

Advanced Delivery
& Solutions



Introduction

Allen & Overy is committed to being the world's most advanced law firm. Equipping clients to meet the demands of today's changing and challenging environment has prompted our growth into new complementary services.

Through Advanced Delivery & Solutions (AD&S) we provide technology, resourcing and end-to-end solutions. This includes delivering legal services in new and flexible ways, making the most of what legal tech has to offer, and providing specialist consulting and strategic advisory services to build strength and integrity into organisations.

This helps our clients embrace change and overcome the frustration of outdated and inefficient ways of working, enabling them to better manage risk, reduce cost and become more resilient. Ultimately it helps them reinvent their "business as usual" as well as drive change.

Whatever the challenges, we can bring together the right combination of skills to tackle them.

“We combine the reassurance of a global elite law firm with the innovation clients might expect from an alternative provider.”



Expertise

Solutions

Consulting

A&O Consulting acts as trusted advisors to business leaders on governance, corporate purpose and culture, conduct, compliance and operational risk, regulatory advisory and business transformation.

Scaled solutions

Our Markets Innovation Group develops solutions to large-scale legal and regulatory challenges, bringing order to the complex.

Online legal information

aosphere is our subscription reports service for legal and compliance teams who want to understand cross-border risks in real time.

Flexible resourcing

Through Peerpoint we provide top-tier interim resourcing solutions via our panel of 35z0+ experienced legal consultants. We also enable lawyers to develop their careers in new directions.

Document review and eDiscovery

Supporting the identification, extraction and delivery of data, revealing the hidden facts across large-scale document review and eDiscovery exercises.

Legal function transformation

Helping in-house leaders embed long term, sustainable change through the smart use of technology, process and resources.

Fuse

In Fuse we identify best-in-class technologies, provide experiential learning opportunities and promote technology adoption, by bringing together A&O lawyers and clients with our resident cutting-edge tech providers.

Advanced delivery

Legal tech

Providing best-in-class tools, great training, bespoke solutions and technical experts to create digital solutions to legal, regulatory and deal-related challenges.

Allen & Overy Belfast

Providing A&O-quality managed legal services as well as cost-effective, tech-enabled resourcing for discrete projects, whether due diligence, document review, regulatory-filings or contract drafting and negotiation.

Project management

Dedicated project managers to help mobilise and coordinate our own and our client teams, together with external counsel and global advisors, to deliver on time and on budget.

AD&S in action

Undertaking an independent review of a UK professional services firm on behalf of a UK regulator

Challenge

Undertaking a detailed assessment of governance, risk management and culture against regulatory standards, requiring over 100 interviews, workshops and focus groups, and review of c.700 documents.

Solution

Our consultants, supported by additional skilled resource from Peerpoint and our managed legal services team, planned and conducted this major review and produced a comprehensive report for the regulator, with dedicated project management support interfacing with the client's project team.

Read more about **A&O Consulting** on page 6.

Transitioning from LIBOR and other benchmarks to new risk-free interest rates

Challenge

Remediating all IBOR-based contracts and financial products and transitioning to new products based on new benchmarks is currently the regulatory issue with the single biggest impact on an international financial institution's bottom line, bringing significant risks that require careful management.

Solution

IBORMatrix™ is an end-to-end solution to handle the transition at scale. At its heart is a unique AI-based solution to extract terms from thousands of loan, bond and swap documents as structured, machine-readable data, and automatically allocate such contracts to a remediation workflow and outreach interface. Our consulting team is helping clients to manage risk effectively and meet regulatory expectations. Senior Peerpoint lawyers also work client side to lead the project internally, helping to achieve a seamless connection between the client and the A&O teams.

Read more about our **scaled solutions** on page 7.

Addressing the complex legal and governance issues around e-signing

Challenge

The multiple legal issues covering e-signatures in different jurisdictions coupled with wider governance questions created complexity for clients operating internationally.

Solution

An online subscription service helps clients answer law and practice questions across 48+ jurisdictions, whilst our end-to-end managed service saves valuable time and resource. Our consulting team helps clients to design policies, procedures and risk assessment frameworks to enable efficient use of e-signatures across jurisdictions.

Read more about our **online legal information** service on page 8.

Supporting a financial institution on a money laundering investigation

Challenge

Our client needed senior counsel support, both internally and externally, on a money laundering investigation within a leading financial institution.

Solution

Peerpoint placed three consultants to support the client on various workstreams of the investigation, who also worked alongside A&O's regulatory investigations and litigation team.

Read more about **Peerpoint** on page 9.

AD&S in action (cont'd)

Contract review to determine which allow relief for non-performance under force majeure provisions

Estimated savings of GBP125,000 with innovative approach to data culling and leveraging of industry-leading technology

Implementing a major document standardisation and automation project

Advising a bank on the separation of its UK retail and SME operations into a ring-fenced UK bank eligible for a new banking licence.

Challenge

The scale and pace of the Covid-19 crisis, the vast numbers of contracts involved and with legal teams working remotely make traditional legal review a complex solution to a difficult problem.

Challenge

UK commercial litigation with broad data collection scope and tight disclosure deadline.

Challenge

With over 500 subsidiaries, managing the production of the documentation this global asset manager needed to meet the regulatory requirements for its intra-group financing presented a significant challenge.

Challenge

One of A&O's largest projects, the transaction involved 26 workstreams across multiple disciplines and jurisdictions to transfer millions of customers and GBP millions of assets in multiple jurisdictions.

Solution

A technology-enabled contract review platform with the ability for clients to access additional cost-effective manual review by our managed legal service team. The product was highly commended at the FT Innovative Lawyer Awards Europe (2020).

Read more about our **document review** solutions on page 10.

Solution

Although 2 million documents were collected, our team's application of standard and bespoke culling measures brought that number down to just 130,000 documents. The use of technology further reduced the number of documents requiring human review as Technology Assisted Review (TAR) effectively amplified manual coding decisions across the remaining documents, thereby reaching the facts of the matter faster.

Read more about our **eDiscovery solutions** on page 10.

Solution

Our managed legal services team, document automation and legal tech experts helped achieve significant reductions in the time and cost of producing all the necessary documentation.

Solution

Clearly defined processes and project management, the use of a HighQ Collaborate data room as well as flexible resourcing from our lower-cost managed service team and Peerpoint lawyers helped achieve service excellence, operational continuity and transparency during this long-running project.

Read more about our **advanced delivery teams** on page 13.

Consulting

At A&O Consulting we embed better business behaviour. We're trusted advisors to business leaders on governance, corporate purpose and culture, conduct, compliance and operational risk, regulatory advisory and business transformation.

Our insight builds strength and integrity into culture, and our solutions are innovative, practical and sustainable.

In a world where the rules of business are changing, turn change into competitive advantage.

A&O Consulting

Business integrity by
ALLEN & OVERY

How we make a difference

We are a team of former regulators and industry leaders, lawyers and senior consultants, meaning we bring both valuable insights and practical experience when providing solutions for our clients.

Governance

Increasing the effectiveness of governance and driving sustainable business outcomes.

Corporate purpose and culture

Unlocking people's full potential by embedding the right values and driving cultural change.

Conduct, compliance and operational risk

Developing innovative approaches to managing the evolving risk landscape, designing and optimising risk management frameworks.

Regulatory strategy and implementation

Helping clients keep pace with regulatory expectations – wherever in the world they operate.

“I thought that the presentation was excellent. The issues are so complex and numerous that it's hard to get our arms around them. I really did appreciate the team's insights. Thank you.”

Multinational financial institution

Case study: Executive level governance review

We were asked by the newly appointed CEO of an EMEA business to look at the effectiveness of its executive governance framework, including the executive and risk committees. We reviewed how well the committees were operating in practice, including decision-making, the quality of discussion and supporting management information, and provided a series of recommendations on how to improve operating effectiveness and efficiency.

Scaled solutions

In the Markets Innovation Group (MIG) we lead from the front to overcome industry-wide challenges. Our dedicated team of partners develops solutions to large-scale legal and regulatory challenges, bringing order to the complex. We do this through tech-based solutions, deep subject matter expertise, operational effectiveness and collaboration.

Markets Innovation

Scaled solutions by
ALLEN & OVERY

How we make a difference

Deep subject matter expertise

Calling on A&O's 550 partners across 44 offices for legal insight in all disciplines.

Tech-enabled delivery

Tech-based solutions bring order and discipline to the most complex and large-scale problems.

Operational effectiveness

Leveraging our in-house legal tech, consulting, project management and resourcing capabilities.

Client-centric approach

Solutions designed to work collaboratively with client systems and personnel, third party management consultants and other service providers.

Solutions

IBORMatrix

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. 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.

BrexitMatrix

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.

BondMatrix

ALLEN & OVERY

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

MarginMatrix

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.

MarginMapp

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.

MasterMatrix

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.

Online legal information

At aosphere we make the complex simple and useful. We provide an online subscription reports service for legal and compliance teams who want to understand cross-border risks in real time. We transform detailed, multi-jurisdictional information into simple, user-friendly formats. This provides instant and up-to-date answers to global regulatory and compliance challenges.

How we make a difference

No billable hours, no cost overruns

A single fixed annual payment.

User-friendly reporting

Insight at a glance with a traffic-light system.

Best-in-class analysis

Led by a senior lawyer team.

A proven approach

Leading the way since 2001.

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.

e-Signatures

Understand the key considerations when executing agreements electronically/remotely.

aosphere in numbers

500+

business subscribers

24/7

insights

15,000+

users

15

years' average lawyer experience

80%

women in leadership roles

aosphere

an affiliate of
ALLEN & OVERY

Visit aosphere.com

Flexible resourcing

Through Peerpoint we connect the best consultant lawyers with world-leading organisations.

With over 350 lawyers on our panel, we provide flexible resourcing solutions that address a range of interim needs, from access to specialist skills, to managing major transactions or regulatory change projects, to rapid scaling. We are also growing our expertise in new legal areas such as data science, technology and transformation, risk and compliance and project management.

With top-tier private practice backgrounds, Peerpoint consultants deliver to Allen & Overy's high standards, helping clients reduce the risk of using external resource without compromising on quality.

Peerpoint

Flexible resourcing by
ALLEN & OVERY

The Peerpoint difference

Peerpoint has enabled clients to:

- Meet additional resourcing needs without the fixed costs associated with a permanent employee (including benefits and other overheads).
- Seek specialist advice for particular types/streams of work.
- Cover extended leave or gaps in permanent senior staffing.
- Increase internal resource for major transactions and projects such as compliance exercises or regulatory change implementation.
- Benefit from broader commercial skills in areas such as governance, risk, compliance and legal operations and technology.
- Access remote or on-site project management or coordination.

As part of our integrated relationship, Peerpoint consultants:

- Have been endorsed by senior Allen & Overy lawyers as part of their recruitment.
- Have access to our internal know-how, expertise and professional support lawyers.
- Have a partner sponsor and the support of our relationship team when on assignment.
- Are covered by our professional indemnity insurance.

Visit peerpoint.com

Peerpoint in numbers

350+
consultants globally

70%
with in-house experience

80%
have 8+ years' PQE

Ranked in
Band 1
(Flexible Legal Staffing)

Chambers and Partners: Alternative
Legal Service Provider Guide, 2020

Document review and eDiscovery

Working alongside our legal teams, our digital review solutions leverage smart technology to get to the facts of the matter more efficiently, whether analysing large transactional document sets or coordinating complex disputes exercises.

We first work with our clients to understand the business challenge they face. We then select the appropriate technology solution and embed it into bespoke, effectual workflows, enabling our clients and lawyers to quickly reach informed legal decisions.

Benefits of our approach

Efficient, cost-effective review

Aligned incentives and open communication between our lawyers and technology specialists lead to the smartest application of technology to identify and review prioritised documents. We routinely leverage AI-based tools and efficient processes to manage large-scale document review exercises.

In addition to our own lower-cost, tightly-integrated in-house review teams, we also maintain a panel of Legal Process Outsourcing (LPO) firms on whom we have carried out comprehensive due diligence, including periodic site visits to their facilities and completion of detailed security audits.

Global access and real-time reporting

To enable a seamless experience on multi-team and cross-border matters, our clients' data is centralised on secure, globally accessible platforms. Real-time dashboards enable maintenance of concurrent review work-streams while tracking all reviewer metrics to ensure project deadlines are met. Their dynamic nature allows legal teams to quickly analyse categories of documents or clauses by simply clicking into the dashboard's display, while high-impact, data-driven reports may be generated and shared externally with key stakeholders.

Selecting the right technology

We understand that there is no one-size-fits all solution so we maintain close relationships with a number of leading contract analytics and data point extraction technologies. On each project our specialist technologists design a bespoke solution to address the specific challenge, leveraging the optimal mix of technology and workflow elements.

eDiscovery in numbers

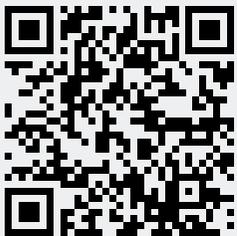
- Hosting over 30TB of data equalling over 20 million documents
- 3 data environments on 3 continents: North America, Europe and Australia
- Global team of 20 discovery and document review professionals including 5 Relativity Masters, 1 Relativity Expert and 5 Relativity Administrators
- Delivering discovery and document review projects to 17 A&O offices and 150 clients

Legal function transformation

A step change is underway in how in-house functions view their role and purpose. To become ‘future-fit’, in-house teams are embracing an innovation agenda for more effective operations.

We help clients respond to these challenges: assessing priority areas for transformation, designing new operating models and agreeing clear implementation plans with workable objectives from day one.

Take our innovation benchmarking survey* to assess your team’s approach to transformation against 90 leading global institutions



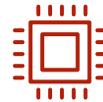
*administered by Meridian West, an independent consultancy

We support in-house teams in the following areas:



Vision, strategy and purpose

Rethinking how the function can support business colleagues and achieve priority enterprise-wide goals.



Technology and data

Simplifying and rationalising processes to drive greater efficiency and solve problems in new ways.



Piloting new approaches

Embedding long term, sustainable change by taking bold decisions and experimenting to assess what works.



Teams, structures and capabilities

Recruiting team members with a wider variety of skills and experiences to complement core capabilities.



Matching business transformation

Proactively transforming the respective function alongside the business.

How we make a difference

Insight, best practice, benchmarking

Sharing relevant industry information re best practices and examples of what others are doing with transformation projects.

Assessing existing models; recommending enhancements

Mapping the current state of the relevant function(s) and identifying opportunities for transformation.

New model design

Designing a new target operating model framework based on priority objectives.

Our designs help to ensure:

- Business-enablement and improved user experience: Using technology and workflows that deliver a better user experience.
- A data-driven approach: Structuring data to enable insightful transformation, reporting and decision-making.
- Holistic solutions that work: Addressing important issues such as culture, communications and training.

Implementation plans and project management

- Establishing a project plan to deliver the new target operating model framework.
- Project management leadership to drive execution of the plan.
- Training content and sessions for relevant personnel.
- Post-completion assessment and recommending adjustments.

Fuse

At Fuse we fuel a culture of digital innovation in the legal sector. We identify best-in-class technologies, provide experiential learning opportunities and promote technology adoption, by bringing together A&O lawyers and clients with our resident cutting-edge tech providers. Our hub provides a collaborative space where teams can experiment with, develop and test legal, regulatory and deal-related solutions.



How Fuse makes a difference

Experience emerging technologies first-hand

Fuse is a learning lab where we organise demonstrations, trials, events and seminars, allowing clients to see technologies for themselves and discuss possible applications for their business.

Setting our ambition

By seeking out and supporting best-in-class technologies, even those at a very early stage, we demonstrate our commitment to investing in the future.

Enabling A&O lawyers to select and use Legal tech with confidence

Fuse supports our lawyers in always looking for opportunities to deliver our projects and advice efficiently by selecting and deploying appropriate Legal tech to greatest effect.

Gain early insight through our technology radar

Through Fuse and our Legal tech team, we are continually watching and monitoring the market to understand what's out there. We use this insight and our strong supplier relationships to inform our clients, saving time and providing recommendations depending on their specific needs and sensitivities.

Putting lawyers at the heart of product development

Through Fuse we enable our clients, and A&O lawyers, to co-develop ideas with some of the brightest and most promising entrepreneurs, ensuring the development of practical solutions.

The following companies have been resident in Fuse, each for between 6-9 months, allowing us to develop a comprehensive understanding of their products and how they could be best deployed. To date, Fuse has received some 9,000 visits from our clients.

Apiax	Corlytics	Kira	Neota Logic	Proximity	Serein
Avvoka	Define	Legatics	Nivaura	REGnosys	Signal Media
Bloomsbury AI	HighQ	Loan Optics	Opus 2	Saphyre	Structure Flow
Bryter	iManage		Orbital	Scissero	Vable
Clara	Ithaca		Witness	Secretarium	

Advanced delivery teams

Whether supporting clients to select and deploy the optimal legal tech solution or to take advantage of our flexible resourcing options, our advanced delivery teams allow A&O and our clients to deliver projects cost-effectively but without compromising on quality and without the multiple-provider risk associated with using multiple third party providers.

Legal tech

We champion the adoption of technology across the legal sector. We provide best-in-class tools, great training, bespoke solutions and technical experts to resolve legal, regulatory and deal-related challenges. We help surface new ideas and reimagine lawyers' day-to-day work, streamline caseloads, drive collaboration and achieve better results. In a world that provides opportunity and challenge in equal measure, we help capitalise on the trend of the ever-changing.

Allen & Overy Belfast

We meet the 'more for less' challenge with proportionate lower cost, tech-enabled resourcing and end-to-end managed legal services. Our team of high-quality associates and legal professionals use legal tech to help clients manage everything from large-scale document reviews and complex repapering exercises to end-to-end contract review and negotiation support. Our close integration with other A&O teams reduces risk and ensures we provide efficient services to the highest of standards.

Project management

We support the seamless delivery of the most complex projects. We're dedicated legal project managers that mobilise and coordinate our own and our client teams, together with external counsel and global advisors, to deliver on time and on budget. We also provide training, best practice and toolkits on the fundamentals of good project management. As projects become more global and more challenging, we'll ensure you can plan, execute and review efficiently.

Case study: Conducting a detailed international survey across 170+ jurisdictions on the provision of a financial institution's wealth management services to corporations and their employees.

Challenge: The project's scale and international reach, the number of jurisdictions it covers and their respective regulations, coupled with the very large number of external counsel firms involved.

Solution: AD&S provides end-to-end project management, helping the financial institution produce risk ratings in a clear, data-centric format. A dedicated project manager and lower-cost Belfast team work together to efficiently manage and coordinate the large-scale submission and review process, underpinned by HighQ Collaborate (an advanced data room platform) enabling real-time status updates, data analysis and access to final survey responses.

Ranked in
Band 1
(Law firm LPOs)

Chambers and Partners: Alternative
Legal Service Provider Guide, 2020

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Legal function transformation



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Advanced delivery

A&O is the only firm
to have won the FT
Innovative Lawyers’
“Most Innovative
Law Firm (Europe)”
award six times in
its 15-year history.



GLOBAL PRESENCE

Allen & Overy is an international legal practice with approximately 5,500 people, including some 550 partners, working in over 40 offices worldwide.

Allen & Overy means Allen & Overy LLP and/or its affiliated undertakings. Allen & Overy LLP is a limited liability partnership registered in England and Wales with registered number OC306763. Allen & Overy (Holdings) Limited is a limited company registered in England and Wales with registered number 07462870. Allen & Overy LLP and Allen & Overy (Holdings) Limited are authorised and regulated by the Solicitors Regulation Authority of England and Wales.

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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.