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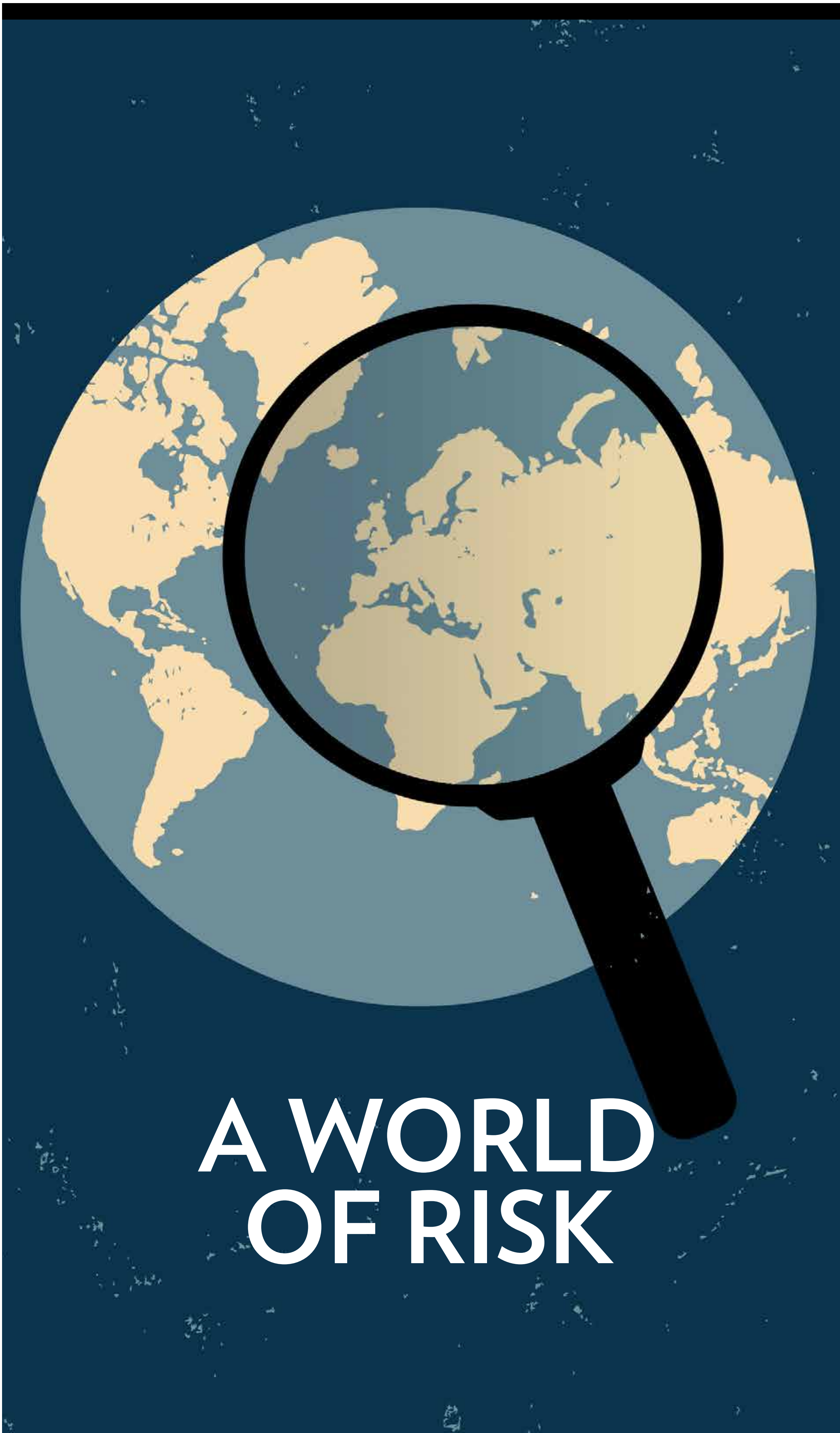

A WORLD OF RISK

RISK IN ACTION

If anything's certainly on the horizon, it's uncertainty. How is business preparing for what we don't yet even know?

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WHO WE ARE...

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Trouble bubble?

Pray, forgive the March 2019 issue of **Briefing** if it's ever so slightly a downer. We've our follow-up to the annual **Briefing** Legal IT landscapes research, which is covering the cybersecurity space specifically – listing out the top threat vectors you told us about, and asking why law firms aren't snapping up chief information security officers, among other things. And here I now sit, chirpily introducing a **Briefing** spotlight special titled 'A world of risk'.

However, with only around 15 days – by the time you read this – until 'B-day', it's an appropriate edition (if, I suppose, arguably a little late for picking up practical advice) to enquire how law firms 'do' the likes of scenario/contingency planning to manage the breadth of business risk most effectively and efficiently.

Not, you understand, that I'm suggesting the prospect of Brexit presents nothing but a pile of risk – but you certainly don't need yet another commentator to tell you that busy businesses generally prefer a bit of certainty to the shakier alternative. So, if even law firms can't be expected to magic the uncertain into something more so, are they at least prepared to manage their way through the uncertainty?

Of course, this isn't all about Brexit. Law firms had plenty of material for the risk registers before that word came along to dominate. But it's perhaps also worth pausing to consider the way that areas of risk can give rise to others that might make the list. It was over a year ago now, for example, that I first came across the turn of phrase 'Brexit brain' – the idea that the so-called fog we've now been blinking through for three years is causing some fatigue or burnout of its own. They're not negotiating the thing, but to what extent is this tumultuous political climate affecting your people emotionally? Could this mean anything for the business of employee engagement? Is there anything at all to be done about that?

One claim frequently made for investment in artificial intelligence/automation solutions, meanwhile, is that they can lessen the risk of 'human error' – when your people are, after all, only human. People get tired. People have off days. People grow weary with their politicians. But welcoming new tech or innovative processes almost inevitably also introduces risk. A new process, let's face it, is always a new process that might not be fully or correctly followed.

RICHARD BRENT EDITOR-IN-CHIEF

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FEATURE

A medley of risk

Brexit is making everyone think about risk, but it's not the only one out there. From internal risks, through to cybercrime and geopolitical upheaval, we checked in with risk leaders about their biggest challenges in 2019. Jem Sandhu reports.

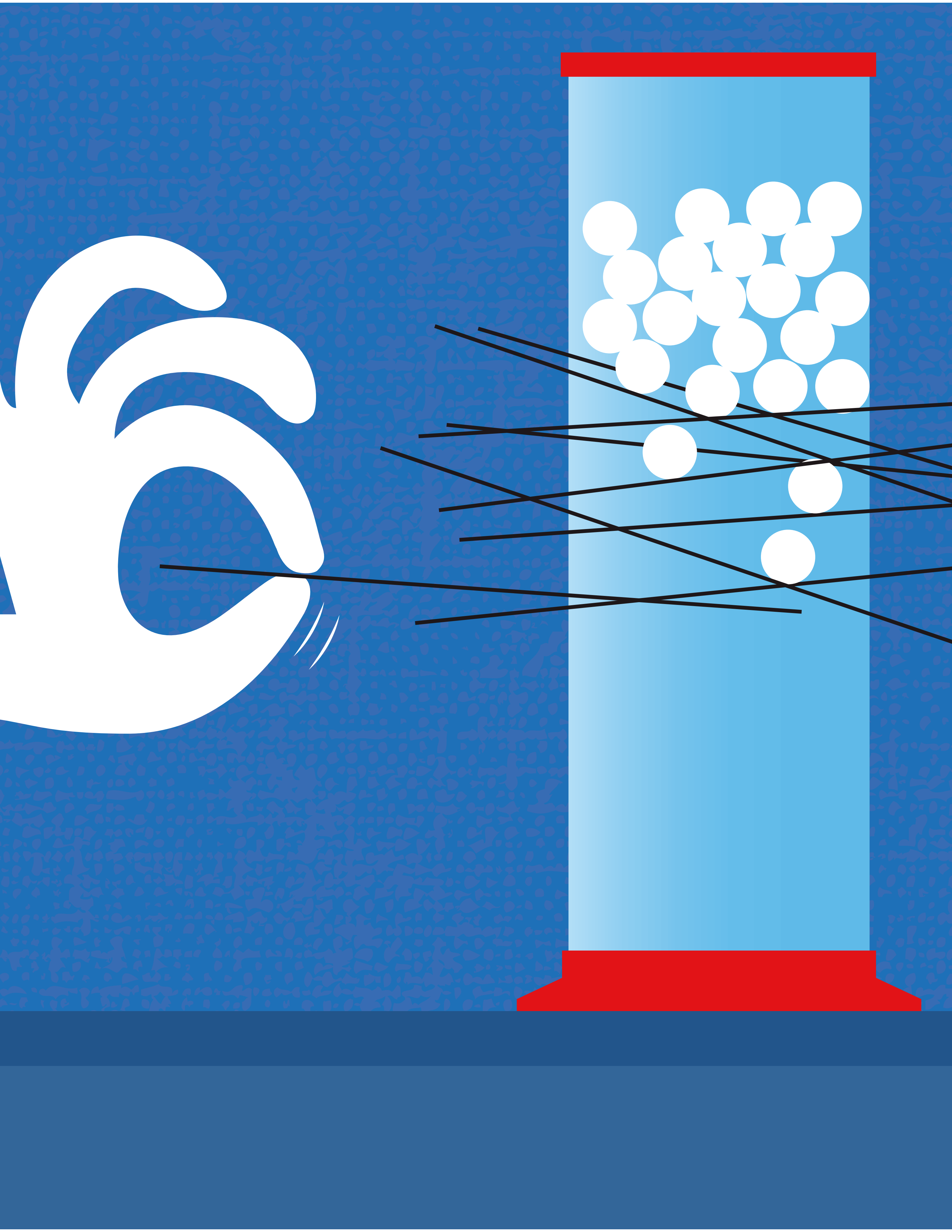
Brexit is almost here. Or is it? The sheer uncertainty surrounding this black swan event must surely unnerve even the most seasoned risk leader. But even if we put Brexit aside for a minute, compared to the 2015 risk landscape (EU-US sanctions against Russia; the Eurozone currency crisis), the 2019 registers are full of arguably more serious, and definitely more uncertain, risks.

Watching for risks

How a firm monitors the risk landscape can depend on so many things – firm size, location, risk head personality. Robert Farrant is director of risk management for Mills & Reeve. The firm's governance structure includes a internal control of risk committee, which oversees the risk and finance functions. "Fee earners watch their markets. In business support, we watch our areas", says Farrant. His role includes picking up things the firm can't reach in other ways: "the team pick up information from the regulator, the Law Society, peer firms, and gather intelligence from within the firm." As Brexit approaches, there are updates from firm "sector leaders and national service lines on what clients are doing and impact on turnover."

Anu Kapila, head of risk and compliance at Russell-Cooke, also mixes up her external risk monitoring approach. There are fortnightly board meetings, conversations with the senior and managing partners ("virtually every other day") and external networking events. Senior management also meet monthly with the head of finance, "doing a trend analysis to see whether something external is impacting fee income."

Peter Rogers, partner and director of risk for Bevan Brittan, has a risk register, "which is reviewed annually as part of a report to the



firm's audit and risk committee, which involves going out to all of the risk owners, in the legal departments and in business services."

Eversheds Sutherland's head of risk, Nic Poole, looks across "all operational areas, across practice groups, and to people leading those functions. We need to identify internal and external risks they foresee." Those people's sources reflect the firm's international nature: "We have a big global footprint and have the benefit of receiving geopolitical updates from risk consultancies."

Sarah Boland is global head of practice protection at Freshfields Bruckhaus Deringer. Her team ensure regulatory compliance and risk management, helping the firm deal with constant changes in the political and economic landscape. The team works closely with managing partners and dedicated risk partners in each office who provide insight into what could affect that office. "We talk regularly with these individuals to see what they are seeing."

Scenario planning

Scenario planning is key to preparing for both unpredictable and unpreventable events. No matter what they called it, or how extensive, the firms we spoke with saw that as crucial for testing the resilience of their structures.

Poole outlines the risk impact assessment involved in, for example, a money-laundering risk: "What is the risk, how might it play out and what might the consequences be? We talk to functional or operational leads. In a particular practice group, we might ask, what do we think of their client base, or what is the prospect of something nefarious? Again, talking about the likelihood, the impact, and the sort of impact. That helps us to prioritise and devise a plan proportionate to the size of the risk." Poole is closely involved with the Brexit taskforce headed up by Debbie Jukes, the general counsel at Eversheds: "We are working through various scenarios in terms of how it can impact our operations, and delivery of legal services."

At Bevan Brittan, Rogers' scenario planning is based on asking the hypothetical question: "'What went wrong, why, and what did you learn?' and then working the results into contingency plans." He admits that, in planning for events which are unlikely to happen, "you can come across as the grim reaper, but people get what we're trying to do." He aims to ensure that plans are flexible and principles-based: "Too much detail can inhibit good decision-making in the heat of battle."

> "Scenario planning is a combination of central, local and practice group responsibility ... to ensure information is harnessed from across the firm."
>
> *Sarah Boland, global head of practice protection, Freshfields Bruckhaus Deringer*

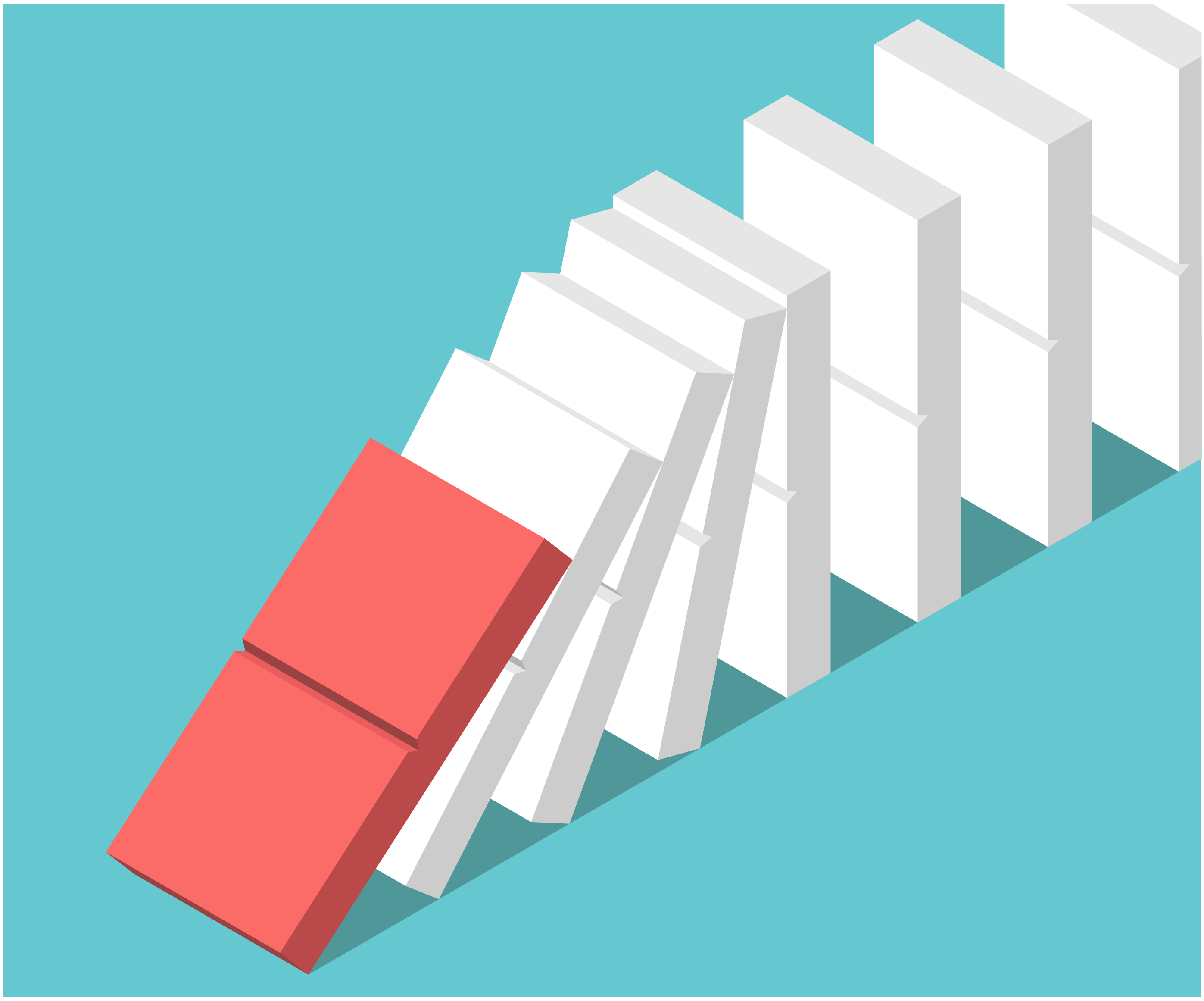
Boland's view is that "it can't rest with a single individual or team. Scenario planning is a combination of central, local and practice group responsibility. This means gathering the right individuals to ensure that information is harnessed from across the firm."

Dealing with cyber and geopolitical risk

What's high on your risk register for 2019? Jukes' succinct response is echoed by the other risk leaders: "Geopolitical is higher than it has been for a while. Cyber remains high. Data is high." In spite of increasing risks, however, none of the firms interviewed planned radical overhauls of their risk management structures. However, there have been new roles created. Eversheds' recent hire of Nic Poole as head of risk evidences "increasing investment and time in risk and compliance," according to Jukes.

With the General Data Protection Regulation (GDPR) in effect, data is still high on the agenda. Rogers (who recently hired a data protection specialist lawyer as part of the firm's Risk team) says that GDPR, along with increased Information Commissioner's Office (ICO) fines, means "there remains a huge focus on the risk of data loss, and data governance." This is also a concern for the firm's clients. "We've seen client terms which ask panel firms to sign indemnities relating to data loss, including ICO fines and reputational damage."

However, cyber-risk has undoubtedly replaced data at the top of most risk registers. What a change from July 2015, when the Solicitors Regulation Authority (SRA) Risk Outlook highlighted cybercrime and information security as a "new priority" risk. In addition to the increase in Friday afternoon fraud (where scammers get lawyers' bank details, usually in the context of conveyancing transactions), Rogers points out how "fraudsters mimic the SRA and banks in a way which is increasingly hard to detect." Bevan Brittan make it a point to do detailed scenario-planning around cyber and ransomware scenarios:



"A lot can happen in a short space of time and you need to assume that the response team's decision-making will be ruthlessly exposed post-event."

Boland agrees that cyber-risk has become much more sophisticated. Freshfields have an information and security team dedicated solely to monitoring it: "They look at what is happening in the market and best practice. We make sure that working practices accord with what they see. It is then rolled out to the firm."

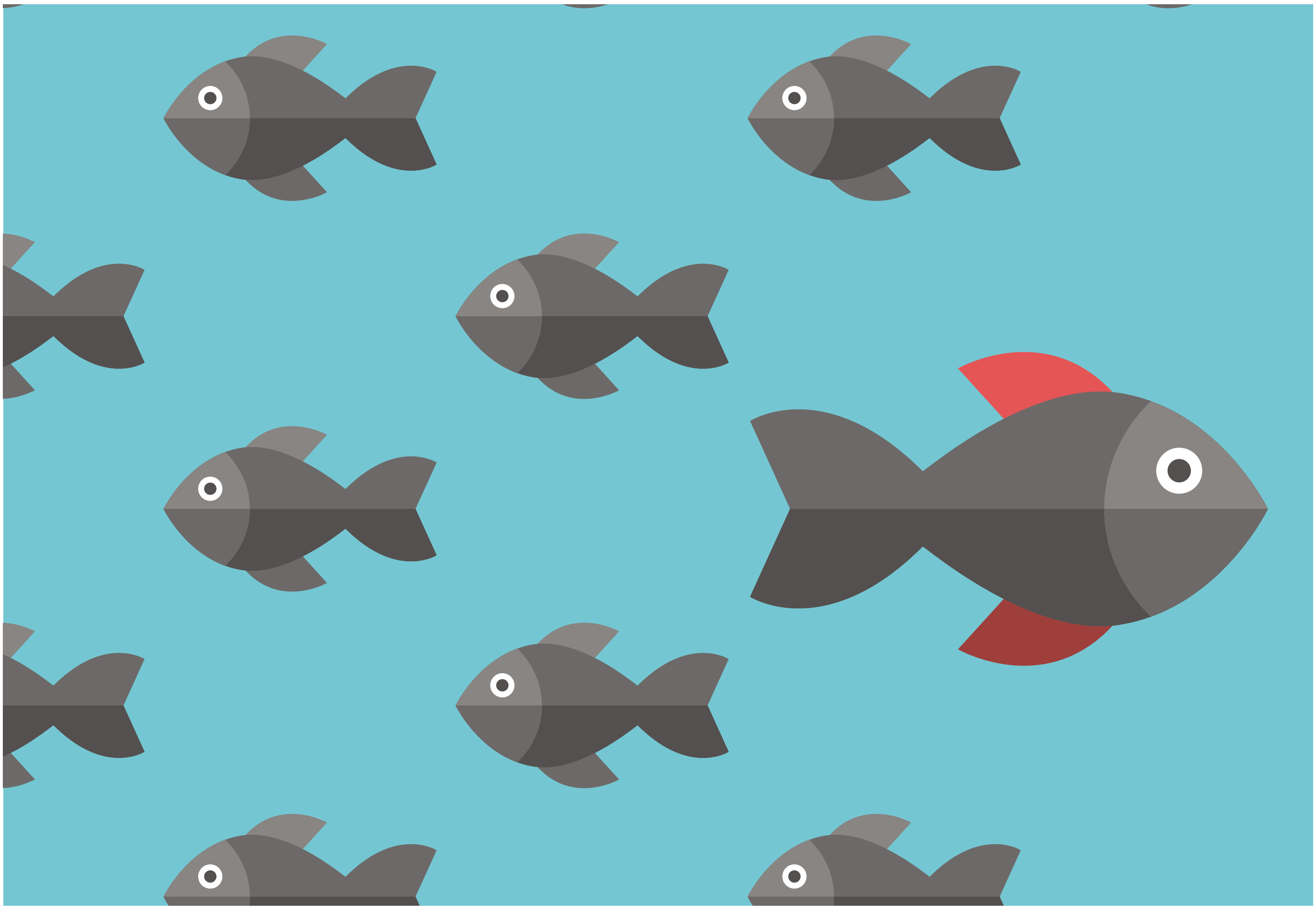
Farrant sees renewed focus on cyber-risks, such as loss of client money due to scams and fraud. These pose a risk "especially for law firms that hold a significant amount of client money. These are the sorts of things we will run through regularly in terms of scenario-planning."

When it comes to geopolitical risks, they are not only higher, but more sudden and unpredictable. Boland is particularly concerned about the increase in sanctions regulation in recent years: "We increased our dedicated internal compliance function to increase the depth of our sanctions knowledge and experience." Over at Eversheds, Poole also keeps a close eye on political happenings: "The current US administration is more unpredictable than the one before it, so its foreign policy can change relatively quickly now. Across Europe too, political change informs the other risks we deal with."

Regulatory change

2019 regulatory changes are largely predictable (the 2019 SRA Standards and Regulations handbook was on the minds of all interviewees), but the point that came up over and over again was the sheer volume of information. Farrant, at Mills & Reeve, says that "the last SRA handbook has meant an increase in recording and reporting obligations. The volume of information coming into the team has climbed significantly."

Also, the regulatory landscape is changing "quickly and fundamentally", says Boland. "Regulators increasingly scrutinise how firms run their businesses, from money laundering through



to ethical standards."

In Kapila's view, regulatory overload can reduce effective risk management: "There is an increasing need to demonstrate that we are doing things correctly. Sometimes you can be more innovative, but people take a cautious approach. Discretion and creativity might be subverted. You have to reach a commercal balance."

Farrant echoes this view when talking about new SRA reporting obligations for compliance officers and lawyers, and having two codes of conduct (one for firms and one for individuals): "We want people to make their own decisions, we don't want people to engage in 'professional minimalism' and come up with the lowest common denominator approach in terms of ethical conduct. People don't want to do a tick-box exercise, or feel overburdened by their regulatory responsibilities."

Faster risks

But more than the risks themselves – risks, after all, are part of the job – is the volume together with how quickly risks emerge. Boland points to the "ever-changing" geopolitical landscape and "the pace of change generally". Such rapid change calls for fluidity of structures and processes.

"Freshfields does not have a static approach to risk management" says Boland, "we adapt constantly to pressures." Farrant even connects this "phenomenal" amount of information coming at people now with another risk – wellbeing.

There are technology wishlists. To enable swifter reaction to threats, and "identify morphing and materialising risks," Rogers would like the firm's risk register to be reviewed more often (it is currently done annually) by moving it onto a new software platform, one which could "include 'nagware' for risk owners to update their risks based upon a suitable review period. So, if a risk is evolving quickly, they could put in a three-month review period."

Kapila's firm is also addressing social media and how it can impact reputation: "We worry about negative comments". She says that, "We are going to have to up the ante because the Code of Conduct is changing, with fewer prescriptive rules."

The risks of flexible working

Flexible working and other new working practices can create a more fluid risk environment. An increasingly diverse workforce (including more home-based consultants) prompted Bevan Brittan "to look at all the associated risks and adapt its HR and risk policies". Rogers thinks that firms need to focus on "what mischief they need to control, over and above compliance with SRA requirements. This makes a principles-based approach attractive, but you also need people to exercise good judgment, and a culture of raising questions and concerns. Responding to these can be time-consuming for risk teams."

Kapila says that the trend has definitely impacted Russell-Cooke's view of risk: "Younger talent can't afford to live in Central London, so they need flexible working. We're known for work-life balance, but we have to think about the risk around it."

Poole is more than familiar with the risks involved: "Eversheds have taken significant steps around technology security and ongoing training." However, as a multi-office firm, it has found that flexible working can actually reduce some kinds of risk. Jukes points out that Eversheds has never depended on just one office building: "If something happened in London, we have always been able to work elsewhere. With flexible working, with technology allowing people to work anywhere, that dependence on a single building has decreased even more."

The AI solution

None of the risk leaders dismissed using artificial intelligence for risk management – though there was a consensus that, for now, it was limited to internal risk issues. Rogers is looking at AI solutions "to help mitigate risks such as accidental data loss." Farrant also sees a place for AI in this respect (Mills & Reeve's data protection function sits within risk) and the firm has software "which uses AI to look for unusual patterns in emails."

Poole sees a role for AI in terms of more day-to-day internal risk: "We are looking at AI solutions to mitigate that risk, and using certain tools to help review documents. That is an efficiency tool, and to avoid human error." However, although the firm does use AI products (Kira, for example, has resulted in both greater efficiency and accuracy in its due diligence), it has yet to look into using AI for risk management itself. Over at Russell-Cooke, Kapila is hesitant about the use of AI for decision-making, and sees it as "more to make legal work more efficient".

In contrast, Boland is "hugely enthusiastic" about the role of AI in risk management. One example: "We are looking at machine learning in

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> *Anu Kapila, head of risk and compliance, Russell-Cooke*

the in-house legal department. This can help make us less manual. We can draw lessons from this, and use the same tools for risk assessment." She also sees the value in AI for risk management decision-making: "The firm has recently implemented a new practice management system. It provides more insightful data to support delivery of services, but can also enable us to make better risk-based decisions."

Automation

Automation can guard against error by introducing process efficiencies. According to Jukes, Eversheds has invested heavily in document automation for years and is currently looking to automate lawyers' inception process, "getting the basics right to take out any risk of human error."

Kapila also is keen for Russell-Cooke to use automation at file opening: "If you input client due diligence details and ask the software to produce a risk assessment, you can quickly determine whether or not you want that client." She agrees with the idea that automation can go further and enhance the quality of the risk assessment. "You take away discretion, and you have a lot of data behind it, so automatic risk assessment software in many ways will determine risk in a more accurate way than my sitting down with a client considering whether or not that client is dubious."

However, automation has limits: "I deal with problems where there are not enough rules, and a lot of discretion. If a solicitor sends out a slightly ambiguous email, it's difficult to automate a decision around it. It's a discussion between me and the solicitor to determine how risky it is, and what we do." In the end, whatever the pace of change and volume of risk, risk leaders still need to exercise a degree of discretion – it remains to be seen whether new technologies will emerge to help risk leaders deal with an increasingly unstable and uncertain environment.

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INDUSTRY ANALYSIS

AI on the risk

Half of law firms have no plans to implement any artificial intelligence in the next five years. Harini Sridharan, principal product marketing manager at Intapp, says they're missing out on a big strategic advantage

Law firms face an increasingly complicated risk management environment, replete with stringent legislation and regulations covering conflicts of interest, know your client requirements, anti-money laundering directives, and more besides. The uncertainty of Brexit's impact on business will likely complicate the situation further, and through it all firms must meet their professional responsibility to vet new business, address business risk and prevent reputational damage. Firms must also manage and adhere to an increasing number of outside counsel guidelines (OGCs) – all of which are requirements that continue to grow in depth, breadth, and complexity.

Firms must embrace a fluid approach to these continually shifting circumstances. Many firms have expanded their compliance departments to ensure continued performance of timely, thorough and accurate client evaluations and conflicts clearance, all while adhering to client obligations. But employing increasingly well-trained talent to manage the onslaught isn't an effective or scalable model. That's why some forward-thinking firms are investigating the use of artificial intelligence to support, empower and optimise their teams.

Cautious beginnings

The idea of AI has long featured in the imagination of the public and businesses alike, but interest has exploded in recent years. Gartner noted "democratised AI" as the number one trend in its 2018 Hype cycle for emerging technologies.

And yet, in spite of the groundswell of interest in AI, most law firms have not yet wholeheartedly embraced the technology. In Altman Weil's 2017 Law firms in transition survey, a mere 7.5% of respondents reported using any AI tools. Another 29% said they were beginning to explore the use of AI. However, more than 60% of firms said they were neither pursuing, nor aware of, AI initiatives, and over half didn't anticipate AI would have an impact on their firms in the next five years.

Why the slow start? Perhaps it's due to fear – whether fear of the unknown, of being replaced by automation, or of technology that has frequently overpromised and underdelivered. Hesitations may also arise from a lack of comprehension as to why AI matters in the legal industry, or difficulty envisioning a purpose for AI that goes beyond merely automating routine, manual tasks. However, some law firm leaders have begun to ask how AI can help achieve the higher-order outcomes they need: managing risk, winning more

business and growing profits. They are beginning to look beyond the buzzword and are seeking tools and approaches that can unlock AI's true potential.

AI alternatives

Although innovative firms are beginning to explore AI, they must realise that the specific type of AI employed can make a big difference to their success rates. Many vendors offer standalone or bolt-on AI products designed for one (often pedestrian) purpose – for example, scanning research briefs for keywords or phrases. But this approach comes with a built-in limitation. Often, the output of standalone AI tools isn't directly actionable, because it's disconnected from other business process systems and may be taken out of context as a result.

Often, the output of standalone AI tools isn't directly actionable, because it's disconnected from other business process systems and may be taken out of context as a result

At Intapp, we believe enterprise-scale AI must be purposefully built into the software that firms use to run their businesses, and integrated into industry and firm-specific processes and performance metrics. That's why embedded AI is a core service of the Intapp Professional Services Platform, which supports the entire client lifecycle,

Firms can employ embedded AI in a variety of risk-related activities, but it proves especially successful in the areas of conflict clearance and client terms

from development to delivery. Intapp solutions and products operate together by design, but they also integrate with third-party systems. These connections allow the AI to delve into a robust, firm-wide dataset that avoids geographic or systemic data silos. To create more reliable, high-quality predictions and actionable intelligence, firms can now tap into rich historical data, knowledge of related matters and cross-team expertise. As the Intapp platform offers AI as an embedded, foundational service, firms can apply it across a wide range of tasks, including managing conflicts, reducing risk and accelerating the onboarding of new business.

Managing conflict

Firms can employ embedded AI in a variety of risk-related activities, but it proves especially successful in the areas of conflicts clearance and adherence to client terms.

Conflicts data is deep, dimensional and often distributed across various sources and systems, and although some conflicts searches return just a few hits, others can yield thousands. The initial results analysis can be overwhelming, requiring analysts to filter huge amounts of noise, including false positives and duplicates. Reviewing data is a repetitive, onerous task, which is time-consuming and prone to error. Intapp Conflicts applies AI and machine learning to this problem: the machine pays attention as analysts decide which search results (hits) require further review. Over time, and with enough data, the machine learns to provide rapid, accurate categorisation, and to make recommendations about which hits need a lawyer's attention. This saves firms, lawyers and analysts valuable time and effort by focusing their workflows.

AI can also improve the start of human-initiated searches. Assistants often choose search keywords based on a gut feeling, personal intuition or past searches. These semi-random choices can have a

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significant impact on the results retrieved and, ultimately, on the firm's business decisions. At Intapp, we're actively working on ways to apply AI to leverage validated risk policies to make relevant, data-driven search recommendations.

Onboarding new business also requires significant time spent processing OCGs and terms of engagement, often via manual and cumbersome processes. Even more challenging, once terms are agreed they're often stored away, fading from collective memory and revisited only after a billing dispute or other issue arises. This process is ripe for automation, machine learning and rules-based decision-making. Intapp Terms uploads, renders and digests documents in a central repository, then employs AI to rapidly perform accurate, assisted categorisation of terms. In initial deployments, this typically reduces time spent on terms categorisation by approximately 66%. As a bonus, terms are automatically exposed to partners, timekeepers and staff at critical business junctures – for example, during time entry – to reduce write-downs and write-offs, and ensure ongoing adherence to client requirements.

Once terms have been categorised, reviewed and approved, the software can also use intelligent automation to trigger actions, such as enforcing security policy or creating ethical walls to ensure client confidentiality and compliance.

Breaking with routine

Using AI to reduce or expedite manual tasks provides multiple benefits. Firms that effectively implement AI can:

- **Reduce errors, risk or reputational harm.** Manual processes, such as conducting conflict searches or categorising OCGs, are prone to human error. AI can help people perform these tasks with less fatigue or distraction
- **Save time and money.** Intapp determined that one of our client firms spent an average of 8.2 person hours, including work by members of the conflicts team and lawyers, on a typical conflicts-clearance effort, from initial search to resolution. In a pilot programme, using Intapp Conflicts with embedded AI, the firm slashed the time spent by 74% to 2.1 hours. The projected cost savings will total nearly $10m over four years
- **Free up the firm's talent.** Many employees worry that AI will replace jobs, but AI allows firms to deploy talent in more strategic ways. By reducing or expediting manual or repetitive tasks, AI frees up the time and brainpower of analysts and lawyers so they can focus on more substantive work
- **Provide better client service.** By enhancing OCG visibility and adherence, firms can reduce billing conflicts and ensure strong client relationships. Using AI also demonstrates to clients that the firm is at the leading edge of technological innovation.

Strategic starter

The future of AI surpasses mere automation benefits and erupts into the realm of strategy. At Intapp, we're actively working on ways to employ AI to help firms to evaluate potential new business and not only answer the question 'Can we take on this business?' but also 'Should we?' Applied AI learns from past decisions and experiences across ethical, financial and regulatory perspectives. For example, it could identify patterns that indicate a profitability risk or collection/realisation concerns with a client, and then mitigate those risks by suggesting engagement conditions, such as retainer levels, and client monitoring for the duration of the engagement lifecycle.

AI will also allow for more strategic use of the mountains of data amassed during business development and acceptance processes. Based on this data and other inputs, AI could model hundreds or thousands of a firm's past matters to indicate which represented the greatest risks and which point the way to excellent revenue and profitability. Based on AI's analysis of these past decisions, firms would be able to weigh risk-to-revenue propositions, determine which clients to decline, and identify new business aligned with long-term strategic goals. And that's intelligence that every firm can embrace.

INDUSTRY ANALYSIS

Get risk right

Richard Beech, CEO of Riliance, says risk management is a continuous process, but should still have very clear objectives

Risk management is an area that's gaining huge traction across all sectors, owing to the ever-changing commercial and compliance landscape. Once relegated to spreadsheets and annual reviews, the expectations of regulators and clients have now rendered risk management 'business as usual'. Although driving factors can be as diverse as new regulation, quality standards, client expectations and stakeholder objectives, it's risk and compliance professionals who are increasingly being given the task of implementing risk management.

This can be a daunting and resource-intensive task for any business, and all too often it may stall, fomenting frustration and disappointment within teams. We've been working with several firms that are implementing or improving their risk management frameworks, and have seen first-hand the challenges risk teams face when embarking on such projects. With a myriad of frameworks and approaches to choose from, even knowing where to start can be a challenge, but we've seen approaches to risk management that have worked. The following pointers can help a firm of any size get their risk project off to a successful start and lead to a valuable result.

1 **Set objectives**. A successful risk management programme will have clear objectives that can evolve over time. Knowing why a risk management programme is being embarked on now will help to focus activity, gain buy-in and make sure you are delivering value. This may require some investigation work on your part. Why is this programme a priority now? What would make it successful? Are there any key milestones or dates that need to be met? If the objectives are hazy, you can create your own for the risk management programme and use them as discussion points with project sponsors.

2 **Be realistic**. When starting any project, you have to be pragmatic about what can be done with available resources, so set achievable expectations. It may be useful to map out a quarterly growth plan, starting with the basics, such as identifying the top five risks, and then building in scope and complexity as needed. This approach also shifts the mindset from risk management as a project to be delivered by a

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specific date, to an ongoing development process.

3 **Take initiative**. Management and leadership often want to see risk management develop. However, they're rarely experts in risk themselves. If this is the case, use your knowledge of the firm and expertise in risk areas to suggest how risk management can be realised. Don't wait to be handed risk appetites, grading charts or business plans: create a tangible starting point that you can present to management.

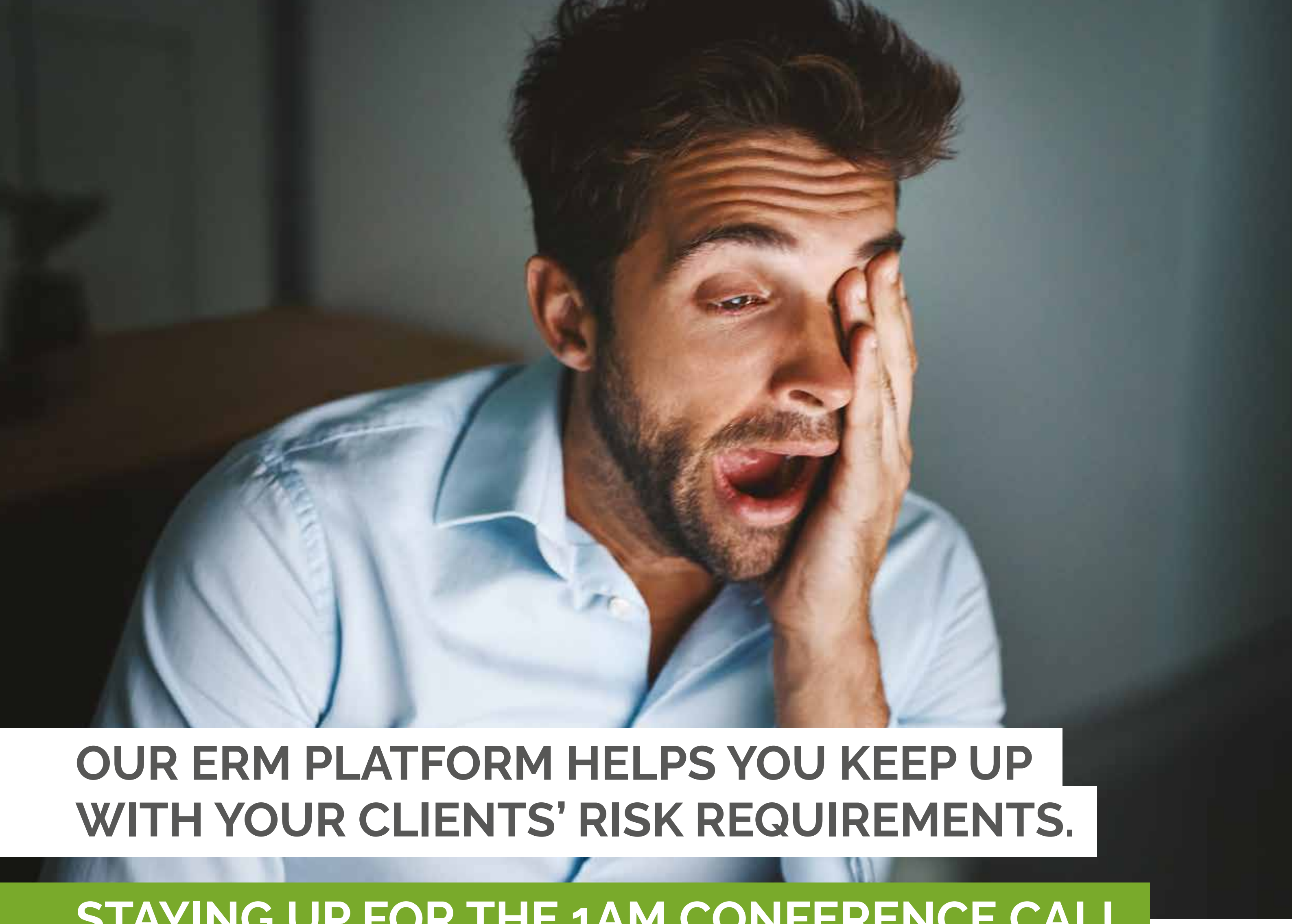
4 **Woo stakeholders**. People are busy, so give them evidence to prove that risk management will help the firm overall and them individually. Recalling objectives will give you some tangible benefits of the programme that should resonate with teams, such as retaining clients by meeting due diligence requirements, mitigating risks to the firm's growth plans or gaining accreditations that will help to win more work. Once you have clear proof that risk management is vital, be clear on what will be involved in practice.

5 **Risk cycles.** Risk management is an ongoing process that works best in quarterly or half-yearly cycles. Set a timeframe within which you can review risks, establish controls and actions, and then deliver. Focusing on achievable actions in a set period, and then looking at 'what next', helps to deliver tangible results and establish the continuous nature of risk.

6 **Practical, not perfect**. Risk programmes can get bogged down in the academic. You should aim to start managing risk as quickly as possible and deliver something practical. Take care not to get stuck in endless reviews of your risk status, likelihood and impact ratings, risk levels and gradings, and so on. Your framework is your yardstick for risk – start using it and you will quickly find out if it needs recalibrating. This is even more crucial when identifying risks in specific areas of your firm. Focus on the 'big ideas' and ask for the top five or 10 risks.

7 **Report and review**. Aim to get to some tangible outputs that you can present to the business after your first risk-review cycle. This may be a simple report pack that outlines the key risks by area, the controls in place/being worked on over the next quarter, and the expected benefits. Remember to look back to the objectives you set initially and explain how the risk programme is working towards them. Try not to present huge volumes of spreadsheets, data exports and charts. We find a summary showing your top five risks, key controls and activity over the next three to six months gives a really clear, engaging picture of your risk performance.

Risk management is an ongoing process, not a project that can run for a quarter and then be left alone. Once your risk management cycles are up and running you can always evolve your processes. In the short term, the priority has to be about getting some momentum behind you. Start with realistic goals, keep it understandable, and deliver value and clarity as quickly as possible, and you'll be up and running in no time.



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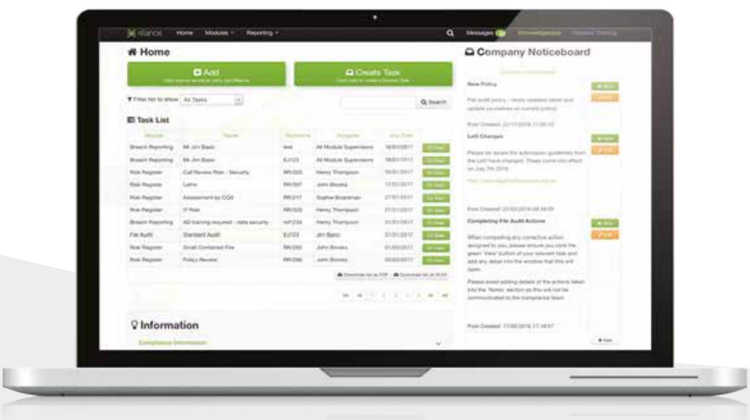

The Riliance ERM system has been specifically developed for legal enterprises to give you everything you need to manage risk on one integrated platform.

From maintaining ISO and Lexcel accreditations to supply chain management, our ERM gives give you the visibility to proactively manage risk and ultimately make better, more informed business decisions.

For more information on how Riliance can help you manage risk without the headache, speak to our specialist team today on 01829 731 200.

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