valuation & Financial Advisory
- Dispute Advisory
- Tax
- Executive Compensation & Corporate Governance

ECONOMIC AND FINANCIAL CONSULTING

- Antitrust and Competition
- Valuation
- Intellectual Property
- International Arbitration
- Labour and Employment
- Public Policy
- Regulated Industries
- Securities Litigation & Risk Management
- Centre for Healthcare Economics and Policy
- Economic Impact & Market Modelling

FORENSIC AND LITIGATION CONSULTING

- Forensic Accounting and Advisory Services
- Global Risk & Investigations Practice
- Dispute Advisory Services
- Trial Services
- Compliance, Monitoring and Receivership
- Anti-Corruption Investigations & Compliance
- Anti-Money Laundering
- Export Controls & Sanctions

STRATEGIC COMMUNICATIONS

- M&A, Crisis Communications & Special Situations
- Capital Markets Communications
- Corporate Reputation
- Public Affairs & Government Relations
- People & Transformation
- Digital & Insights
- Strategy Consulting & Research

TECHNOLOGY

- E-Discovery Consulting
- Managed Document Review
- Collections & Computer Forensics
- Information Governance, Privacy & Security
- Contract Intelligence
- Radiance Visual Analytics Software
- Strategic IT

SPECIALIST SERVICES

- Cybersecurity
- Private Capital Advisory
- Office of the CFO
- Activism and M&A Solutions
- Family Enterprise Services
- Applied Statistical Data Sciences & Data & Analytics

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