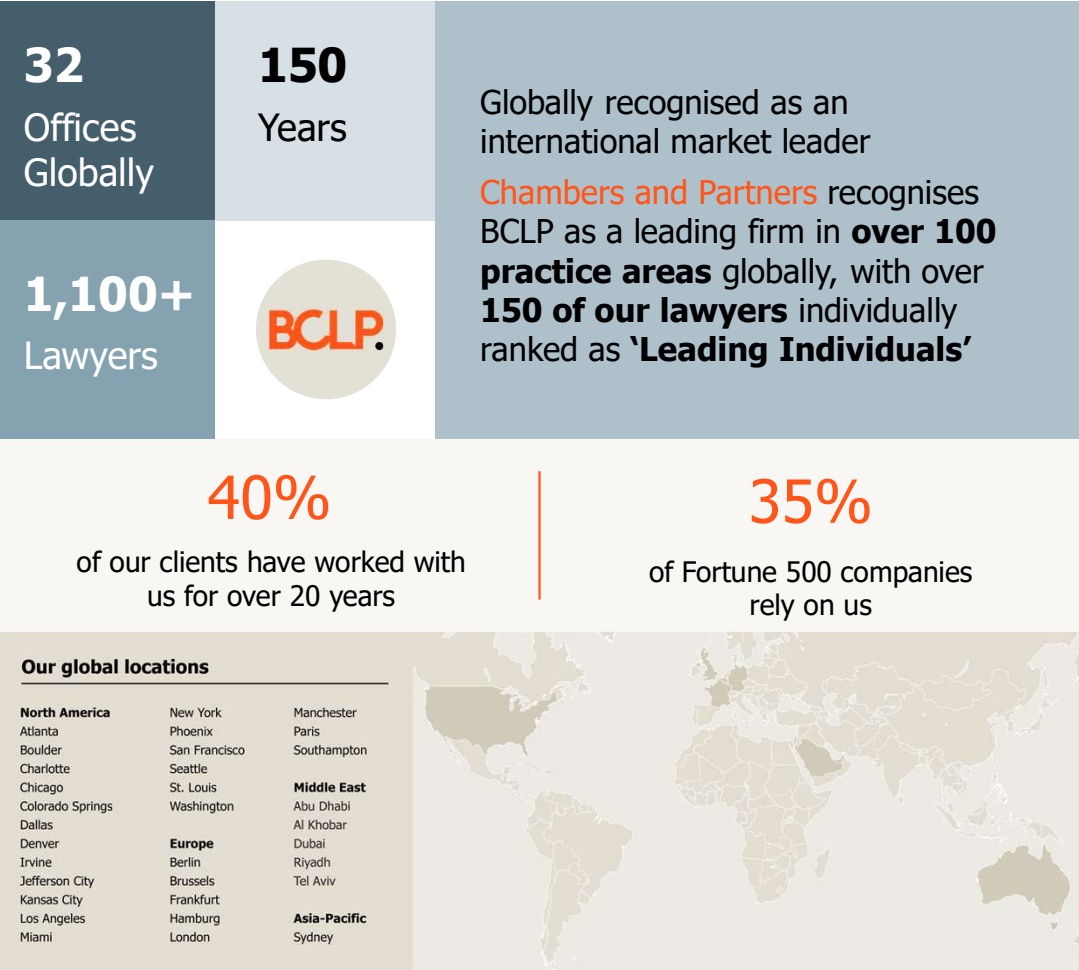


PROTECT

November 2025

BCLP.

Working with BCLP



BCLP. Client Intelligent.



Full Service Global Coverage

We are a global, full-service firm. We regularly close cross-border deals. Our veteran deal teams are well-practiced at working together and rely upon numerous specialists across our platform.



Partner-led Service

We deliver hands on partner-led service. We invest the time needed to understand your business and execute on the strategy to deliver your business objectives.



Tailored Approach

We staff every matter with the best available talent on behalf of your company for the project at hand.



Deep Sector & Industry Knowledge

We invest and know your sectors. Our integrated, sector-focused teams leverage the firm's global resources to deliver tailored, precise, and effective legal guidance that addresses the unique challenges and regulations impacting your company.



Creative Legal Management

We deliver solutions through innovative initiatives, ensuring outstanding results, improved budget predictability, and enhanced legal outcomes.

INTELLIGENCE UNLOCKED.

Why you need BCLP Protect

- Corporate reputations are more vulnerable than ever. Legal and regulatory scrutiny, social media and high stakeholder expectations mean that risks can escalate quickly. If left unaddressed, they can threaten brand trust, financial performance and leadership credibility.
- When a reputational challenge arises - whether it's employee misconduct, a data security breach, fraud or a supply chain failure impacting operational resilience - businesses have to act fast. There's no time to assemble multiple teams or place additional strain on already stretched employees. They need a co-ordinated response from experts who can manage the situation holistically and efficiently.
- This is a market-leading corporate reputation solution led by BCLP, drawing on the vast experience of our lawyers and the experts including at Byfield (a PR agency), FTI Consulting (a leading global expert firm for organisations facing crisis and transformation) and KPMG. Together, we provide a unique, integrated approach to reputation management, combining legal expertise, corporate reputation, crisis communications, forensic and investigative support. Unlike traditional advisory models, Protect is a multidisciplinary solution that gives businesses cohesive, strategic guidance in the moments that matter.
- Senior business leaders gain the clarity and confidence they need to prepare for, respond to and rebuild from reputational challenges - so they can move forward with purpose.



Prepare



Today's interconnected landscape means crises are inevitable - so reputation management shouldn't start when things go wrong



Leadership teams have a critical opportunity to identify vulnerabilities and strengthen their position in preparation for a threat



Through reputation safeguarding assessments, crisis simulation exercises and C-suite coaching programmes, we equip businesses with the intelligence and resilience they need to mitigate risks before they escalate



Respond



When a reputational challenge hits, we mobilise a multi-disciplinary team to take swift, strategic action that blends legal expertise with proactive communications



Instead of disjointed, conflicting advice from multiple firms, you'll receive seamless, coordinated support from experts renowned across industries for solving complex reputational problems



From managing media scrutiny to conducting internal investigations and navigating regulatory inquiries, we seamlessly coordinate our response to minimise damage and maintain business continuity



Rebuild

- When it comes to recovery, we don't stop at crisis resolution
- Clients benefit from our full support in rebuilding their reputation and regaining stakeholder trust
- From leadership mentoring to strategic communications and operational improvements, our services are carefully designed to help businesses rebuild stronger
- In doing so, we embed a mindset of long-term resilience that helps businesses navigate future challenges with confidence

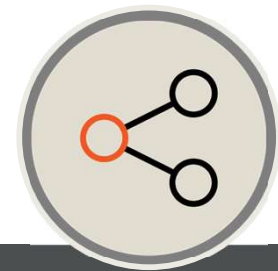
How is it different?



The Protect experience will feel like a “one-stop shop” that brings together lawyers from BCLP with corporate reputation experts from organisations including Byfield, FTI Consulting and KPMG right from the start of an engagement



It provides global coverage meaning we can support businesses wherever they need us to be



The service is conducted through BCLP to ensure advice is efficient, cost-effective, joined up and that legal professional privilege can apply as much as possible to the work product

The mechanics

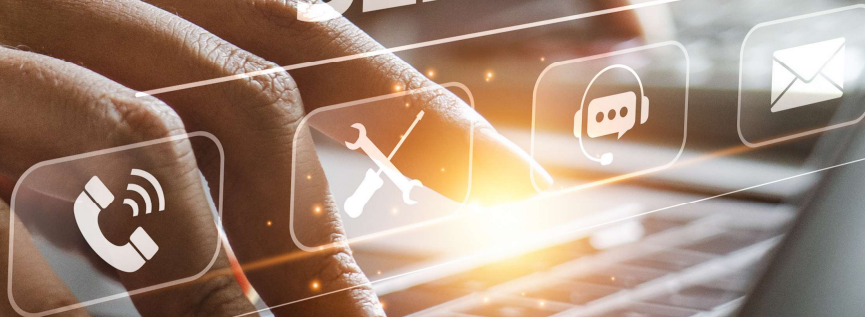


- A Protect instruction involves a template joint engagement letter between BCLP and either Byfield or FTI Consulting, covering the provision of legal and crisis communications services.
- Where forensic investigative services are also needed, a streamlined engagement is supplemented through KPMG or an alternative provider.

Retainer

- The Prepare and Respond annual retainer service typically includes 24/7 access to a multi-disciplinary, multi-organisation crisis support team and on-call response service
- The next slide maps out a common example

24/7
SERVICE



Protect Crisis + On-Call Response Service

Guaranteed access to crisis support when you need it most via Protect's dedicated 24/7 helpline.

Our Crisis+ on-call service is an annual retainer service that provides you with direct access to our Crisis team, whenever and wherever you need us. It also entitles you to a 10% discount on our hourly rates for incident response work. We will work with you to rapidly provide everything from ad-hoc strategic counsel to a boots-on-the-ground response, working to plans and processes that we have developed with you.

This service gives you the reassurance and certainty that, at the outbreak of a crisis or as a major issue develops, you have guaranteed immediate support from a team that is already familiar with your ways of working and the issues you face, and sufficient initial budget so we can hit the ground running without any delay.

Service set-up

As a Crisis+ client, you will receive:

- Access to a 24/7 crisis hotline, providing guaranteed access to a senior reputation management team combining legal, crisis communications, forensic and investigative expertise within one hour;
- Dedicated team to deploy as and when needed for initial support;
- Quarterly catch-ups over the course of the year to ensure we stay connected on threats and operational changes;
- Annual service review to ensure we are best meeting your needs.

Live response support

When activated, you will have immediate access to senior counsel that will be charged on an hour basis, drawing down from the pot you have in place with us – up to a fee cap that we will agree with you. If we reach this cap, we will work with you to assess whether further budget for our continued support is required.

We work based on providing immediate senior counsel and then work with you to understand the needs and requirements of the situation. This could include:

- Senior counsel as part of your Crisis/Incident Mgmt Teams
- Crisis Mgmt Office and Chief of Staff support
- Social listening & media monitoring
- Media & Investor relations
- Documentation including reputation strategy, stakeholder engagement and messaging
- Crisis Communications Team & media engagement support
- Data and document preservation
- Investigation priorities and integrity

Preparedness support

Fee: *Carry over any unused budget*

If any of your £[-] live response budget is not used within a year, you will be able to use that remaining budget to fund or part-fund preparedness support, which could include:

- Team and role-specific training
- Effective crisis management training
- Scenario planning workshops
- Crisis spokesperson training
- Crisis exercises
- Fraud risk framework and assessments
- Emerging sector trends

Risk Assessments

- The Protect team works with businesses to conduct initial risk assessments
- The next slide maps out a basic example

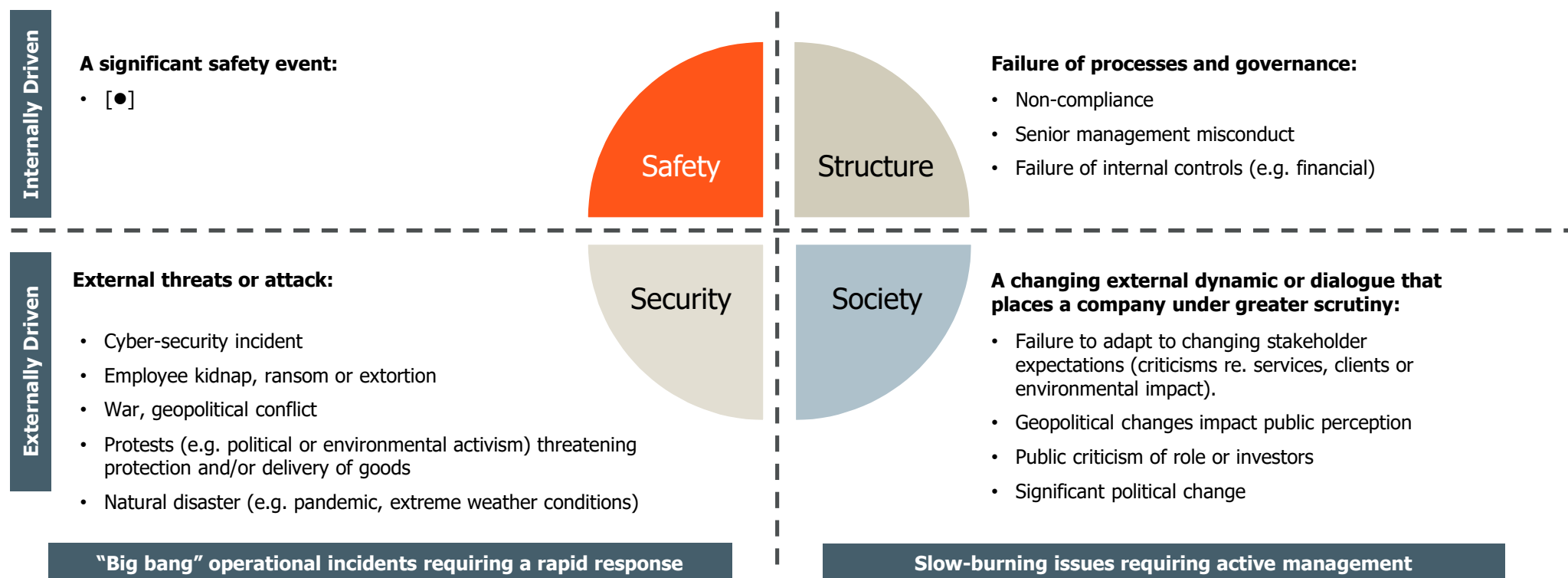


PROTECT. A CORPORATE REPUTATION SOLUTION

EXAMPLE

An initial assessment of your risks

A scenario-agnostic Crisis Communications Plan should provide the structures and processes to enable CLIENT to respond to the full range of risks that you may face. The aim is to be ready for *anything*, not ready for *everything*. Some of the potential crises that any plan will need to cover include:



Liaising with your internal team



The Protect team members typically work with CEOs, Boards and senior leadership teams as well as business critical functional heads including (where present) Legal, Communications, Human Resources and Risk & Compliance professionals.

Practical Scenarios

Case Study 1

Advising a construction company following a serious sexual assault that happened on one of their construction sites. The company wasn't the employer of the assailant but was a better known "brand" than the contracted employer and reputationally was vulnerable. The advice involved employment law, criminal law and strategic communications opposite internal and external audiences.

Case Study 2

Advising a professional services business after a senior employee was captured on camera participating in a pro-Palestine march on a weekend wearing a cap and holding an umbrella with the firm's name on. The footage was seen by a number of the firm's clients and employees who complained to the CEO. We again advised on employment law issues, internal policy review strategic and communications advice.

Case Study 3

Provided rapid response to a global Financial Services group to investigate a series of suspected financial crime compliance breaches, successfully unravelling the substance of complex fund structures and transactions. Drawing upon forensic accountants, forensic technology and corporate intelligence specialists, allowed our client to assess the commercial risks in those funds and mitigate them proactively, manage regulatory exposure in multiple jurisdictions, address whistleblower concerns, and remediate senior manager misconduct

Your dedicated team

Members of **Protect**. A corporate reputation solution.



Lisa Mayhew

**Partner and Chair Emeritus
at BCLP**

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Biography and experience

With a long and distinguished background in business leadership, law and regulatory oversight spanning over 30 years, Lisa is a prominent figure in the field of corporate reputation protection and crisis management advisory services.

As a recent head of a large international law firm for almost 10 years and one of just four employment lawyers for employers in the UK ranked as an "Eminent Practitioner," Lisa brings unparalleled expertise and breadth of perspective in navigating complex challenges that go to the heart of an organisation's reputation. Her strategic counsel is sought after by many organisations, including financial and professional services firms and in the private equity sector, seeking to proactively manage reputational risks and mitigate potential crises.

Lisa also leverages her experience as a board member of a national regulator of professional services to strengthen clients' appreciation of making commercial judgments with a sharp focus on good governance and decision-making.

This breadth and powerful combination of experience, combined with her expansive network, equips Lisa with a unique ability to advise organisations with precision and foresight on how best to protect their reputation on an enduring basis.



Polly James

**Partner - Financial Services Disputes
and Investigations at BCLP**

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Biography and experience

With a career in financial services regulation spanning decades, Polly James is known in the market as a highly effective "regulatory troubleshooter". She has successfully defended clients in regulatory enforcement investigations and supervisory interventions, including s166 Skilled Person Reviews.

A former member of the FCA's Enforcement Division, Polly has excellent instincts for the regulator's likely perspectives and next steps. She advises boards and executive committees on non-financial misconduct incidents, working alongside other professional advisers to ensure calm and measured assessments of all legal and non-legal risks. Polly is consistently recognised as a leading individual for contentious regulatory work by the Legal500 and Chambers & Partners, where she is ranked in Band 2 for both corporate and individual work.

Polly co-chairs CityHR's Legal and Regulatory Change Special Interest Group and serves on the advisory board of the Financial Services Lawyers Association (FSLA). These roles further strengthen her ability to provide strategic insights on regulatory developments.

Combining hands-on regulatory expertise with a proven ability to navigate complex enforcement and supervisory challenges, Polly delivers pragmatic and insightful advice to protect clients' interests and reputations.




Your dedicated team

Members of **Protect**. A corporate reputation solution.



Joseph Hesketh

Senior Director, Crisis & Litigation at FTI Consulting

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Biography and experience

Joseph is a specialist in strategic communications and crisis management, with expertise and experience in managing high profile legal proceedings and reputational crises. Joseph advises clients on strategies to help clients protect their reputations while managing complex and high-stakes moments.

Joseph's experience includes advising a sovereign state on its response to one of the largest arbitration awards ever to be issued, and guiding businesses and executives across the finance, telecommunications, energy, and mining sectors facing crises.




Prior to joining FTI Consulting, Joseph was a Director at global advisory firm Panterra, formerly Project Associates, where he advised international clients including Heads of State, Ultra High Net Worth Individuals, and CEOs on reputation management, crisis communications, and complex cross-border disputes.

He is ranked by Chambers & Partners as a leading litigation communications practitioner.



Kevin Shergold

Partner, Head of Corporate Intelligence, Investigations and Compliance, Forensic at KPMG UK LLP

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Biography and experience

With a career spanning 28 years in forensic accounting and corporate investigations, Kevin is a widely recognised expert and one of the leading names in the UK for businesses seeking reputation protection amid suspected regulatory or financial wrongdoing.

An expert in analysing corporate records, open-source information and witness testimony, he has worked across sectors on complex fraud and regulatory investigations, financial misstatements, employee misconduct, and ESG inquiries. Kevin is recognised as "a highly impressive and rigorous professional; his work is to the highest standard," someone who "shows thoroughness and an ability to build the big picture," and who is "clearly thrilled rather than daunted by challenging mandates."

Over the past ten years, Kevin has been a partner at large accounting firms, serving as Head of Investigations for Grant Thornton UK and leading KPMG's London Corporate sector. He has helped boards navigate complex, high-stakes matters under tight reporting deadlines and regulatory scrutiny. His expertise has also been acknowledged through appointments by senior State offices to lead forensic audits on high-profile cases of significant public interest.

With a deep understanding of how companies operate—from the boardroom to the back office—Kevin knows where critical information resides and how to extract it. This enables him to build the factual briefs that equip legal and reputation strategies with the insights needed to protect companies and drive successful outcomes.



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[This document] provides a general summary and is for information/educational purposes only. It is not intended to be comprehensive, nor does it constitute legal advice. Specific legal advice should always be sought before taking or refraining from taking any action.

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