

The background is a complex collage of digital and financial imagery. It includes various line charts, bar graphs, and network diagrams in shades of blue and purple. A prominent diagonal split runs from the top left to the bottom right, separating a darker purple area on the left from a lighter blue area on the right. The overall theme is technology, data, and global connectivity.

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Transformative Technology and Data Strategy

Your trusted advisor for all things digital

Transformative Technology and Data Strategy

The digital revolution is altering the global economy and shifting how businesses function. Companies are adopting transformative technologies to harness the power of data and gain a deeper understanding of customers, markets, competitors and trends. This digital transformation creates enormous opportunities and a constellation of risks, many of them new.

For most companies, digital transformation starts with developing a data strategy aimed at making informational assets useable. The adoption of transformative technologies cannot occur without the effective management of data.

That is why we have made **Dentons Data** the center of our Transformative Technology and Data Strategy practice.

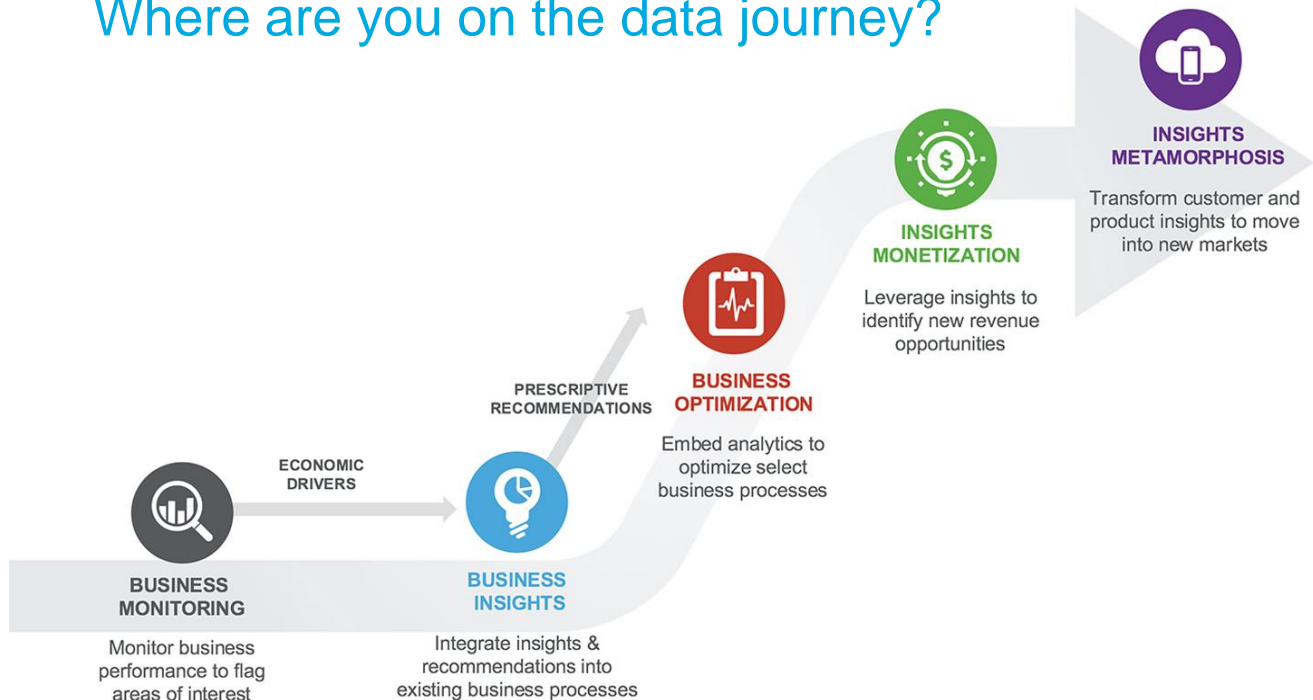
More than just legal services, **Dentons Data** is a scalable, phased, end-to-end suite of services that provides our clients with a one-stop solution to digital and informational resiliency. For businesses exploring, implementing or optimizing their data, Dentons Data provides a menu of proven solutions to solve the problems businesses encounter as they embrace digital transformation.

With **Dentons Data**, clients are able to:

- Manage costs and achieve cost certainty through our innovative and flexible pricing model.
- Implement effective solutions incrementally, and avoid overwhelming teams or processes, using our phased approach.
- Identify and mitigate risk early to reduce costs, while still effectively managing critical digital transformation projects.

Not sure what solutions are best for you? Contact us to arrange a **Solutions Assessment** at no charge.

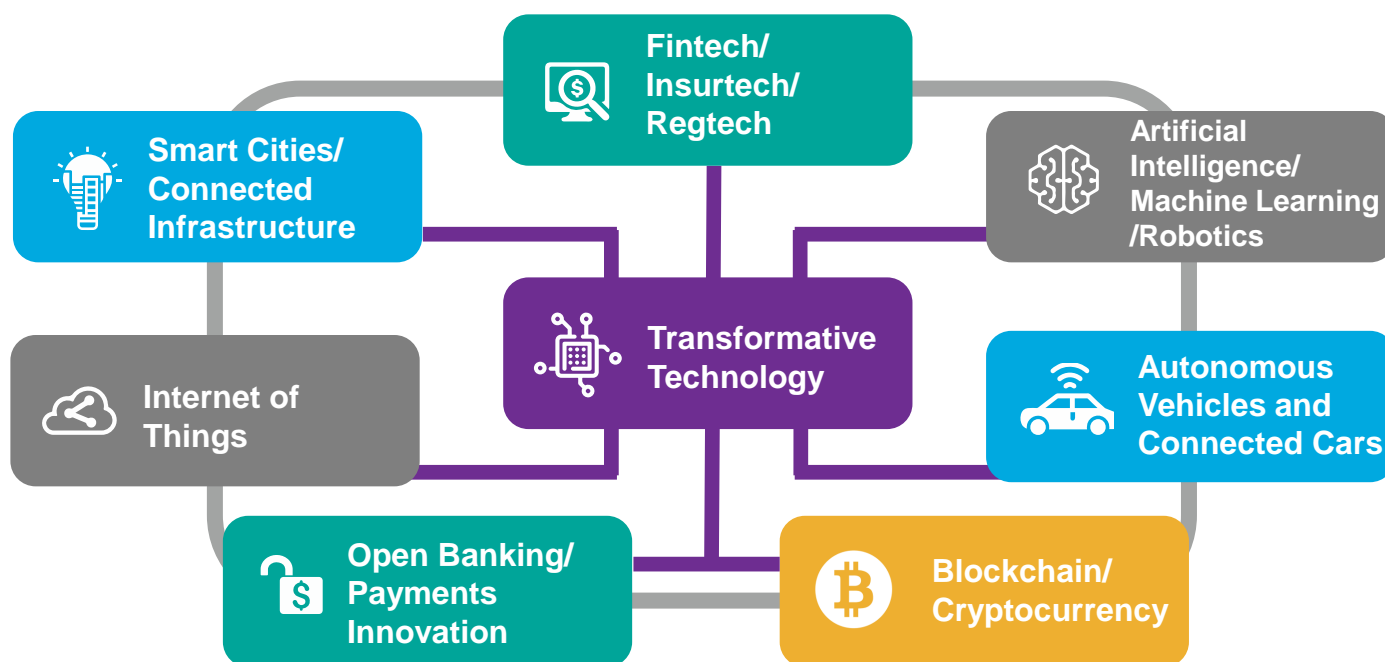
Where are you on the data journey?



Transformative Technologies at a glance

Complementing the Dentons Data suite of data-focused services is our comprehensive knowledge of various transformative technologies. We leverage this deep experience to navigate the interconnected legal and business challenges faced by established companies, as well as start-ups. Our national multidisciplinary team of lawyers and advisors focuses on the full lifecycle of digital innovation.

Our experience with various transformative technologies is highlighted below.



Key areas of service



Open Banking / Payment Innovations

Dentons' global experience has allowed us to draw insights and best practices from lawyers who do work in countries that have adopted or are adopting open banking. We ensure our clients are well prepared to adapt to the rapid changes in the payments, financial regulatory, fintech and banking innovation landscape.

We have advised businesses on:

- API adoption and data protection;
- Consent regimes and agreements for screenscraping; and
- Regulatory requirements for new entrants.



Internet of Things (IoT)

We have helped businesses address the unique data security challenges presented by IoT devices, including:

- Advising companies whose IoT devices and networks have experienced cybersecurity incidents, data leakage, and ransomware/extortion demands;
- Aiding in building robust consent processes that address the 'always-on' nature of IoT devices, and working with businesses to modify product and process changes to address evolving global data protection standards; and
- Assisting companies on bringing new devices to market and advising them on local market consumer protection requirements.



Autonomous Vehicles and Connected Cars

Dentons' AV team helps you navigate the still-evolving patchwork of national and local laws, regulations and guidance relating to the development and deployment of AVs. We have provided a full array of tech, regulatory, transactional and litigation support to startups, small businesses and large multinationals. Our team delivers creative, standout solutions to help you achieve your strategic objectives, minimize your risk and grow your market share. In addition to our bench strength in the tech and automotive sectors, our global footprint uniquely positions us to provide you with timely solutions to your most complex business and legal issues, no matter where you are located or do business.



Blockchain/ Cryptocurrency

Dentons guides businesses around the globe in developing new commercial frameworks based on blockchain and distributed ledger technology. Our clients include established global businesses seeking to innovate as well some of the world's most advanced emerging companies. We have been counsel to an online blockchain-based lending platform with respect to all regulatory and licensing matters.

- We have represented the developer of a new digital identity and attribute-sharing network based on distributed ledger technology, and advised the developer of a blockchain-based crypto-savings platform that provides digital tokens to gamify long-term savings by cryptocurrency investors.
- We have provided securities regulatory advice in connection with many global ICO and post-ICO matters.
- We advised three levels of government on the development of a collaborative blockchain-based licensing process.

Key areas of service



Fintech, Insurtech, Regtech and others

There has been a surge of new businesses that apply technology to existing business functions. Incumbent financial services businesses are also engaging these Techs to improve and automate the delivery and use of a broad range of financial and other related services.

- Fintech – Representing investors in a number of fintech companies worldwide, and advising a leading identity and authentication provider in commercial and corporate matters, as well as on the raising of CA\$27 million in the form of equity investment from Canadian financial institutions;
- Insurtech - Assisting an insurance company onboard a data analytics platform, and advising on the parameters of permissible usage-based insurance solutions; and
- Regtech – Helping businesses implement risk-modelling solutions, advising financial enterprises adopt behavioural analysis in trading environments, and assisting financial institutions in acquiring and deploying identity management solutions.



AI / Robotics

Our team understands the unique opportunities and risks associated with the adoption of AI and machine learning, and will help your business address the legal, ethical and business factors when implementing these technologies. Our experience includes:

- Vetting AI vendors;
- Auditing training and algorithms to avoid “black box” decision-making;
- Drafting and reviewing AI business process agreements;
- Developing standards for the ethical/legal implementation of intelligent technologies;
- Defending businesses in regulatory investigations regarding use of facial detection/recognition and convolutional neural networks; and
- Advising on the defensible uses of data and analytics in regulated environments, such as financial services and healthcare.



Smart Cities

Dentons has helped smart city stakeholders develop data governance frameworks and address nascent privacy issues. We have helped the suppliers of sensors and infrastructure address issues of ownership and control over smart cities' data (whether personal or non-personal). Dentons has acted for both domestic and international clients, and infrastructure industry participants in smart city developments. Our team has extensive experience in corporate/commercial law, real estate, construction, tax and project finance, as well as in the more focused areas, such as procurement, environmental and aboriginal law. Our integrated approach means that businesses participating in smart city developments derive appropriate benefits from their investment while having appropriate risk management strategies in place. Clients also benefit from the knowledge of our global knowledge and thought leadership in our Smart Cities Think Tank.

Dentons Data – Solutions for every business

Dentons Data combines sophisticated legal advice with best-in-class process management and IT capabilities to provide end-to-end solutions for the problems faced by businesses in the digital age. Our modular approach allows you to choose from the below list of off-the-shelf solutions and work with us to tailor them for your business.

End-to-End Privacy and Cybersecurity Readiness and Response Solution Evaluate



- Build a **Risk Framework** of obligation which can include **Third Party Data Assessment** and **IT Security Assessment**
- Perform an **Integrated Risk Analysis**, providing legal and technical advice to address your obligations
- Create a **Digital Resilience Assessment** for senior leadership
- Create a **Privilege Playbook**

Prepare

- Prepare **Incident Response Plans** and keep them current with our innovative **Audit and Update Service**
- Create a **Data Breach Playbook**, a plain language summary of identity-tailored action steps
- Deliver **Customized Cyber Simulations**
- Implement our unique **Advanced Retainer Solution**
- Implement modular and scalable privacy, CASL, and data security **Programs, Policies, and Training Package** and review of existing materials
- Implement Dentons' nimble **Privacy Impact Assessments**

Respond

- Provide a dedicated response team, across multiple jurisdictions, including a **Coordinating Counsel Service**
- Provide **Litigation and Regulatory Management Services** with deep experience in investigations, class actions and litigation
- Provide **Crisis Management Services**
- Conduct **Post-Incident Review**

Data Strategy Solution



- Create a **Goals and Objectives Framework**
- Identify how a business collects and uses information and create a **Data Map**
- Develop a **comprehensive Data Inventory** which identifies the restriction on information (privacy, contractual, proprietary, regulatory, etc.)
- Produce a **Value Roadmap** of how best to extract value from data, including data enrichment options, and how IT architecture may need to evolve to support that
- Define how various data elements must be maintained to satisfy both corporate needs and legal obligations using our **Data Protection and Retention Solution** (including defensible destruction, retention schedules, anonymization and exception management)

Compliance Blueprint Solution



Conduct a **Compliance Agility Assessment** to help a business understand the organization's ability to meet regulatory expectations, including:

- Gap analysis and growth readiness report
- Board oversight
- Governance model and key accountability
- Risk assessment, including a measurement of compliance risk
- Monitoring and testing to confirm compliances with regulations and effectiveness control
- Issues management track and remediation
- Change management

More solutions to come ...

Select representative matters

- **Ruby Corp (formerly Avid Life Media) owner of Ashley Madison:** Advising with respect to the company's privacy program to ensure that it aligns with and satisfies Canadian privacy requirements.
- **Confidential client:** Advising SaaS provider of box office ticketing solutions in connection with criminally motivated data breach.
- **Confidential client:** Advising financial services provider in connection with criminally motivated hack of employee computers.
- **Equifax Canada Co.:** Advising client and representing them before the Office of the Privacy Commissioner of Canada with respect to a cyber-attack in the US in the spring and summer of 2017.
- **Confidential client:** Advising oil industry contractor in respect of criminally motivated hack of employee computers.
- **Confidential client:** Advising high profile internet company with respect to two major high profile data breaches of user account data to hackers.
- **Confidential client, transportation:** Advising global provider of transportation services in its global coordination and management of the Canadian response to a breach involving the information of more than 50 million users. This included managing the privacy regulatory response, and associated class actions, and advising on an application for judicial review of the regulator's interpretation of "real risk of significant harm."
- **Confidential client:** Advising mobile app provider in the first ever joint Canada/Europe investigation.
- **Confidential client:** Advising financial services provider in connection with criminally motivated hack of employee computers.
- **Confidential client:** Advising vendor of consumer electronics regarding compliance with transparency and access requests.
- **Confidential client:** Advising high profile company in respect of access to information requests made by investigative reporters.
- **Panera Bread:** Advising on anti-spam telemarketing compliance in online and mobile marketing applications.
- **Universal Music Group:** Advising client on commercial electronic marketing in Canada.
- **Cisco Canada:** Canadian counsel advising on regulation of installation of computer programs and anti-spam laws.
- **23andMe:** Canadian counsel advising on privacy and regulatory matters.
- **Confidential client, technology:** Advising a global provider of technology products regarding a significant breach originating from employee theft of customer information from its call centres in India. This included managing and opposing disproportional production demands from the privacy regulator.
- **Confidential client, housing services:** Assisting a provider of residential housing services when it suffered it a breach of its tenant management system containing sensitive personal information.
- **Confidential client, global data broker:** Advising in connection with a significant breach from discovery throughout regulator investigation

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Unrivalled geographic footprint

About Dentons

Dentons is the world's largest law firm, delivering quality and value to clients around the globe. Dentons has no single headquarters and no dominant national culture. Diverse in terms of geography, language and nationalities, we proudly offer clients talent from diverse backgrounds and countries with deep experience in every legal tradition in the world. Rather than offering theoretical legal analysis, we provide the specific advice required to get a deal done, resolve a dispute or solve a business challenge. Regardless of the scale and scope of your business needs, you get the individual attention you need and deserve. Whether the matter is big or small, if it is important to you, then it is important to us.

A law firm with global reach



Countries

78



Locations

176

Total number of lawyers

9,000+



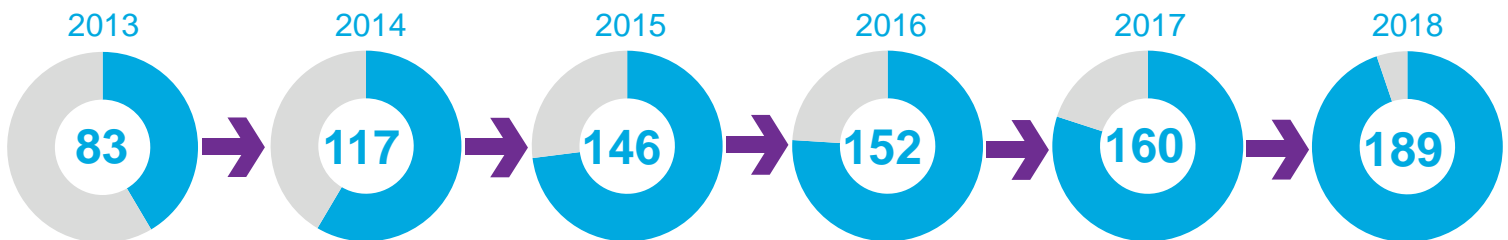
Total people

17,000+



The world's largest companies choose Dentons

Of the 200 largest companies in the world, Dentons represented:



Why do they choose Dentons?



