

# ALLEN & OVERY

## Advanced Delivery & Solutions

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Legal services, re-imagined



# Advanced Delivery & Solutions

Allen & Overy is transforming the services it offers clients as well as the way it delivers those services. Our teams enhance cost efficiency, quality, speed, transparency and data-driven decision-making. By harnessing digital technology and alternative resourcing models, we help clients identify and seize opportunities whilst staying ahead of emerging threats.



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## *A sustained commitment to legal services transformation*

Andrew Trahair, a former co-Head of our global banking practice, has recently been appointed Head of Advanced Delivery & Solutions. Andrew's appointment represents the next step in what has been a sustained transition of our legal services model that A&O has been investing in for more than a decade.

At the beginning of that period we identified innovation in legal service delivery as a core priority of the firm. We launched a process of building out a range of both resourcing and technology capabilities which, as a result, are now mature and operational.



## *“Most Innovative European Law Firm”*

Financial Times Innovative Lawyers Report 2018

*The only firm to have won the award six times in the 13-year history of the award*

## *A dual approach to innovation*

### **Client solutions**

Developing new client services and end-to-end solutions to market challenges.

TECHNOLOGY  
RESOURCING

### **Practice enablement**

Equipping every lawyer with the technology and resourcing tools necessary to transform our everyday work.

# Our teams

Our teams operate at the interface of legal advice, technology and resourcing, harnessing the firm's legal and market expertise in solutions to client challenges.

SOLUTIONS	<p><b>A&amp;O Consulting</b></p> <p>Delivers sustainable change to optimise business performance, providing insight on what it takes to exceed regulators' expectations and make change stick.</p>	<p><b>aosphere</b></p> <p>Our online subscription service allows clients to understand cross-border risks in real time. It turns complex legal information into user-friendly reports that are delivered and kept up-to-date online.</p>	<p><b>Markets Innovation Group</b></p> <p>A&amp;O partners dedicated to developing solutions for large-scale legal and regulatory challenges. Advising at a strategic level, often establishing industry working groups and bringing order and discipline to the most complex and large-scale problems.</p>
TECHNOLOGY	<p><b>eDiscovery/Document review</b></p> <p>Using advanced technology solutions, we work with A&amp;O lawyers and clients to uncover the facts hidden in data.</p>	<p><b>Fuse</b></p> <p>We are the only global law firm to host a tech innovation space at the heart of the firm. It's a place where A&amp;O lawyers and technologists work with clients and start-ups to bring cutting-edge technology solutions to life.</p>	<p><b>Legal Technology Group</b></p> <p>Our expert, multi-disciplinary team supports clients and A&amp;O lawyers in creating digital solutions to legal, regulatory and deal-related challenges.</p>
RESOURCING	<p><b>Legal Services Centre</b></p> <p>Established in 2012, the LSC delivers a wide range of legal tasks, including due diligence, litigation reviews, drafting and research with greater cost efficiency.</p>	<p><b>Peerpoint</b></p> <p>We are changing the rules of legal resourcing. Peerpoint helps clients access top-tier legal talent on an interim basis and allows lawyers to develop their careers in new directions.</p>	<p><b>Project Management Office</b></p> <p>Our dedicated project managers work to deliver A&amp;O's most complex projects on time and on budget. The team also trains all our lawyers in the fundamentals of good project management.</p>
MANAGED SERVICES	<p><b>Managed Services</b></p> <p>We also offer managed services as an end-to-end solution for clients, enabling them to control costs, realise efficiencies and minimise risk. In addition, we also have a proven track record in collaborating with our clients' third-party providers, including management consultants and service providers.</p>		

*“At its core, Advanced Delivery & Solutions is a promise that we will always deliver our expertise in the most efficient and effective way, so our clients can strike the optimal balance between cost, quality and risk.”*

# A&O Consulting

With new rules, challenging regulations and continuously emerging risks, it's anything but "business as usual".

We help businesses adapt to new environments, address regulatory scrutiny and embed new behaviours to improve performance.

Our team of experienced industry professionals, former regulators and senior consultants help clients meet regulatory expectations and build a better business.

## HOW A&O CONSULTING HELPS YOUR BUSINESS

### Governance

Apply global best practice to increase the effectiveness of your governance and drive sustainable business outcomes

### Corporate purpose and culture

Unlock your people's full potential by embedding the right values

### Conduct and operational risk

Develop innovative approaches to managing the evolving risk landscape

### Regulatory strategy and implementation

Keep pace with regulators – wherever in the world you operate

## KEY CONTACTS



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*“Clients tell us that they see a need for an extension of the high-quality legal advice they already receive. We work closely with management teams to design solutions that help a business meet regulatory expectations whilst achieving their strategic objectives.”*

Sally Dewar, CEO, A&O Consulting

# aosphere

As cross-border working increases, how can legal teams keep up with the huge amount of legislation and regulation that applies in each jurisdiction? Since 2001, aosphere has offered a way forward.

Our online subscription service helps clients understand their legal and compliance obligations globally. It turns complex information into user-friendly reports that are delivered and kept up to date online.

Today, over 450 global businesses rely on aosphere to keep pace with cross-border compliance, reduce spend on external counsel and access the best-quality data on the market – exactly at the time they need it.

## HOW aosphere HELPS

**No billable hours,  
no cost overruns**

A single fixed  
annual payment

**Best-in-class analysis**

Led by a  
senior lawyer team

**User-friendly reporting**

Insight at a glance with  
a traffic-light system

**A proven approach**

Leading the way  
since 2001

## aosphere's PRODUCTS

### Cross-border marketing

Understand the rules when distributing financial products and services overseas.

### International data transfers

Know your obligations when transferring data across borders.

### Shareholding disclosure

Find out if you need to disclose, and how. Access automated solutions and market data offerings.

### Derivatives legal analysis

Understand issues such as netting, collateral, margin, clearing, plus analysis of trade association opinions.

## aosphere IN NUMBERS

 **450+**  
business subscribers

 **10,000+**  
users

 **24/7**  
insights

**80%**  
women in  
leadership roles

**15**   
years' average  
lawyer experience

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# Markets Innovation Group

Our clients are experiencing large-scale legal and regulatory challenges at an unprecedented level. We are determined to lead from the front. Our Markets Innovation Group (MIG), launched in 2018, supports this goal.

MIG is a dedicated team of A&O partners which develops solutions for our clients' large-scale legal and regulatory challenges.

MIG establishes or drives industry working groups on a cross-border basis to ensure strategic issues are resolved at the highest level, drawing on subject matter experts from across our global practices.

In terms of practical implementation, our tech-based solutions bring order and discipline to the most complex and large-scale problems.

We use technology and alternative resource models to deliver solutions, drawing on our in-house tech, consulting, project management and alternative resource capabilities.

Our systems are designed to work collaboratively with our clients' systems and personnel, third-party management consultants and any other service providers engaged by our clients in order to deliver the optimal solution.

To date, MIG has brought a number of leading tech-based solutions to market. Each of these was accompanied by an A&O-led industry working group operating out of Europe, the U.S. and/or APAC.

## MIG PRODUCTS

### *IBOR*Matrix™ ALLEN & OVERY

An end-to-end solution to assist with the transition from LIBOR and other benchmarks to new risk free interest rates at scale. This transition is currently expected to be one of the most significant challenges facing our clients globally over the next few years. Two key features of the system are: (i) due diligence involving our cutting edge approach to AI technology; and (ii) automatic document generation with built-in workflow capabilities.

### *margin*Matrix™ ALLEN & OVERY

Our award-winning online negotiation platform with auto-drafting technology codifies laws in multiple jurisdictions and enables large-scale repapering of derivatives contracts. It helps organisations comply with the mandatory variation margin rules that now apply to the OTC derivatives market.

### *brexit*Matrix ALLEN & OVERY

Our online workflow platform with auto-drafting technology helps financial institutions repaper a range of contracts to reflect changes in corporate structure resulting from Brexit. The innovation won a 'standout' rating in the new products and services category at the 2018 FT Innovative Lawyers Awards.

### *margin*MAPP ALLEN & OVERY

Our tool helps funds determine whether they are within scope of phases 4 and 5 of the EU and U.S. Initial Margin (IM) rules and whether they are required to exchange IM with a particular counterparty. It distils the complex regulatory rules into user-friendly yes/no questions, producing an automated logic-based report.

### *bond*Matrix™ ALLEN & OVERY

A system which reviews bond documentation, again using our cutting edge approach to artificial intelligence.

### *master*Matrix ALLEN & OVERY

A system which codifies trading terms for derivatives, repo and stock lending transactions, allowing data to be integrated at a systems level by buy-side clients.

## KEY CONTACT



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# eDiscovery and document review

As data sets for litigation, arbitration and investigations become more complex, Allen & Overy has taken decisive action to make the discovery process more efficient and insightful.

In 2018, we became the first global elite law firm to launch a cloud-based eDiscovery technology solution. Our eDiscovery team and lawyers work collaboratively to manage data-related challenges – from matter inception through to analysis, review and disclosure.

By combining legal expertise with leading technology, we empower our teams to arrive at informed decisions, faster. This in turn helps A&O to drive successful outcomes for our clients.

## HOW A&O HELPS YOUR BUSINESS

### Cutting-edge technology

We use Relativity's flagship eDiscovery platform, RelativityOne, the market leader in eDiscovery technology, and a range of other technologies for contract portfolio and other reviews.

### Lower costs

By bringing our technology solution in-house, we cut out third-party vendors, ensuring our clients avoid IT support-related expenditure.

### Smooth cross-border actions

Our team and our cloud-based data service span Europe, APAC and the U.S. Our centralised, globally accessible platform allows us to offer a seamless experience on cross-border matters.

### Industry expertise

By providing expert eDiscovery guidance from matter inception through to disclosure, we ensure data is preserved, collected, processed and reviewed efficiently and defensibly.

### Better-informed decisions

Our legal experts are able to quickly interrogate structured, semi-structured and unstructured data sets to make better decisions earlier in the matter.

### Faster insights

Our industry-leading document review and analytics platform allows us to swiftly find efficiencies in often time-consuming discovery and other document review processes.

## RelativityOne IN NUMBERS



11m+

documents processed annually



100+

cases supported annually



1,000+

users annually

## KEY CONTACTS



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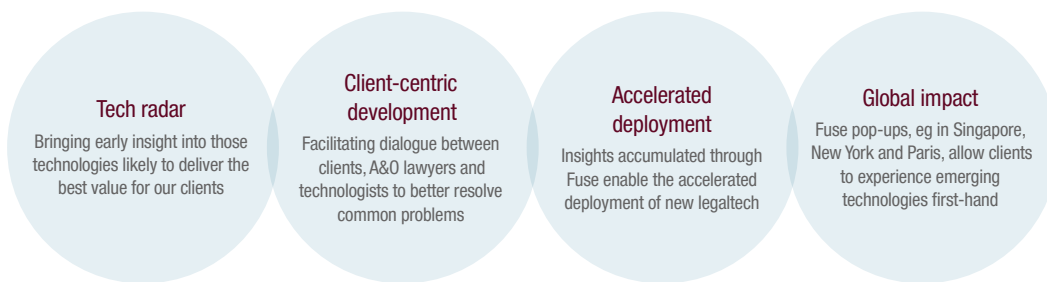
# Fuse

How do you create a culture of digital innovation? We believe the first step is to admit that you don't have all the answers. The second is to look in new places to find them.

It's why we launched Fuse in 2017. Our tech innovation space is a place where A&O lawyers, clients and start-ups come together to explore, develop and test legal, regulatory and deal-related solutions.

As the only global law firm to embed such a space at the heart of the firm, A&O is firmly at the forefront of tech innovation – and uniquely placed to help its clients exploit digital solutions in their own legal functions.

## HOW FUSE CAN HELP



## ENTREPRENEURS CURRENTLY WORKING IN FUSE

- Apiax**  
A start-up which builds tools aiming to create machine-readable rules, thus enabling customers to access complex financial regulations on a digital basis.
- Avvoka**  
A digital platform offering end-to-end contract automation.
- Define**  
A drafting tool which helps users to access defined terms and references in documents more easily, with the intention of speeding up the drafting process.
- HIGHQ**  
A platform which seeks to provide social collaboration, secure file sharing and project management with the aim of improving efficiency and productivity.
- Legatics**  
A company that transforms traditional legal processes into automated software.
- Nivaura**  
An automated cloud-based service for the issue and administration of financial instruments.
- Regnosys**  
A fintech company that delivers machine-executable regulatory compliance.
- Scissero**  
A legal AI platform that reads, drafts and marks up legal agreements on an automated basis.

## KEY CONTACTS



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*“Fuse acts as a remarkable radar. It helps us stay at the forefront of technology innovation, so we can spot the game-changing solutions that address our clients’ most pressing challenges.”*

Jonathan Brayne, Partner and Chair of Fuse



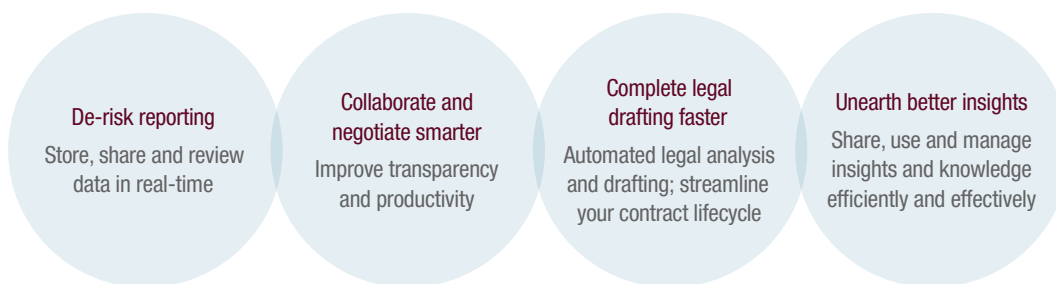
# Legal Technology Group

At Allen & Overy, we are determined to play a leading role in the digital transformation agenda – whether that's championing technology adoption across our own firm, our clients' businesses, or the wider legal industry.

Our Legal Technology Group helps keep A&O at the forefront of this change. It works with A&O lawyers in the development of smart technology applications to re-imagine our lawyers' day-to-day work, helping us streamline caseloads, improve collaboration and deliver a better service to clients.

The multi-disciplinary team also supports A&O in the creation of new solutions for clients and in facilitating digital change across our client community. By blending human insight and leading technology, we help clients exploit the myriad opportunities that technology brings to their operations.

## HOW LEGAL TECHNOLOGY CAN HELP



## THE A&O DIFFERENCE

### Access market-leading technology

Strong relationships with leading tech providers allow us to deliver the best-available solutions to our clients. If a tool doesn't exist, our technologists will create it.

### Work with digital innovators

A dedicated innovation team proactively engages A&O lawyers, consultants and clients to find solutions.

### Benefit from lawyer-centric design

Our technologists work closely with A&O lawyers and clients to make sure our solutions deliver lasting change. We take the time to understand our clients' systems and processes, so we can deliver tailored solutions.

### Work with experts at the cutting edge

We are committed to influencing digital change across the wider legal industry, using Fuse as our technology radar, and are working with the University of Oxford to explore the potential of AI in legal services.

### Informing our clients

We are continually watching and monitoring the legal tech market to understand what's out there. We can use this insight to inform our clients, saving time and providing options depending on their needs and sensitivities.

## KEY FEATURES



**AI enabled**  
document review  
and extraction



**Automated**  
legal analysis



**Dedicated**  
innovation team

## KEY CONTACTS



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# Legal Services Centre

Established in Belfast in 2012, the Legal Services Centre (LSC) is able to resource a wide range of matters, including due diligence, litigation reviews, drafting and research tasks, with greater efficiency.

By focusing on quality, project management and workflow technology, the LSC team is able to deliver efficient and cost-effective services while also guaranteeing the high standards that clients expect of A&O.

## THE A&O DIFFERENCE

### Significant cost efficiencies

Cost savings are typically up to 35%; sometimes higher.

### A seamless service

Integration with A&O means reduced multiple-provider management and risk.

### Document review experts

Specialists in the handling of large-scale document exercises.

### Intelligent use of technology

We leverage digital tools for project management and to analyse high volumes of material.

### Service continuity

More than half of our lawyers have worked with us for three or more years. Some only work on specific matters, or for specific clients.

## LEGAL SERVICES CENTRE IN NUMBERS



We are a founder member of the Advisory Board of the UK's first Legal Innovation Centre at Ulster University, providing postgraduate education programmes in law and technology, as well as undertaking post-doctoral research projects.



The LSC supports its legal professionals in qualifying as Chartered Legal Executives, the only Legal Services Centre of our type offering these qualifications.



## KEY CONTACT



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# Peerpoint

Peerpoint is a global flexible resourcing platform that helps clients access top-tier interim legal talent, while also giving lawyers more choice and control over their careers.

## OUR PROMISE TO CLIENTS

Your requirement for interim legal support may arise for a number of different reasons. Peerpoint aims to streamline and de-risk this process by connecting clients to a global panel of more than 300 top-tier lawyers. Peerpoint consultants help clients address a range of interim resourcing needs – from filling management roles

to supporting major transactions or regulatory change projects. With each lawyer being personally endorsed by two or more A&O partners, as well as having direct access to the firm's knowledge and resources, Peerpoint consultants are able to solve the most complex challenges and deliver the high-quality outcomes our clients expect.

## OUR PROMISE TO LAWYERS

We're not only helping our clients remain nimble and efficient, we're also enabling top-tier lawyers to develop their careers in new directions.

Lawyers choose to consult through Peerpoint because it gives them access to the best work and clients, as well as bespoke support and resources. They're able to develop their careers while also having the freedom to choose how, when and where they work.

## PEERPOINT IN NUMBERS



## KEY CONTACTS



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# Project Management Office

Project management is a vital skill in today's legal world. With projects becoming more global and complex, using proven project management methodology to seamlessly integrate a growing number of teams and work streams is increasingly important.

Our Project Management Office (PMO) mobilises and coordinates A&O and client teams, external counsel and global advisors to deliver our most complex projects on time, and on budget.

The PMO also trains all our lawyers in the fundamentals of good project management, so they have the tools they need to consistently deliver every client project, in the most efficient and cost-effective way.

## THE A&O DIFFERENCE

- No surprises**  
Projects are carefully scoped and monitored to ensure that there are no surprises for our clients
- Clear communication**  
Regular progress and billing updates help clients inform stakeholders and manage risks
- Proportionate approach**  
A flexible approach to fit our clients' needs, reporting lines and preferences
- Team effort**  
Working seamlessly with A&O lawyers globally helps our clients secure the best results

## PROJECT MANAGEMENT OFFICE IN NUMBERS

-  **2,000**  
A&O lawyers trained
-  **Ranked no.1**  
for Project Planning by Nisus Consulting \*
-  **140+**  
projects managed over the last 12 months

## KEY CONTACTS

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*“The support from the PMO has been outstanding with the Legal Project Manager providing invaluable planning, commercial and resource management services. I would strongly recommend the use of the PMO on major, complex matters.”*

A&O Client

\* Nisus Consulting's 'Unbalanced Scorecard 2016', a survey of senior in-house counsel at more than 600 businesses globally.

# Managed Services

We offer a fresh approach to managed services, helping you control costs, realise efficiencies and minimise risk. Working as an integrated part of A&O's legal offering or on a stand-alone basis alongside in-house legal, compliance or business teams, we can help you manage everything from large-scale document reviews to complex repapering exercises.

Our teams utilise the most advanced technology solutions available, including AI documentation review technology. Whatever the project,

our goal is always the same: to assemble A&O's brightest minds and deliver thoughtful solutions that deliver lasting business value.

## EXAMPLES OF HOW A&O'S MANAGED SERVICES HELP YOUR BUSINESS

### IBOR transition projects

Understand how to move towards new risk-free interest rates, at scale.

### Litigation discovery and investigations

Reach better insights, faster, with our eDiscovery solution.

### Corporate restructuring

Manage large, complex deals with greater control.

### OTC margin requirements

Repaper large-scale derivatives portfolios efficiently and effectively.

### Brexit-related re-documentation

Complete large-scale customer repapering projects to keep pace with Brexit.

## THE A&O DIFFERENCE

### Experienced Leaders

Senior teams with a long track record of delivering significant change projects

### A&O standards

Service standards and quality control which keep your client priorities front of mind

### Strong governance and oversight

Governance protocols, dedicated managers and transparent reporting ensuring you remain in control

### Proportionate approach to risk

Playbook approach which allows you to set your expectations and tolerances at a granular level

### Agile teams

Flexible resourcing, so you can control costs as your business needs change

# Legal function transformation

A&O can help legal functions rise to today's most pressing challenge: how to continually increase the value they bring to the business while also doing more for less. We build bespoke teams of A&O lawyers, project managers, technologists and consultants to help legal functions become future fit.

## THE A&O DIFFERENCE

### Business-enablement and user experience

Using technology and workflows that deliver a better user experience.

### A data-driven approach

Structuring data to enable insightful transformation, reporting and enable decision-making.

### A trusted business partner

Defining a clear strategy and workable objectives from day one.

### Holistic solutions that work

Addressing important issues such as culture, communications and training.

## KEY CONTACTS



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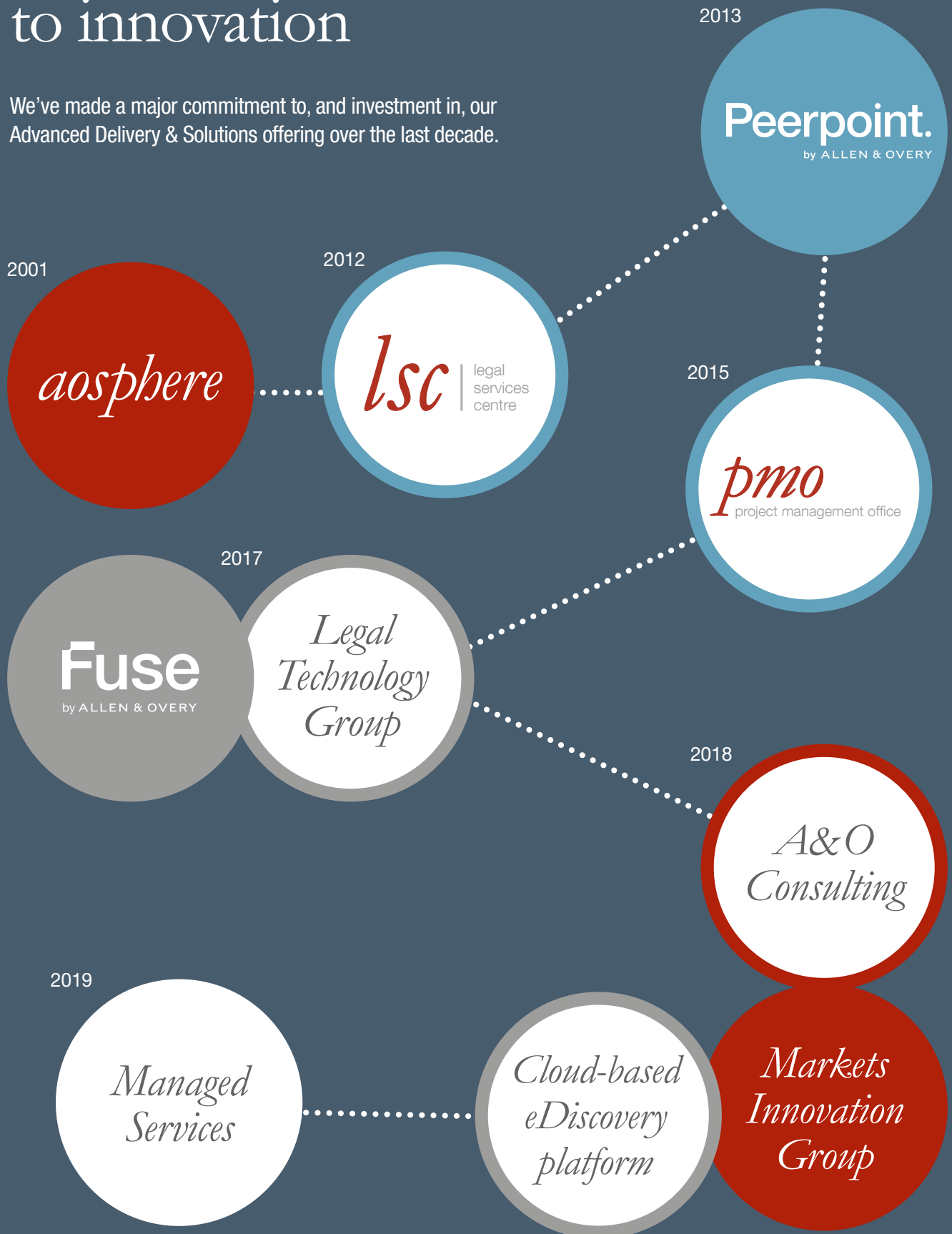


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# A long-term commitment to innovation

We've made a major commitment to, and investment in, our Advanced Delivery & Solutions offering over the last decade.



# Advanced Delivery & Solutions in action

## CASE STUDY

Meeting a major client compliance challenge by developing our own technology solution

### CHALLENGE:

A global bank had to review millions of documents to secure compliance with a major regulatory requirement.

2.5m   
documents reviewed

### SOLUTION:

After testing available technologies on a sample review, we found that accuracy and consistency levels were unsatisfactory, so we developed our own solution to achieve the required performance levels.

4   
data points extracted

## CASE STUDY

Developing an implementation tool designed to facilitate a client's existing Brexit plan by adding efficiency, structure and discipline to document generation and negotiation

### CHALLENGE:

A global bank needed to facilitate the move of all or a portion of clients' business to an EU subsidiary as part of their Brexit strategy. They needed template documents that covered the most widely traded derivatives agreements across different EU jurisdictions.

*brexit* **Matrix**  
ALLEN & OVERY

### SOLUTION:

A cloud-based solution, BrexitMatrix, hosted on a HighQ platform which offered document automation, data management, file sharing, workflow management, project management and data visualisation. We are the only vendor offering this kind of product to the market, which was recognised as 'Standout' at the Financial Times Innovative Lawyers Awards 2018 in the new products and services categories.

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## GLOBAL PRESENCE

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Allen & Overy is an international legal practice with approximately 5,500 people, including some 550 partners, working in more than 40 offices worldwide. Allen & Overy LLP or an affiliated undertaking has an office in each of:

Abu Dhabi	Bucharest (associated office)	Hong Kong	Munich	Singapore
Amsterdam	Budapest	Istanbul	New York	Sydney
Antwerp	Casablanca	Jakarta (associated office)	Paris	Tokyo
Bangkok	Dubai	Johannesburg	Perth	Warsaw
Barcelona	Düsseldorf	London	Prague	Washington, D.C.
Beijing	Frankfurt	Luxembourg	Rome	Yangon
Belfast	Hamburg	Madrid	São Paulo	
Bratislava	Hanoi	Milan	Seoul	
Brussels	Ho Chi Minh City	Moscow	Shanghai	

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The term **partner** is used to refer to a member of Allen & Overy LLP or a director of Allen & Overy (Holdings) Limited or, in either case, an employee or consultant with equivalent standing and qualifications or an individual with equivalent status in one of Allen & Overy LLP's affiliated undertakings. A list of the members of Allen & Overy LLP and of the non-members who are designated as partners, and a list of the directors of Allen & Overy (Holdings) Limited, is open to inspection at our registered office at One Bishops Square, London E1 6AD.

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