

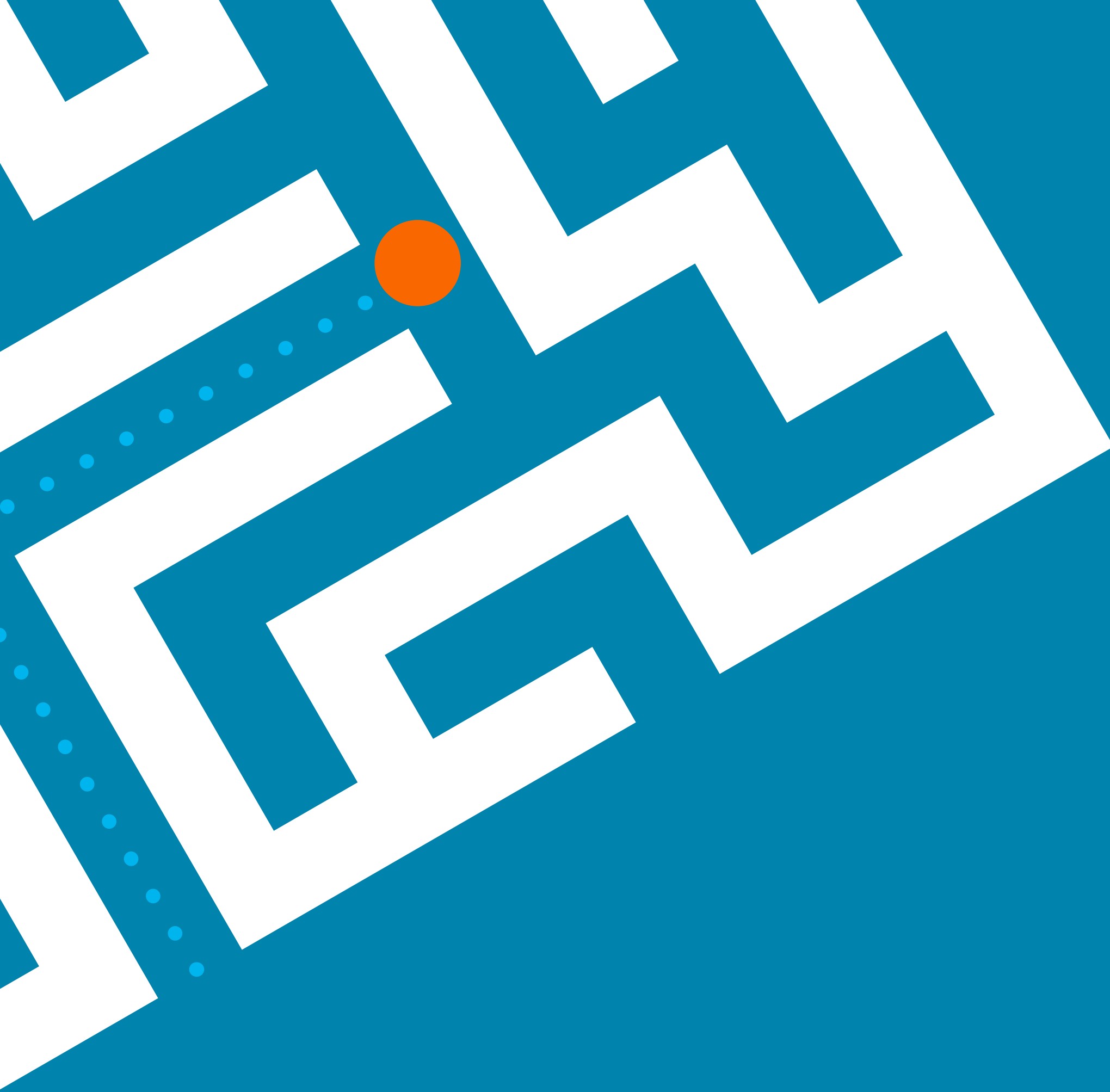
General Counsel's Decision Tree for Internal Investigations


Energy



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We designed the second Edition of our *General Counsel's Decision Tree for Internal Investigations* playbook as a resource to help in-house teams navigate internal investigations and the unique challenges that may arise, including considerations first introduced by the pandemic.

A well-planned and executed internal investigation keeps the exercise focused and organized and paves the way for smoother resolution of issues internally (e.g., remediation) and, if needed, externally (e.g., later resolution with government authorities or regulators).

Energy companies regularly encounter situations for which an internal review or investigation may be required following a government inquiry or concerns raised internally or through a third party. These range from industry-specific concerns — such as those related to compliance with regulatory requirements — to more general concerns, including compliance with bribery and corruption statutes such as the Foreign Corrupt Practices Act (FCPA), data breaches, whistleblower complaints, risks introduced by the use of third parties and human resources issues. Although a robust compliance program can help avoid many problems, not all issues that arise can be foreseen or avoided.

This internal investigations playbook is designed to facilitate the identification and remediation of issues and complement a well-designed and functioning compliance program; it also promotes the in-house team's communications with outside counsel, who have a range of experience guiding companies through precarious situations. Adherence to a well-crafted playbook helps companies meet the expectations of enforcement authorities, such as the Department of Justice (DOJ), Securities and Exchange Commission (SEC) and state attorneys general (as well as others), which can materially mitigate potential enforcement efforts and sanctions.

Internal Constituents. When a developing situation requires an internal investigation, a general counsel may be required to make a series of decisions, sometimes in rapid succession. Many internal constituents must stay top of mind as the situation moves forward, including some or all of the following:

- Board of directors
- Board committees and supervisory boards
- Committee chairs
- Senior officers
- Compliance/internal departments
- Communications team
- Employees, including workers and union representatives
- Internal auditors

External Constituents. While this decision tree is focused on recommended practices for conducting an *internal* investigation, external constituents, like the ones listed below, must also be considered as the investigation begins and progresses. The following external stakeholders may require updates and/or document productions should an internal investigation be conducted in response to a government inquiry, subpoena or regulatory obligation:

- Government entities (e.g., local, state and federal governmental authorities)
- Self-regulatory organizations
- Independent auditors
- Lenders and debtholders
- Distributors and suppliers
- Listing exchanges
- Fund investors/limited partners



While this decision tree is focused on recommended practices for conducting an internal investigation, keep external constituents in mind as the investigation is planned, launched and concluded.

- Shareholders or investors
- Other relevant legal counsel (e.g., securities or bond counsel, counsel in other pending litigation)
- Insurers
- Clients, customers and business partners
- Consultants and contractors
- Media outlets (including social media)
- The public

Each constituent has unique information needs, and all constituents must remain in the general counsel's focus.

This playbook is designed to help energy companies navigate the myriad of decisions and complexities of an internal investigation without losing focus on the final outcome: completing the investigation and determining any next steps, including reporting obligations. This document should be used in conjunction with communications with outside counsel and existing company policies — it is not a complete legal or strategic analysis on any topic. Even so, and although no one document can anticipate everything, this document is intended to provide an efficient, easy reference for what can be a difficult process.



Quick Reference Guide

Each entry is described in greater detail throughout the playbook.

GETTING STARTED

Company Policies. Should relevant company policies apply to the investigation process, they should be carefully considered – and any deviations documented – before the investigation is launched.

Scope and Purpose. Relevant time periods, business units, employees and goals for the internal investigation should be determined at the outset. While the scope often expands or changes based on the facts identified, it may be counterproductive and unduly burdensome on the company for the investigation to take on an unnecessarily broad scope, which may impede the efficient and timely resolution of the critical issues.

Data Preservation. Whether the investigation stems from a subpoena or other legal process, steps should be taken immediately to preserve all potentially relevant data and documents. Recommended steps often include implementing back-end holds on emails and other electronically stored documents, communicating preservation obligations to employees and relevant parties (e.g., board members), and suspending routine document retention and/or deletion policies. Given the prevalence of communicating by text message or other messaging applications, as well as the recent focus by DOJ on obligations to preserve and produce such communications, consideration of whether to collect data from employees' mobile devices also may be necessary.

DEFINE ROLES/STRUCTURE

Decisions about who should be directing, conducting and/or receiving updates about investigation findings are critical for any matter. This includes identifying whether key stakeholders may be witnesses to relevant facts, whether the independence and integrity of the investigation will receive scrutiny (and, relatedly, whether outside counsel should be retained), whether the internal investigation will be conducted at the direction of counsel under attorney-client privilege and what company personnel will need to assist with fact gathering.

FACT GATHERING

Document and Data Review. Comprehensive document processing and review can take time, and an initial assessment should be made as to whether there are key documents and/or data available that should be collected

and reviewed. (E.g., is there electronic correspondence about the specific topic of the allegations? Are certain systems or records referenced in the complaint? Is contextual data (e.g., sales numbers, contracts) on parties involved available? Are minutes from key meetings available?)

Employee Interviews. Once key players are identified (whether through document/data review or other avenues), direct engagement and questioning on matters subject to review are key parts of any internal investigation and can often be the most complicated step.

MEMORIALIZING INVESTIGATION FINDINGS

A decision should be made early on as to how the factual findings and legal conclusions stemming from an internal investigation will be memorialized and reported. In some cases, oral briefings/presentations to key stakeholders may be enough, and in others, formal, written reports can facilitate information sharing with key stakeholders. How the findings are memorialized and reported may depend on the privileged nature of any report and external pressures from regulators, auditors and/or the public.

SPECIAL OBLIGATIONS OF PUBLIC COMPANIES AND INDEPENDENT AUDITORS

Public companies and their officers have regular obligations to certify to independent auditors that they have notified them of all information important to the audit. In the event of an internal investigation, careful consideration must be given to communicating to the independent auditor information about the investigation and the related obligations imposed on auditors once they are notified of the investigation.

GOVERNMENT AND REGULATORY INVESTIGATIONS

While this decision tree focuses on the steps involved in an internal investigation, it is critical to bear in mind the considerations that will surface should a government or regulatory body decide to investigate. The company that evaluates how to position itself early on with respect to a government investigation and (if applicable) how to treat whistleblowers is better positioned to respond to a subsequent or parallel investigation should one arise.

Getting Started

COMPANY POLICIES

Reference the existing policies, procedures, guidelines or other governing documents that address how internal investigations should be conducted. To the extent governing documents differ from the suggestions in this document, be sure to reconcile any differences, ensure authority for any changes and keep records of steps taken that go beyond the company's documented plans.

Some energy companies are subject to regulatory requirements to prepare facility response plans, risk management plans, oil spill response plans and other incident response plans that outline the steps and considerations in responding to an environmental or workplace safety incident. Indeed, every major environmental and workplace safety regulatory regime requires some measure of contingency planning, ranging from emergency evacuation plans on hotel room doors to sophisticated response plans that include references to advanced arrangements with local authorities and first responders. Energy companies subject to these requirements also have incident response plans that go above and beyond what regulations require, including plans that detail how to stand up incident command in certain triggering scenarios and what role the legal department plays in the response effort. These plans will have numerous crossover applications to policies and practices related to internal investigations, which should be cross-checked for consistency.

Energy companies also must consider environmental and workplace safety laws that require certain companies to conduct internal investigations. U.S. Environmental Protection Agency (EPA) and Occupational Safety and Health Administration (OSHA) regulations, for example, require regulated entities to conduct their own incident investigations involving incidents that resulted in, or could have resulted in, catastrophic releases of highly hazardous chemicals. These investigations must be initiated within 48 hours following such an incident. The Bureau of Safety and Environmental Enforcement (BSEE) also requires incident investigations as part of the company's Safety and Environmental Management System. Given the limited application of the attorney-client privilege to investigations mandated by law, many companies have policies in place that allow for two different investigations arising out of the same incident: a privileged investigation designed to assist company counsel, and a non-privileged investigation designed to meet regulatory requirements.

SCOPE AND PURPOSE

Internal investigations may be required due to questions or information arising from internal sources (e.g., hotlines, whistleblower alerts, employee complaints, audits) or external sources (e.g., government agencies, self-regulatory organizations, media reports, competitors). When an internal investigation is necessary, consider the following:

Determine Initial Scope and Purpose. Thoughtfully and quickly identify the relevant time period, potential witnesses, internal and external stakeholders, and subject matter. Decisions related to investigation scope can have lasting consequences that will affect the entire investigation. Including key stakeholders in the scoping decision early on can save significant costs and time down the line. Defining the purpose of the investigation and/or goals at the outset can be beneficial to avoid “mission creep” and too much being taken on relative to the concerns or issues initially raised.

Expect Changes. Recognize that each decision regarding the scope could change as investigators (internal or external) learn more information during the process.

Expand if Needed but Be Wary of Unnecessarily Expanding the Scope (Mission Creep).

- It is important for internal investigators to be able to confirm that no one hindered them from expanding or shifting the scope of the investigation in response to information learned during the investigation. For example, if after determining the initial scope, internal investigators learn of financial reporting issues (related to the initial scope or otherwise), the company's independent auditor will need to hear that those conducting the investigation believed they (or someone else) adequately followed up on what they learned during the investigation.
- Internal investigations can spin out of control, leading to unnecessary legal spend and the diversion of critical resources. Focus the inquiry on the root cause and contributing factors. Do not, however, ignore noncompliance concerns that could increase the company's exposure and that fall within “plain view” simply because they fall outside the initial agreed-on scope. If new and unrelated issues surface during the internal investigation, as they often will, evaluate priorities and consider addressing these issues separately and on a parallel (or, if appropriate, consecutive) track, as necessary. It is common for additional issues to be set aside for a later phase of the investigation.

INSURANCE COVERAGE

Applicable insurance policies should be reviewed at an early stage to determine if, and to what extent, coverage is available in an effort to ensure that coverage is not waived. Where coverage is available, notice should be provided to the insurance carrier per the requirements of the policy. Experienced outside counsel may be particularly valuable in evaluating what coverage is available and making sure that appropriate steps are taken to comply with the notice requirements in the policy.

DATA PRESERVATION

Immediately upon determining that an investigation is needed, consider preserving potentially relevant data for the relevant time period, potential witnesses and subject matter. Consider whether there is an active legal obligation to preserve data (e.g., if served with a subpoena).

Evaluate Requirements. Determine whether your organization is subject to requirements or restrictions with respect to certain categories of electronically stored information, such as, for example, the Health Insurance Portability and Accountability Act (HIPAA), the General Data Protection Regulation (GDPR), or laws limiting the distribution of company data (e.g., China's state secrecy law and blocking statute).

Identify Data Sources and Locations. Evaluate where information likely to be relevant to the investigation is stored, such as paper files, data servers, hard drives, laptops, shared drives, off-site storage, home offices,

Remote Worker Consideration.

If the company has many employees who are working from home or other locations outside of the company's offices, the company may face unique challenges in collecting or preserving data from company-issued laptops and mobile devices that are in the possession of these employees. Under the right circumstances, remote collection strategies can help bridge this gap. To the extent these measures are different from the company's pre-pandemic practice but have become part of the company's normal practice going forward, consider whether policies and procedures should be updated or whether the rationale for the alternative procedures should be documented as part of the collection process.

Unconventional Data Storage.

The company conducting an internal investigation will need to consider whether relevant data may have been stored or maintained in an unconventional manner or in a way that departed from policies due to unique conditions during the pandemic, whether or not those conditions continue. As the company maps out strategies for collecting data that may have been created or maintained during this time, it may consider conducting preliminary custodian interviews with employees to learn how they stored data during this time. Document retention memos also should include language that requires employees to consider their data management practices during the pandemic, if such consideration is relevant to the investigation.

cell phone text messages, personal devices (such as iPads), etc. Prior data-mapping exercises by the company can prove invaluable. Consider how potential subjects or witnesses of the investigation communicate and store materials using different types of devices and where key information is likely to be stored, including in personal/private locations, such as a home office or personal device. It may be prudent to conduct custodian interviews to verify that relevant data and sources have been collected. The company conducting an internal investigation will need to consider whether relevant data may have been stored or maintained in an unconventional manner or in a way that departed from policies due to unique conditions during the pandemic. As the company maps out strategies for collecting data that may have been created or maintained during this time, it may consider conducting preliminary custodian interviews with employees to learn how they stored data during this time.

Stop Destruction/Automatic Deletion. Involve an information technology (IT) resource within the company who can stop any ongoing, routine document and data destruction or recycling of potentially relevant information and devices, if necessary. This is particularly important for popular (and quick-to-delete) instant messaging systems like Slack, Microsoft Teams, Google Chat, WhatsApp and other collaboration tools (e.g., Google Docs). Be alert for personnel using "off channel" communications platforms, especially ephemeral messaging apps (e.g., Snapchat, Signal and others that delete messages almost immediately after sending or receipt) that — even if permitted under company policy — may require even more rapid action to preserve communications. Records preservation should extend to all records repositories with relevant records, including unconventional sources like Supervisory Control and Data Acquisition (SCADA) and Distributed Control Systems (DCS) that routinely overwrite data after specified periods, which results in a loss of granularity over successive increments of time (e.g., 1-minute data snapshots become 15-minute snapshots, etc.). Minute-by-minute process control data may become central to environmental and workplace safety incident investigations arising from process upsets. Security cameras also can include critical information subject to routine overwriting.

Document Retention Memo. Consider sending a document retention memorandum from the general counsel's office to relevant employees, and potentially directors, to advise them to preserve and retain specified categories of potentially relevant documents. While issuing document retention memos may seem fairly mechanical, consider carefully whether a memo is being issued in the context of a confidential government investigation or as part of an investigation initiated by a whistleblower complaint. These special circumstances, among others, may call for adjustments in how the document retention memo is crafted and distributed. Document retention memos also should include language that requires employees to consider their data management practices during remote work, if such consideration is relevant to the investigation.

Forensic Experts. Depending on the nature of the investigation and the company's in-house IT capacity, it may be prudent to have counsel retain third-party forensic experts to collect and preserve data and be in a position to testify, if necessary, to the reasonableness of the company's efforts to preserve relevant evidence.

In many cases, it is prudent to identify and preserve centrally hosted data that may be essential to the investigation before informing custodians that an investigation is underway or issuing a document preservation notice.

Secure Essential Data Quickly. Repositories of electronic documents that are centrally monitored or maintained may be the easiest to secure. These can include email and instant messaging systems, shared servers, and archived sources. Investigators — potentially assisted by forensic experts — should work with internal stakeholders at the company to identify and preserve relevant essential data. In many cases, it will be prudent to preserve this centrally maintained data before informing the relevant custodians that an investigation is being conducted or issuing them a document preservation notice. This not only shores up the integrity of the investigation, but also may help protect the individual custodians from facing questions about whether they improperly deleted documents after learning an investigation was in progress.

Evaluate Pre-Existing Collections of Data. Consider whether, in response to another litigation or regulatory request, data relevant to the investigation has already been collected and is available in an accessible and searchable format. Quick access to pre-existing collections of searchable data can lead to efficiencies in scoping and planning the current investigation and can potentially reduce collection costs. These collections also may provide the company with access to data that would normally not be available due to its aging out of ordinary document retention periods.

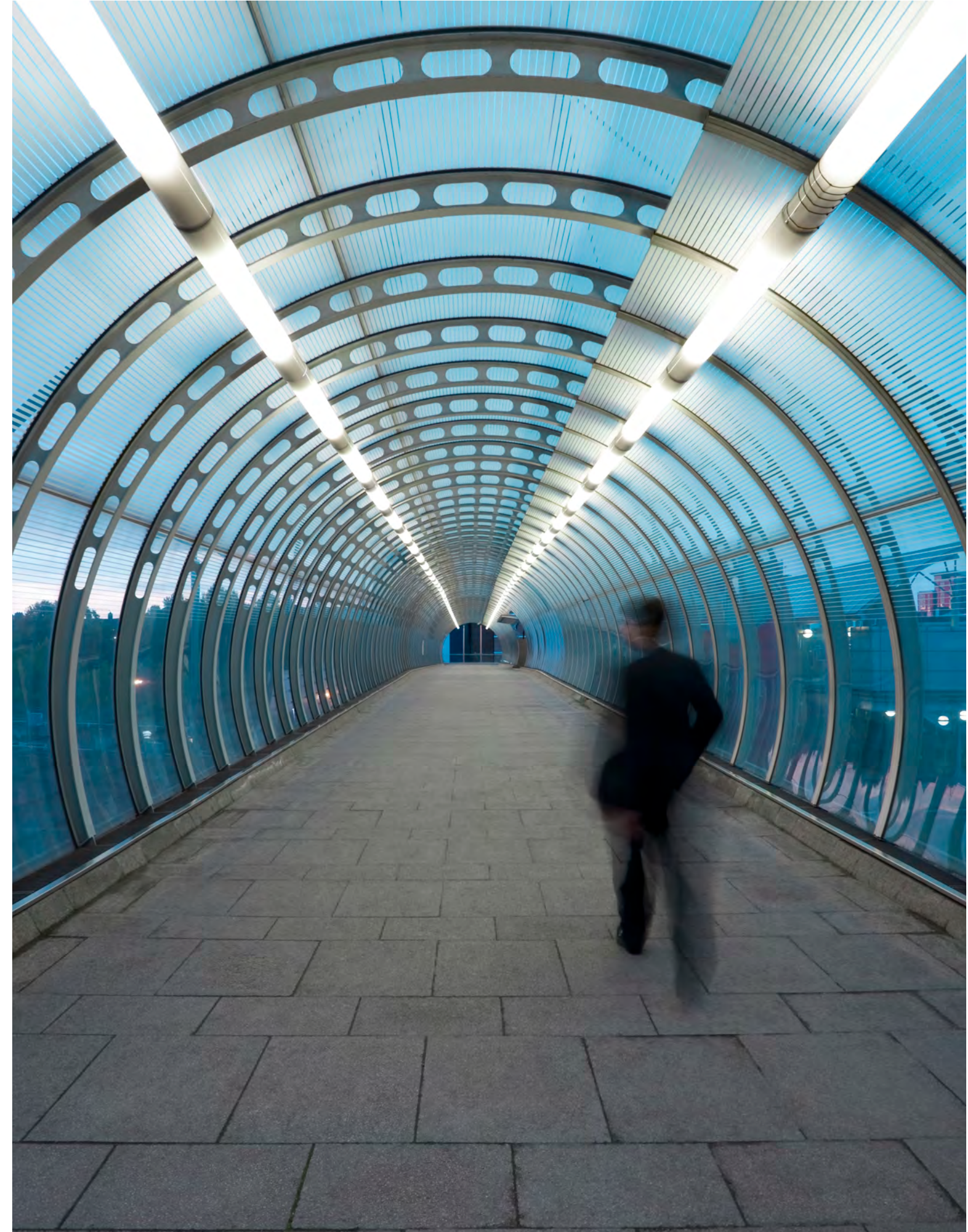
Devices.

- Laptops and individually controlled storage devices:
 - Consider collecting and preserving relevant data on laptops and individually controlled storage devices — including forensic imaging devices, where appropriate — depending on the nature of the investigation or enforcement concern.
 - If forensic imaging is not performed, consider ensuring that laptops are preserved in their current state (e.g., by swapping out an employee laptop for a new one and placing the old one on hold).
- Mobile devices:
 - Determine if the relevant witnesses:
 - conduct business-related communications using company devices, personal devices or both; or
 - communicate using means that are not centrally stored by the company (e.g., Slack, Microsoft Teams, Google Chat, WhatsApp and other collaboration tools (e.g., Google Docs)).

- Identify ownership of the content on the personal device:
 - Seek permission from relevant personnel for imaging of their personal devices if permission is not already granted by the company's bring-your-own-device policy.
 - Determine whether the contents of personally owned devices are company property or whether the company pays for data services for those devices such that there may be a claim that the data is company property.

Remote Working. Where relevant personnel are working from home or other locations outside of the company's offices, the company may face unique challenges in collecting or preserving data from company-issued laptops and mobile devices that are in the possession of employees. Under the right circumstances, remote collection strategies, by which employees back up their data under the close supervision of e-Discovery professionals working with the investigation team, can help bridge this gap. To the extent these measures are different from the company's pre-pandemic practice but have become part of the company's normal practice going forward, consider whether policies and procedures should be updated or whether the rationale for the alternative procedures should be documented as part of the collection process.

Keep Records. Be ready to describe the retention activity and to evaluate whether to expand it as you learn more.



Define Roles/Structure

DESCRIPTION OF ROLES DURING AN INVESTIGATION

Oversee. A board committee, a legal department representative or another senior employee whose conduct is not at issue typically would oversee an investigation that is being led by someone else.

Lead. The lead is the voice of the company for purposes of directing the investigation. This could be a board committee, someone in the legal department, or someone in the company's internal audit or compliance department, but one individual or group needs to be authorized to lead the investigation. If a board committee is leading the investigation, additional oversight typically is not necessary, although for efficiency's sake it may be prudent to designate one member of that committee as the lead with authority to make decisions concerning routine day-to-day matters. Moreover, in the event some function other than legal is identified as lead, consider creating a foundational document that states the purpose of the investigation in a way that preserves attorney-client privilege and work product protections if a privileged investigation is deemed necessary.

Conduct. Typically, outside counsel, in-house counsel, or employees in internal audit, compliance, corporate security, or investigation functions conduct the investigation, in coordination with whoever is serving as lead.

Support. Internally, compliance department, accounting/finance, internal audit, IT/data security or other subject matter experts may aid the investigation, so long as the individuals providing assistance are not under scrutiny in the investigation. To preserve privilege and work product protection, it should be documented that these internal, non-legal personnel are working at the direction of counsel. Externally, often one or more vendors are used, typically engaged by outside counsel if attorney-client privilege must be maintained. These may include:

- document vendors for gathering, processing, hosting and reviewing documents;
- subject matter experts such as forensic accountants, information technology experts or corporate communications advisors; or
- data analysis consultants.

STRUCTURE

Who oversees, leads and conducts the investigation given the specific circumstances should be considered carefully at the outset. The company often has procedures that provide a guide for this. Check there first. Critically, once this is decided, make sure stakeholders have a good understanding of the reporting structure, especially if the investigation is subject to a legal privilege. This clarifies expectations about communication channels and decision-making authority and will improve the likelihood of available privileges and protections being maintained.

When Is Independence Required? An independent investigation is likely required if the allegations potentially implicate senior management or suggest widespread or recurring systemic concerns. Determine whether any individuals normally notified about or involved in the investigation should not be notified or involved due to an actual or perceived conflict of interest. Independence adds credibility to the findings (especially where the findings may need to be shared with enforcement authorities or disclosed to shareholders) and typically provides an additional layer of trust when an agency is reviewing any disclosure or deciding whether to close out the investigation. Additionally, if the company is publicly held and is facing derivative litigation, an independent investigation also will likely be required.

What Is the Measure of Independence for an Internal Investigation? From a traditional corporate perspective, an analysis of independence under Delaware law focuses on whether the individuals leading the investigation are free of economic ties to the persons or subject matter being investigated, as well as on noneconomic factors, all designed to ensure the impartiality and objectivity of those making decisions on behalf of the entity. Whether a law firm and the investigation team are independent depends on a variety of factors, including the extent to which (and the type of matters on which) the law firm and members of the investigation team previously have worked for the company or any of the individuals under scrutiny and the extent to which a lawyer or law firm provided legal advice related to the issue under investigation. Notably, however, certain environmental and workplace safety internal investigations are governed by applicable law, which may include requirements to include company employees and subject matter experts. Inspectors and agencies generally

accept the independence of an investigation if it is conducted by outside counsel, which reviews and presents the relevant facts (as verified) and proposes solutions.

Who Oversees and Who Leads?

- Consider having a board committee or independent member oversee or lead the investigation if it involves corporate-level issues, including:
 - accounting, financial reporting, disclosure or compensation issues involving conduct by senior management;
 - systemic or recurring compliance issues, such as violations of internal controls that may involve conduct by senior management;
 - issues involving noncompliance with regulatory standards;
 - any matters that could have criminal implications;
 - integrity, “Me Too,” racial insensitivity or other issues involving conduct by senior management;
 - allegations that, if true, could significantly harm the company and/or its constituents; or
 - a derivative lawsuit.
- Alternatively, consider not having a board committee oversee or lead the investigation if the matter does not directly implicate disclosure controls and procedures or if the matter would otherwise be more efficiently addressed at the company level. Board control over the investigation can be counterproductive in concerns that are far afield from the expertise of the board or too attenuated. Increased and unnecessary bureaucracy, competing interests, and the perception of micromanagement also can exacerbate pre-existing tensions between the board and the company and can adversely impact investigative fact-finding and the free flow of information.
- If the conduct of independent board members is at issue and/or none of the independent directors are free of conflict regarding the issues under investigation, consider adding one or more directors to the board and having those new directors lead the investigation.
- If the conduct of the general counsel or chief legal officer is at issue, it may be appropriate for a board committee to lead the investigation, and for independent outside counsel to conduct it (*i.e.*, representing the board committee, not the company).

- If a board committee is overseeing the investigation and the general counsel is leading it, consider creating a reporting line for the legal department to report directly to that board committee for purposes of the investigation (to protect those leading the investigation from being fired if bad facts regarding senior management are discovered).
- If internal audit or compliance functions lead the investigation, consider whether an attorney-client privilege is available and desirable and, if so, whether the legal department and/or outside counsel also needs to be involved in an effort to limit the company's exposure or to appropriately maintain the privilege. In such a situation, the fact that internal auditors or other nonlawyers are acting at the direction of counsel should be documented to clearly establish the basis for preserving privilege and work product protection.
- Be prepared to adjust leadership of the investigation if it is initially overseen by internal audit or compliance outside the protections of the attorney-client privilege. For example, facts or issues may be discovered that could potentially result in findings of violations of law or regulation, in which case leadership should be immediately transitioned to in-house or outside counsel in an effort to establish and preserve attorney-client privilege and attorney work product protections.

Who Conducts? Will the Investigation Be Privileged?

- If legal advice is needed regarding the investigation or its findings (*i.e.*, there is any meaningful chance that the investigation may lead to a decision about compliance with laws or regulations) or if litigation or regulatory investigations are anticipated, steps must be taken to establish and protect the attorney-client privilege and attorney work product. The choice of whether to rely on in-house lawyers or outside counsel will be driven to some extent by who is leading the investigation. For example:
 - Any investigation that needs to be “independent” should be led by independent board members and conducted by independent outside counsel.
 - As noted above, certain environmental and workplace safety laws require companies to conduct internal investigations and to report their results to regulatory agencies, which can limit the application of the attorney-client privilege. Consider whether the

When identifying the investigation lead, consider creating a foundational document that states the purpose of the investigation in a way that preserves attorney-client privilege and work product protections if a privileged investigation is deemed necessary.

legal department and/or outside counsel should conduct a separate privileged investigation in parallel to the non-privileged investigation.

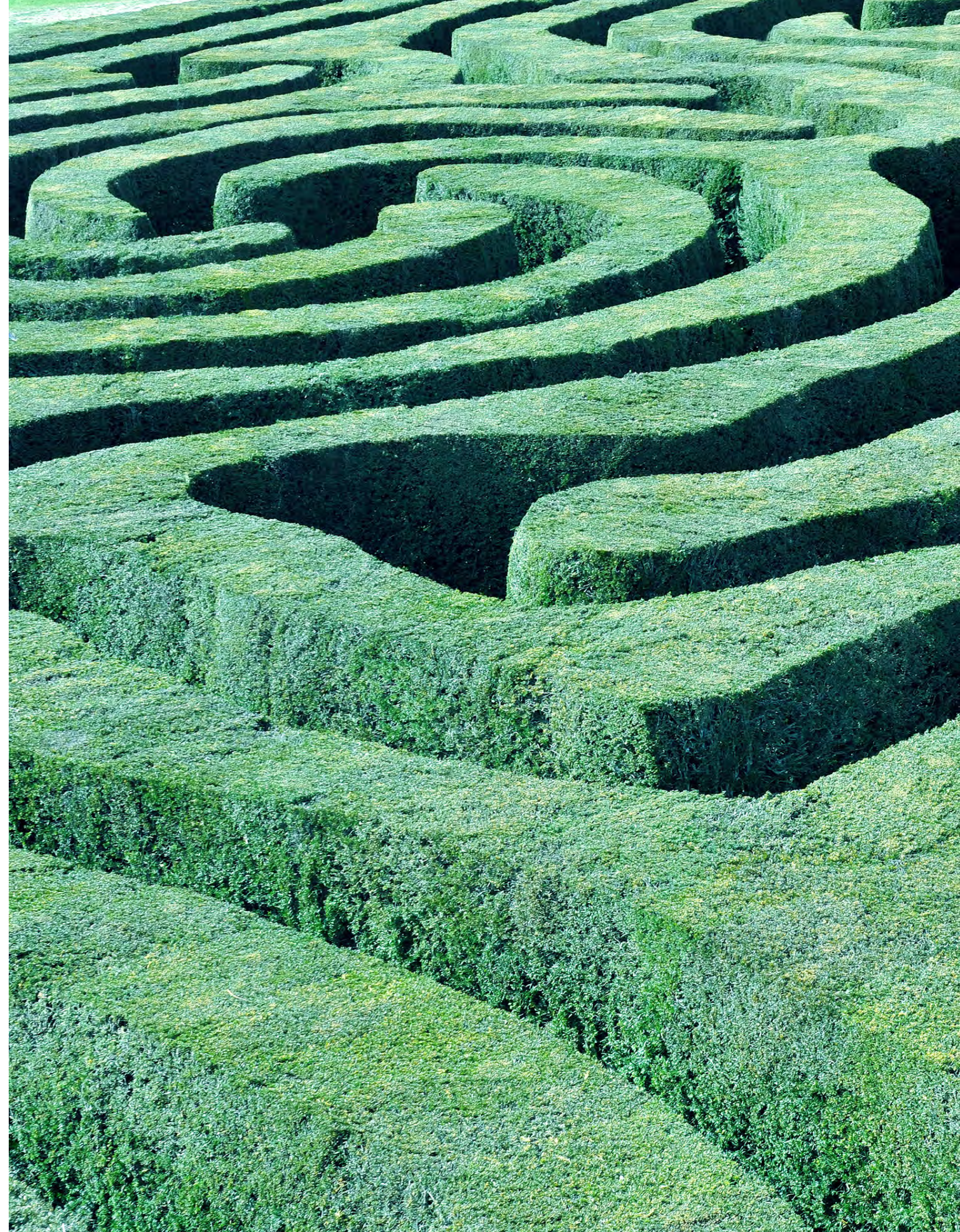
- Any investigation led by a board committee should be conducted by outside counsel.
- Any investigation overseen by a board committee should be conducted by counsel, which should probably be outside counsel (even if that outside counsel is led by the legal department under a protected reporting line to the board committee).
- Any investigation led by the legal department could be conducted by in-house or outside counsel. The decision whether to have in-house or outside counsel conduct the investigation is driven by:
 - whether the greater resources available to outside counsel are needed to handle the investigation quickly and efficiently;
 - whether it is valuable to have the experience (e.g., ongoing interactions and feedback from government regulatory authorities, or the ability to benchmark industry behaviors) of outside counsel who are familiar with certain areas of the law or with particular government agencies, regulators or prosecutors;
 - whether the experience of outside counsel would be useful in making complex judgment calls;
 - whether the relative independence of outside counsel would be an advantage, particularly as remediation steps following the investigation are considered and implemented; and
 - whether establishment and preservation of the attorney-client privilege and attorney work product doctrine could be better achieved by using outside counsel.

U.S. counsel could be particularly helpful in conducting investigations for the company or related individuals based in a foreign jurisdiction where the protections of U.S. attorney-client privilege, attorney work product or other privileges are limited.

Who Supports?

- Identify internal functions and subject matter experts who may need to be called on to support the investigation, and determine what support will be needed and whether internal experts' usual, ongoing responsibilities allow them to support the investigation.
- Those who are conducting the investigation typically would engage necessary consultants, using a special engagement letter (even for internal personnel in some cases) describing how attorney-client privilege will be handled. Experts engaged for environmental and workplace safety incidents can include data forensics experts, physical evidence preservation experts, public relations consultants, certified industrial hygienists, certified process safety professionals, and professional engineers in a variety of disciplines.
- In the event that internal support functions are engaged, a clear chain of command should be established and instructions should be provided, if applicable, about how to maintain any attorney-client privilege or attorney work product.

How Can Costs Be Controlled? Costs can add up quickly, and typically the company will request a budget from outside counsel that includes third-party support, even if the company is paying the supporting entity directly.



Fact Gathering

DOCUMENT AND DATA REVIEW

Document and data collection, processing and review regularly serve as the foundation for internal investigation findings and related legal conclusions and are often required in response to a regulatory subpoena or information request. As subpoenas and civil information requests often call for production of broad document date ranges and implicate numerous substantive areas and custodians, outside counsel can often help narrow the materials to be reviewed and produced, assist with assessments of applicable privileges, and protect confidential business information, to the extent possible. External data-processing and document-review vendors also can be engaged to make these efforts more cost-efficient and organized, and can do so under protections of privilege, provided sufficient contractual and process protections are in place. If intensive review and production are not necessarily warranted given the nature of the allegations or concerns at play in the investigation or review, internal company resources (such as IT personnel) may be used to assist with identification of pertinent, key documents or data to assist with factual findings and/or preparation for employee interviews.

EMPLOYEE INTERVIEWS

Employee Interview Status.

- Company employees are typically interviewed during an internal investigation. Special considerations apply to the employee interviews depending on the employee's role in the conduct being investigated and the investigation topic.
- Careful attention must be paid to company policies and procedures when talking with an employee who is the subject of an investigation and could potentially face employment action as a result of the investigative findings. The investigation should attempt to confirm as much information as possible about the employee's knowledge of those policies and the potential violations. If the subject employee is a member of a union, that employee likely has a right to have union representation at the interview. Subject employees also need to be counseled about the company's prohibitions on retaliation to the extent complaining, reporting or whistleblowing witnesses are involved as well.
- Special consideration should be given to the unique role of reporting or whistleblowing employee witnesses in the investigation. These employees need to be assured

of the company's serious approach to the issue, the prohibition on retaliation and the general process for the investigation. Investigators should steer clear, however, of absolute promises of confidentiality, as often these are impossible to maintain, and of agreements to report back fully on the outcome of the investigation, which also may not be possible. While it is often appropriate and encouraged to share internal investigation conclusions with the reporting or whistleblowing employee, at times this is not possible, depending on the investigation's conclusions and the necessary remedial measures.

When? Different investigations require different strategies. In some investigations, it is important to talk with witnesses quickly, before any documents have been reviewed, and then perhaps speak to them again with a set of documents once those conducting the investigation know more. In other situations, reviewing the documents before interviewing witnesses is essential to an orderly and efficient process. Another consideration is the order in which interviews are conducted. In some cases, it is prudent to start with the lowest-level employee and work up the management chain. In other cases, it is prudent to start with upper management and work down the chain.

Where? Prior to the pandemic, many companies opted for interviews to occur in person in a conference room or convenient location within the company's offices, preferably in an area that allows the process to remain as confidential as possible, with the lawyers conducting the investigation traveling to the office location for each witness. The pandemic showed that interviews can be conducted remotely (*i.e.*, via telephone or videoconference), and companies should now consider which interviews, if any, should be in person. While independent investigators often are able to gather the most information and best impressions when conducting interviews in person, other strategic considerations exist, such as the cost of travel, the inconvenience and disruption to the business of conducting in person interviews, the speed at which an interview can be arranged and conducted remotely versus in-person, the nature of the interview, the seniority of the interviewee, the location of the interviewee, and the comfort level of the interviewee. The company may want to consider conducting scoping interviews, custodial interviews and/or non-confrontational interviews remotely where possible

and consider conducting only interviews of a more sensitive nature in person.

Who Participates?

- In general, witness interviews should be made as streamlined as possible by limiting the interview to a single witness at a time and only those interviewers who are most essential to the investigation.
 - Consider whether the witness is likely to provide more candid and accurate information if the interviewer is independent or at least not a company employee.
- Those conducting the investigation typically would lead the interviews.
- When board members or management are overseeing or leading the investigation, they might want to attend the witness interviews and perhaps even question the witnesses. This certainly is not required and should be addressed on a case-by-case basis, because in some circumstances it may be ill-advised.
- In-house counsel, compliance personnel or internal audit personnel sometimes attend witness interviews that are being conducted by outside counsel. Depending on the circumstances, their presence can make witnesses more or less comfortable. It is important to take efforts to ensure that witnesses feel free to provide accurate information and frank views.
- Supporting consultants also may attend and participate in interviews, depending on the circumstances. It may prove necessary in certain circumstances to include consultants in interviews involving highly technical concerns.
- It is advisable to have at least two participants from the investigation team, including one note-taker, to later corroborate statements should there be a disagreement with the interviewee.

Should Witnesses Have Their Own Counsel?

- The company typically is not required to provide counsel to employees during internal investigations, and witnesses often are not represented during internal investigations. This is particularly true when the investigation is being conducted by company employees (internal audit, compliance, corporate security, investigations or legal department). It also is often the case when outside counsel is asking the questions. The company should be prepared, however, for employees to inquire about the need for their own counsel as part of any investigation plan.
- Counsel representing the company or a board committee in the investigation typically cannot advise witnesses as to whether they need their own lawyers, even if the witnesses request that advice.
- One potential benefit of a witness having counsel is that it can give the employee the opportunity to think through the conduct at issue in the investigation and to deliver information more precisely during the interview.



Interviews do not transform facts into privileged information — privilege generally covers the communications during the interview and follow-up that might occur.



Documentation memorializing the interview should clearly record the fact that the witness was given an Upjohn warning and that the witness understood the instruction and any clarifications provided.

- When the company decides to make counsel available to employees, companies sometimes engage “pool counsel” who would be available to represent multiple employees during the internal investigation in an economical and efficient manner while also appropriately protecting the employees. Pool counsel must pursue efforts to ensure that they can ethically conduct a joint representation without encountering insurmountable conflicts of interest or revealing confidential information. Pool counsel arrangements usually are set up so that the company pays the bills, but the attorney-client privilege would be between the employees and pool counsel and would not include the company. Pool counsel may share information with the company, as appropriate, under a common interest understanding between the employees and the company.
 - Senior officers may request counsel of their own, and the company often honors this request even if a short delay occurs while the officer selects an attorney. Legal departments and outside counsel may have recommendations tailored to the specific subject matter, potential government interest or other factors. It is often useful to select counsel that both has the necessary experience and can work collaboratively with the company’s own counsel.
 - Officers and employees likely will want the company to pay the bills for their individual counsel. Whether the company is obligated to do so often turns on provisions in employment agreements, corporate governance documents such as bylaws and charters, and relevant state law. The company often “indemnifies” officers, which usually entails reimbursing fees at the end of a process once it is determined that the officer is entitled to indemnification (*e.g.*, they acted in good faith) and also making “advance” indemnification payments along the way so the officer does not bear the legal fees out of pocket. The company typically requires officers to sign an “undertaking” in which they agree to repay any advanced amounts if it is determined that the officer is not entitled to indemnification.
 - The cost of legal fees and expenses may be covered by director and officer insurance, although coverage is less likely if no litigation has been filed. Determinations about whether coverage exists and the extent of any coverage will be governed by the policy and direct negotiations with the insurance carriers.
 - When the company is subject to a government investigation, but not active litigation, it will be further necessary to review the specific terms of applicable policies to determine whether coverage exists.
 - Sometimes, witnesses want to bring their own individual counsel to the internal investigation interview. There generally is no requirement to allow this. The company typically evaluates whether to proceed with interviews with individual counsel based on the relevant circumstances at the time.
- “Upjohn Warnings.”**
- At the outset of employee interviews conducted by counsel for the company, it is important that the witnesses understand as much about the investigation background as can be shared without impacting the integrity of the investigation. Do not, for example, impart facts to the employee that the employee would not ordinarily have or that would otherwise shape his or her testimony. Witnesses should be informed of how the attorney-client privilege applies to the interview and of their obligation to maintain the confidentiality of the statements made during the interview. It also is essential that the witness understand that the investigators (including in-house and external counsel, if attending) represent only the company (or the board committee) and do not represent the witness or have an attorney-client relationship with the witness.

- The concept of Upjohn warnings comes from *Upjohn Company v. United States*, 449 U.S. 383 (1981), in which the Supreme Court held that a company’s attorney-client privilege is preserved when the company’s attorney communicates with the company’s employees. Beyond the Court’s holding, Upjohn warnings are shorthand for providing clarity to the employee about the existence of attorney-client privilege between the company and its lawyers, who the “client” is in the investigation (the company, the board or a committee of the board), how the privilege is maintained and whether information from the interview may be shared with third parties later should the client decide to do so.
- The warning typically clarifies that:
 - the lawyers represent the company (or the board or board committee) and not the employee;
 - communication occurring during the interview is protected by the company’s attorney-client privilege; and
 - the company (or the board or board committee) alone controls whether to provide information learned through the interview to anyone outside the company, including a government agency. In the event there is already an existing government investigation and/or counsel reasonably expects to share certain information learned during the interview with the government, counsel should consider stating at the outset that information learned during the interview may be shared with third parties, including the government.
- It is important to note that the interview does not transform existing information into privileged information – it generally only covers the communication during the interview and any follow-up. Additionally, it does not prevent the witness from talking separately to the government about information the witness knows. It only protects the privileged communication.

Documentation of the Witness Interviews.

- Interviewers often take notes during the interviews to document witnesses’ responses to questions. Practices differ as to whether interview notes are in the form of a transcript (Q&A) or – when an attorney conducts the interview – include the attorney’s inferences, shorthand and mental impressions. The latter, however, are more easily protected from discovery as attorney work product if the interviewer is legal counsel.
- Interview memoranda are more formal records of the communication during the interview.
 - These often are created by one of the individuals who attended the interview and then may be edited by others on the investigation team.
 - If a lawyer is involved in the interview, interview memoranda typically would be protected from third-party access by the company’s attorney-client privilege and, depending on the circumstances, by the attorney work product doctrine.
 - Creation and completion of interview memoranda is time-consuming and expensive, and it is important to determine whether that expense is necessary under the specific circumstances of the investigation. A middle ground is to prepare a summary of key points from the interview shortly after it is completed, while events are fresh in the investigators’ minds, and to prepare a detailed interview memorandum later, if necessary, based on the particular circumstances of the investigation.

- Either notes or formal interview memoranda should clearly memorialize the fact that the witness was given an Upjohn warning and that the witness understood the instruction and any clarifications provided.

Government Interviews.

- A company often launches an internal investigation in response to government investigations, and participation of the company’s counsel in government interviews can provide critical information regarding the company’s potential legal exposure. Generally, however, the company’s lawyer does not have a legal right to be present for interviews of non-management employees. Certain agencies also have express authority to restrict access to employee interviews. It is important to understand what authority the agency has in this regard and whether the agency is amenable to allowing company counsel to accompany or represent employees in its interviews. OSHA, for example, has statutory authority to question employees privately. Other agencies, like the National Transportation Safety Board and U.S. Chemical Safety and Hazard Investigation Board, have promulgated regulations governing representation of witnesses in interviews. If a lawyer for the company cannot participate in the interview, then consider debriefing the employee immediately after the government’s interview.
- One complicating factor that surfaces in major investigations is the fact that there may be multiple federal, state and local government investigations underway and competing demands for employee witness interviews. It is often prudent to work with these agencies to prevent the same witnesses from being interviewed by different agencies at different times, which can lead to inconsistent witness statements or witness statements that are perceived to be inconsistent.

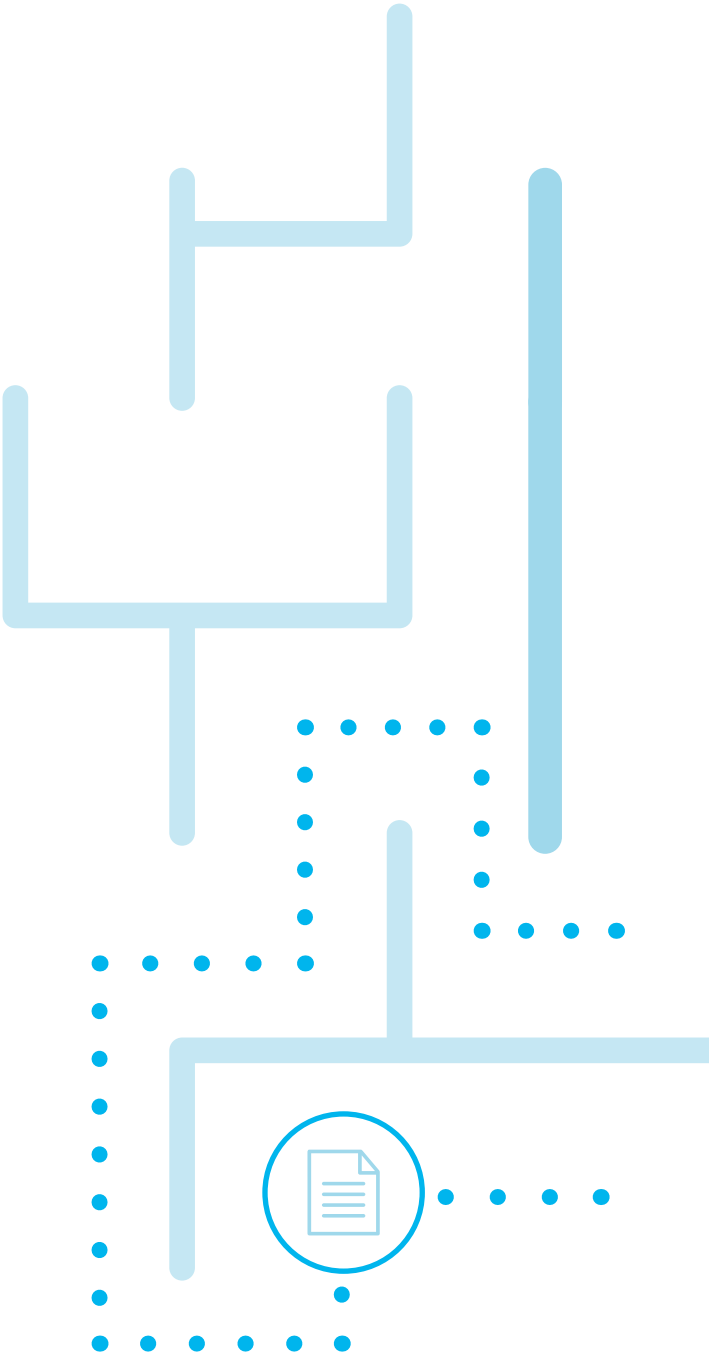
Memorializing the Investigation

CONTENTS

- Findings and Conclusions.** Investigation findings may include not only a summary of the relevant facts, but also conclusions regarding whether:
- the company and/or individuals violated the law, rules or regulations (but only if the investigation is being led by attorneys under the attorney-client privilege);
 - the company and/or individuals violated company policies or procedures;
 - there was a root cause of any determined noncompliance;
 - any potential noncompliance could have been prevented;
 - any potential noncompliance has been remediated and/or whether corrective measures have been put in place to prevent similar future noncompliance;
 - any affirmative defenses might be available;
 - given their conduct as determined by the investigation, company officers and employees can be relied on by various outside third parties, such as governmental authorities and regulators or, as applicable, the company's independent auditors;
 - senior management's representations were accurate;
 - the company's certifications were accurate;
 - the company's representations to regulators during examinations/audits or in required filings were accurate;
 - the company's representations to lenders, analysts and shareholders were accurate;
 - the tone set at the company was sufficiently supportive of ethical conduct by employees (a good "tone at the top"); and
 - there was any attempt to retaliate or actual retaliation against a whistleblower, or any effort to prevent the whistleblower from sharing information concerning potential violations with regulators.
- Special Requirements to Document.**
- Whether, for companies that are subject to regulatory filing requirements, applicable regulatory filings need to be revised, amended or updated
 - Whether, as a result of the findings, the company has triggered any applicable regulatory reporting requirements
 - Whether it is prudent to make a voluntary disclosure to regulatory or enforcement agencies in an effort to mitigate penalties or secure cooperation credit
- Additional Considerations for Publicly Held Companies.**
- Whether the company's public filings remain reliable and accurate in light of the information learned, and if not, whether restatement is required (using, among other things, an SAB 99 materiality analysis)
 - Whether the investigation revealed material weaknesses or significant deficiencies in the company's internal controls
 - Whether the investigation raises concerns that the independent auditor may no longer be able to reasonably rely on representations from certain members of management

FORM AND DISTRIBUTION

- Should There Be a Formal Written Report?** Deciding whether and how to document the results of the investigation requires a complex analysis. Drafting a formal report of the investigation is time-consuming and expensive; however, many constituents would prefer a full, detailed report of the information gathered during the investigation and the findings, which ultimately is made public. In some cases, such as where the investigation results may require regulatory reporting, complete documentation may be required. In other situations, companies may prefer only oral reports and no public disclosure at all. Whether the report is ultimately protected by the attorney-client privilege depends on:
- the facts and circumstances of the specific investigation (including whether the object of the investigation related to legal compliance/litigation risk versus company policy violations/business risks);
 - the company's obligations to its board or shareholders;
 - whether an active government or third-party investigation exists or may occur;
 - whether the report is being prepared for disclosure to regulatory authorities; and
 - whether a shareholder lawsuit exists or is likely.
- How Should Results Be Shared?** Regardless of form, findings from the investigation that reveal weaknesses in a compliance program or other company functions should be shared in the appropriate manner with other internal stakeholders to prevent recurrence. Not only does providing this feedback help prevent future misconduct, but it also aligns with DOJ's expectations outlined in its compliance program guidance and the guidance outlined in the U.S. federal sentencing guidelines.¹
- Confidentiality of Any Written Report.** If a written report is prepared, the distribution of the report, and any instructions regarding confidential handling, should be carefully considered. The confidentiality required to maintain the privilege protection is more likely to be compromised if the document is widely distributed.



Special Obligations of Public Companies and Independent Auditors

PROCEDURES

Alerting the Auditors. Public companies and their officers must certify regularly to independent auditors that they have notified the auditors of all information important to the audit. Information requiring investigation often may impact the company's financial reporting and documentation, internal controls, and other compliance systems, especially if the subject of the investigation is a senior officer, someone in a financial reporting or control function, or another employee or director on whom the auditor may rely. Knowing when and how to alert auditors is an important component of handling internal investigations responsibly. Knowing what the auditors will be required to do upon receiving that notification also can help company personnel anticipate needs and ensure completeness.

Section 10A Procedures. Securities Exchange Act of 1934 Section 10A² requires a public company's independent auditor to work through a set of detailed procedures if the audit firm "detects or otherwise becomes aware of information indicating that an illegal act (whether or not perceived to have a material effect on the financial statements of the issuer) has or may have occurred." The term "illegal act" is very broad, defined as "an act or omission that violates any law, or any rule or regulation having the force of law."

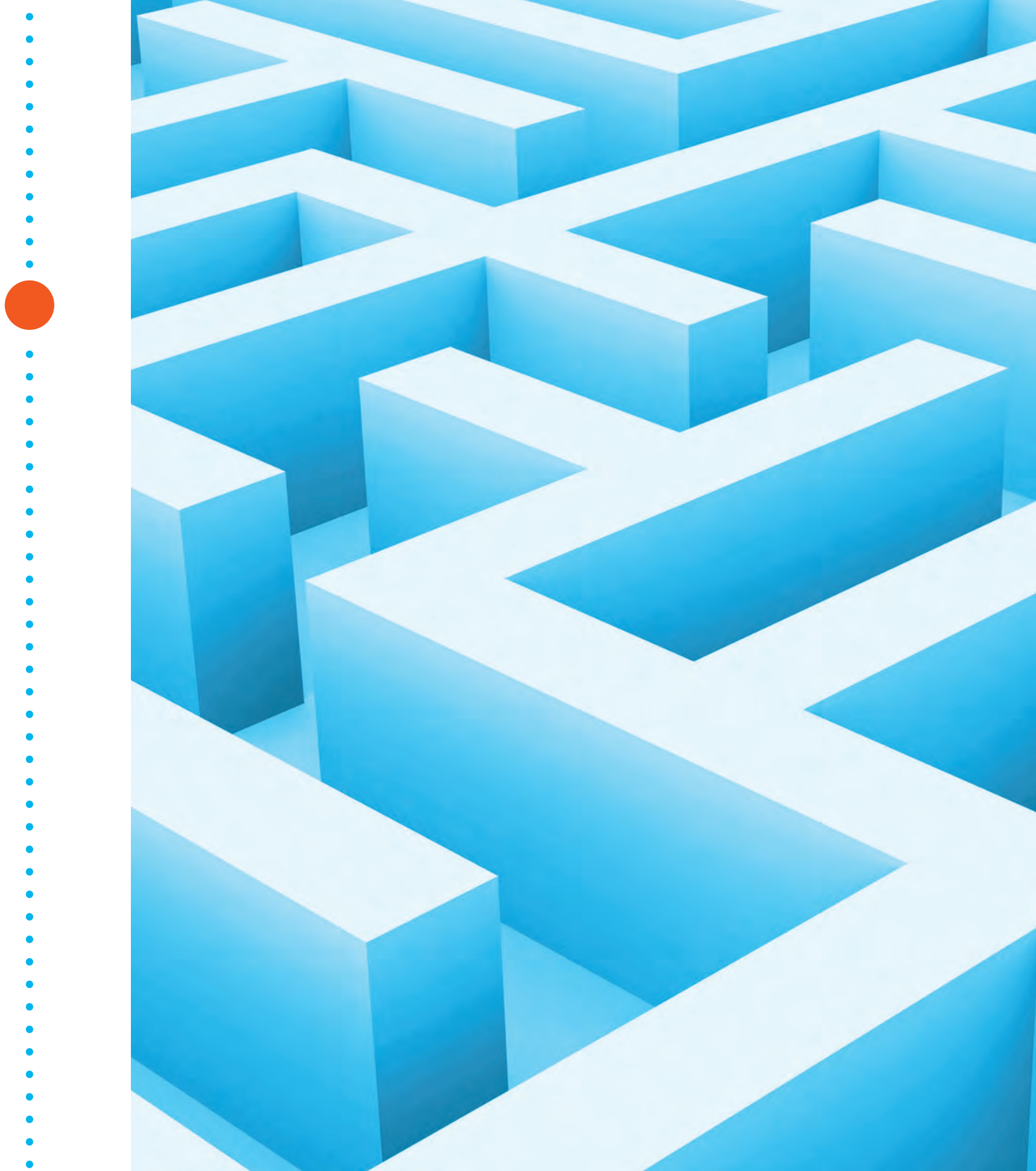
When Are Procedures Triggered? When an issue arises at a nonpublic subsidiary of a public company, these procedures may be triggered when the conduct at issue at the nonpublic subsidiary has a material impact on the public company's reported financial results, and where those involved in the conduct at issue at the nonpublic subsidiary also have senior positions/responsibilities at the public company.

What Auditors Are Required to Do. The procedures set forth in Section 10A include:

- determining whether it is "likely" that an illegal act has occurred;
- determining and considering "the possible effect of the illegal act on the financial statements of the issuer";
- informing "the appropriate level of the management of the issuer and assur[ing] that the audit committee of the issuer, or the board of directors of the issuer in the absence of an audit committee, is adequately informed with respect to illegal acts that have been detected or have otherwise come" to the firm's attention, "unless the illegal act is clearly inconsequential";
- determining whether the illegal act has a material effect on the issuer's financial statements; and
- determining whether senior management (or the board) has taken timely and appropriate remedial actions.

Why Auditors Hold the Cards.

- Special — and more serious — procedures are triggered if the audit firm concludes that the company's actions have not been sufficient. Under that circumstance, Section 10A requires that the audit firm determine whether that failure "is reasonably expected to warrant a departure from a standard report of the auditor, when made, or warrant resignation from the audit engagement."
- If so, the auditor must report the results of this determination to the board of directors.
- If this report is made to the board, the issuer must notify SEC within one business day and provide a copy of this notice to the auditor.
- If the auditor does not receive a copy within one business day, the auditor must resign or furnish a copy of its own report to SEC within one business day.
- If the auditor resigns under this provision, it must furnish a copy of its own report to SEC within one business day after resigning.



Investigation findings that reveal weaknesses in a compliance program or other company functions should be shared with internal stakeholders who can prevent recurrence.

ADDITIONAL CONSIDERATIONS

The Challenging Dynamic. If these procedures are underway but are not yet complete, the auditor may not be able to complete its quarterly review or its annual audit. And as the independent auditor, the firm cannot advise the company of the company's obligations — it can only react to what the company does and reach a view as to whether that is sufficient. This can set up a challenging dynamic in which experienced outside counsel may be especially valuable, particularly when navigating issues related to conveying information and conclusions from the investigation that might be protected by the attorney-client privilege.

Forensic Support for the Audit Team. When the company conducts an internal investigation that could trigger the auditor's Section 10A obligations, the auditor typically involves individuals from its forensic practice and/or its office of general counsel to advise the audit team. The auditor's forensic team may ask to review documents or data gathered in connection with the investigation, and experienced outside counsel can assist the company in balancing the auditor's needs with the need to maintain any attorney-client privilege or work product protections associated with the investigation.

Government and Regulatory Investigations

Whether as a result of the government's own information sources or as a result of the company's "self-reporting," government or regulatory entities may conduct investigations at the same time as the company's own internal investigation. This can be a common occurrence in the case of an industrial accident/incident response.

WHO

The investigating entities could include civil or criminal authorities at federal, state, local or international levels. They also could include "quasi-government" authorities such as self-regulatory organizations (e.g., stock exchange) or government contractors with delegated authority. More than one government or regulatory inquiry could occur simultaneously, particularly in high-profile matters that have cross-border aspects or have generated media coverage.

How to Address Multiple Fronts and Media. Navigating this multi-front process is challenging, as the company's existing regulatory or reporting obligations continue to apply, even as the government's requests and demands roll in. Experienced outside counsel will be invaluable during this process. As to media interest, while it may be tempting for management to assure customers, the public and the press that matters under review are minor and are under control, these kinds of statements can often prove to be inaccurate, potentially causing additional issues and complications. A good rule of thumb for dealing with inquiries like these, particularly at an early stage, is to minimize what is disclosed and to keep things factual (e.g., "the board/company is [conducting an internal review, cooperating with a governmental investigation, etc.]").

INVOLVE COMPLIANCE EARLY

It is often important to engage the organization's department charged with regulatory compliance/oversight early on in a government investigation. This department can provide important background information on the overall compliance program, as well as information about specific compliance controls. DOJ's guidance *Evaluation of Corporate Compliance Programs* (updated March 2023) underscores the important role this information serves with respect to prosecutorial decisions.

"COOPERATION CREDIT"

The extent to which the government or regulatory investigators offer cooperation credit for an entity promptly sharing information gathered during an internal investigation differs between agencies and organizations, and sometimes even between teams within the same agency.

- DOJ has issued several guidance documents governing cooperation credit in different investigation contexts.
 - DOJ's position on cooperation in criminal investigations is set forth as internal guidance in the Justice Manual's Principles of Federal Prosecution of Business Organizations. Section 9.28-700, entitled "the Value of Cooperation," sets forth the criteria that corporations must meet to receive cooperation credit in cases that are otherwise deemed appropriate for indictment and prosecution.
 - DOJ issued guidance specific to the Environment and Natural Resources Division, which identifies "[f]ull and prompt" cooperation as a factor in decisions on criminal prosecutions for environmental violations in the context of significant voluntary compliance or disclosure efforts by the violator.

- DOJ issued guidance to its False Claims Act (FCA) litigators on May 7, 2019, regarding the incentives DOJ offers to companies that provide “voluntary disclosure,” “cooperate” with the investigation, share “information gleaned from an internal investigation and tak[e] remedial steps through new or improved compliance programs.”³ In the FCA context, DOJ is authorized to depart down to single damages in the case of full cooperation. DOJ also has issued cooperation credit guidance regarding criminal matters, including specifically in the FCPA context, and the DOJ Antitrust Division’s *Corporate Leniency Policy* offers amnesty and certain leniency based on cooperation and other conditions.
- SEC’s cooperation program is rooted in its *Report of Investigation* from October 2001, which is commonly known as the *Seaboard Report*.⁴ SEC has provided updated guidance through the years, including a formal cooperation program launched in January 2010 and multiple references in speeches and enforcement settlements.
- In September 2022, U.S. Deputy Attorney General Lisa Monaco provided policy guidance on corporate criminal enforcement, specifically emphasizing that DOJ will offer more favorable resolutions for companies that voluntarily self-report misconduct and meet the notion of full cooperation and effective remediation.⁵ This guidance was followed in January 2023, when then-Assistant Attorney General Kenneth Polite announced changes to the DOJ’s *Corporate Enforcement Policy* (CEP), which among other things, describes the circumstances under which firms can receive substantial credit or a declination if they voluntarily self-disclose misconduct, fully cooperate in any resulting investigation, and timely and appropriately remediate the issue.⁶ Then in March 2023, Monaco and Polite gave speeches announcing additional updates to the CEP related to corporate compliance programs and the use of compensation clawbacks for executives and employees.⁷ Given DOJ’s recent pronouncements, it is even more important to consider the potential benefits and drawbacks associated with voluntarily self-disclosing conduct.
- Other agencies, like EPA, have issued several guidance documents that account for cooperation in the exercise of its enforcement discretion and penalty assessment. For example:
 - EPA has long considered cooperation as a mitigating factor in its exercise of investigative discretion to distinguish cases meriting criminal investigation from those more appropriately pursued under administrative or civil judicial authorities.
 - EPA has issued several statute-specific civil penalty policies, each of which considers the degree of cooperation in assessing penalties.
 - Under EPA’s “Audit Policy,” a voluntary disclosure that meets specified criteria can result in significant penalty reductions and EPA’s determination not to recommend criminal prosecution. The Audit Policy provides additional flexibility to new owners who self-disclose violations.
 - With some limited exceptions, the credit a company will get for cooperating is uncertain and difficult to quantify, and the cost of cooperation is high. However, the cost of not cooperating may be higher.

COST OF COOPERATION IN LIGHT OF UNITED STATES V. COBURN

- Companies intending to cooperate with the government should consider and make strategic decisions during the investigation to maintain attorney-client privilege and work product protections.
- In *United States v. Coburn*, Cognizant Technology Solutions Corporation (Cognizant) voluntarily cooperated with DOJ by disclosing some documents in connection with an internal investigation conducted by their counsel.⁸ After DOJ decided to prosecute two of Cognizant’s executive employees for violating the FCPA, the two executives subpoenaed Cognizant to disclose documents pertaining to the internal investigation conducted by the company.⁹ Cognizant refused to disclose the information, claiming attorney-client privilege and work product doctrine protections; however, the court held that disclosing internal investigation materials to a potential adversary, including the DOJ, while under threat of criminal prosecution waives the attorney-client privilege and work product doctrine protections.¹⁰ Citing the rule of completeness, the court compelled disclosure of all documents pertaining to the same subject matter as the disclosed documents, including summaries, notes, memoranda, etc., of any internal investigations on the matter.¹¹
- The Southern District of Florida and the Southern District of New York have similarly held that companies waive work product protection over notes and memoranda of witness interviews by providing oral summaries to a government agency. See *SEC v. Herrera*, 324 F.R.D. 258 (S.D. Fla. 2017); *SEC v. Vitesse Semiconductor Corp.*, No. 10-cv-9239, 2011 WL 23899082 (S.D.N.Y. July 14, 2011).
- In making decisions about how to conduct the investigation, the company should evaluate the potential for the attorney-client privilege and work product protections to be waived – especially if they anticipate they will be cooperating with the government at some point – and/or should consider what steps can be taken to maximize the ability to claim and maintain attorney-client privilege and work product protections. Some of these strategic considerations include:

- how to draft and finalize memoranda summarizing investigations interviews, including the level of detail in any summaries;
- whether to opt for written or oral summaries of the investigation;
- whether to provide direct quotes from interviews (or interview memoranda) or other investigation work product;
- how to manage the process of drafting and editing proffer outlines; and
- whether to seek a joint defense agreement with individual defendant-employees.

GUARDRAILS

- The company and its counsel can potentially become so intertwined with a government investigation that the company’s internal or independent investigation can be found to be “attributable” to the government, creating subsequent evidentiary risks for the government.
- In these instances, the Fifth Amendment rights of employees – who may be facing the difficult decision of whether to provide statements to counsel conducting the investigation or face potential termination – can potentially be violated.
- In 2019, the U.S. District Court for the Southern District of New York issued a decision that reviewed at length the factors suggesting counsel’s internal investigation had essentially become the government’s investigation. The factors cited by the court included the following:
 - The government directed the company and its counsel on whom to interview and when.
 - The key witness was compelled, upon threat of termination, to sit for multiple interviews with the company’s counsel.
 - The company’s counsel provided the government with timely, detailed information from interviews.
 - The government did not appear to have undertaken any investigative steps involving witnesses outside of counsel’s investigation.
 - The government directed the company’s counsel over an extended period and did not make its own governmental investigation known to interview subjects.
 - The government ultimately constructed its own subsequent investigative plan based almost entirely on the information provided by the company’s counsel.¹²



- To protect the integrity of investigations conducted by the government and the company, counsel for the company should, as appropriate, document that significant investigative decisions are based on independent reasons for the benefit of the company and not made at the direction of the government. Counsel also should consider providing language in communications with the government to make it clear that the company and its counsel are conducting their own investigation and exercising their own, independent discretion with respect to investigative steps and decisions.

WHISTLEBLOWERS

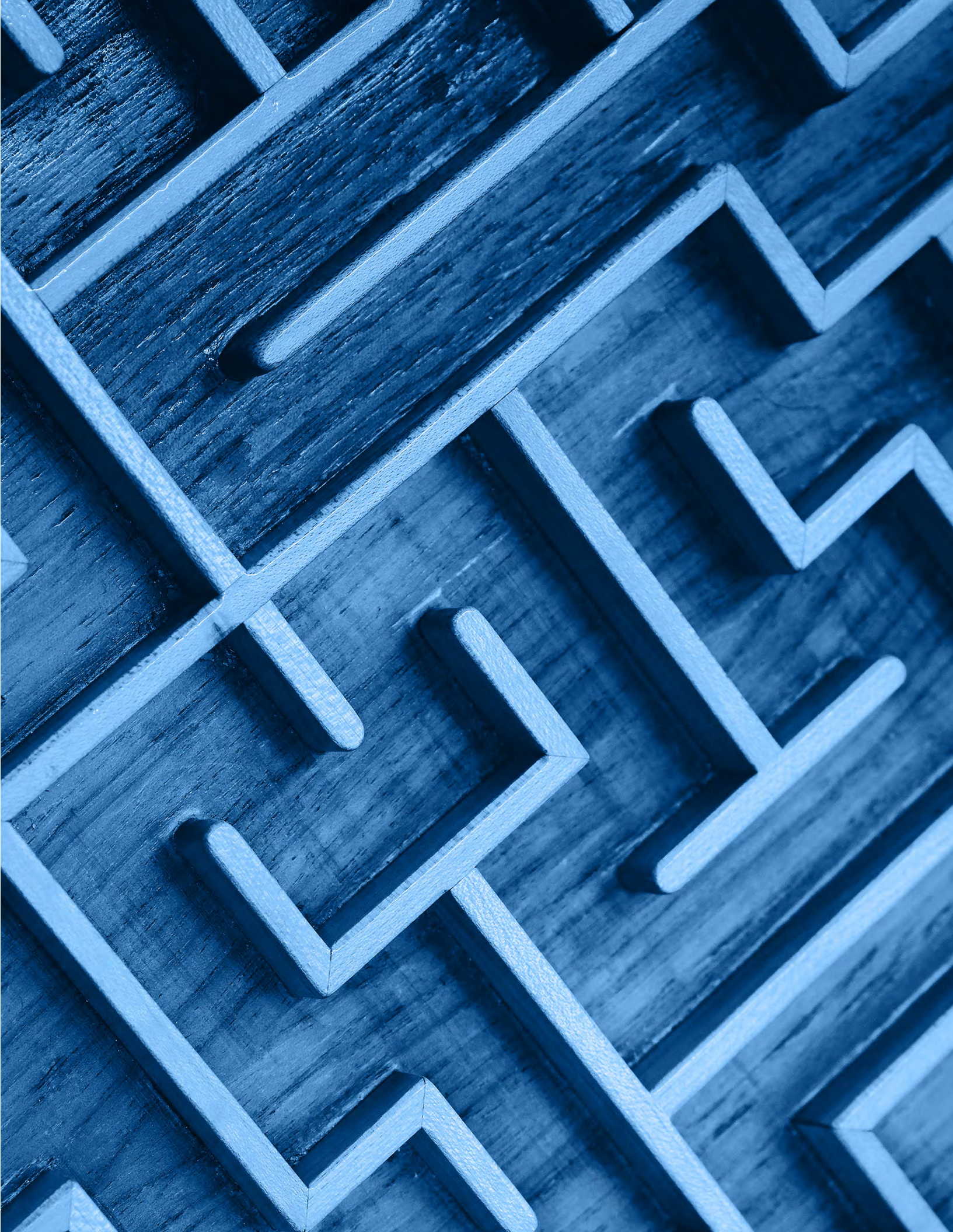
- Whistleblowers may complicate both the internal and government investigations, often without the company having any concrete knowledge that a whistleblower has contacted the government.
 - SEC and FCA whistleblowers are entitled to certain confidentiality and non-retaliation protections and have clear monetary incentives for bringing matters to the attention of federal authorities.
 - A company is prohibited from “retaliating” against an SEC or FCA whistleblower, with retaliation potentially including discharging, demoting, suspending, threatening, harassing or discriminating (directly or indirectly) against the relator or whistleblower.
 - In this context, additional regulations prohibit “impeding” employees from reporting misconduct to the government, which can include severance or confidentiality agreement provisions that could be read as preventing, or potentially even discouraging, whistleblowers from reporting.
- It is important to avoid any retaliation or appearance of retaliation, and the investigative team should consider coordinating with the human resources department in an effort to ensure that any employment actions taken against any of the relevant employees while the investigation remains pending do not violate whistleblower protection laws.
- A well-established part of the legal industry focuses on cultivating and promoting whistleblower actions.
- Whistleblowers can include current employees who provide information to the government in real time. Given the significant penalties for retaliating against whistleblowers and the many ways retaliation can be alleged, companies often decide not to engage in any effort to identify whistleblowers who have, or may have, reported potential violations.
- If the company is in communication with the whistleblower, whether because the whistleblower has not chosen to remain anonymous or because the company’s systems allow for an anonymous communication with the whistleblower, consider developing a communication strategy to provide appropriate updates to the whistleblower, consistent with preserving attorney-client privilege and work product protection. Here again, experienced counsel can be helpful.
- As communication is established with the whistleblower, bear in mind that some whistleblowers may have been advised to record (in one-party states) communications that relate to the alleged misconduct, including correspondence with company counsel.

Interests of Various Constituents

During the course of an internal investigation, it may be helpful to pause and consider whether the interests of the various constituents are being addressed. While it may not be possible to address all these interests, and while this list is not exhaustive, keeping these various interests top of mind will help general counsels serve their companies more effectively.

INTERNAL CONSTITUENTS AND THEIR INTERESTS

Constituent	Interests in the Internal Investigation
Board of directors and supervisory boards	• Clear understanding of process, schedule • Updates as needed and appropriate • Appropriate documentation of process including minutes and resolutions • Integrity of process, findings, remedial measures • Ability to rely on committees, experts, management
Board committees	(in addition to interests as board members) • Timely understanding of allegations involving subject matter overseen by their committees • Timely understanding of role in investigation (oversee, lead, receive reports, ensure appropriate documentation, provide information, preserve documents)
Committee chairs	(in addition to interests as board and committee members) • Audit or oversight committee chair needs to understand information being provided to independent auditors • Audit or oversight committee chair needs to understand whether timeliness of public filings is at risk • Other chairs may need early focus on upcoming needs in their areas (e.g., nomination and governance, compensation)
Senior officers	• Doing their jobs, and leading the workforce to continue doing their jobs, despite the distraction of the investigation • Potential personal liability
Compliance/internal departments	• Coordinating ongoing compliance efforts, such as audits and risk assessments • Receiving sufficient information to help ensure that any needed enhancements to compliance program and controls are implemented
Communications team	• Being prepared for eventual press inquiries or releases, to the extent that the results of the investigation may become public or are related to a public complaint or issue • Providing appropriate updates
Employees, including workers and union representatives	• Information flow • Confidence in fairness of process and integrity of management • Job security
Internal auditors	• Information flow • Coordinating ongoing audits and risk assessments • Receiving sufficient information to understand implications for prior and future audits



EXTERNAL CONSTITUENTS AND THEIR INTERESTS

Constituent	Interests in the Internal Investigation
Government entities (e.g., local, state and federal governmental authorities)	• Compliance with laws, rules, regulations • Early alerts of potential illegal acts, including possible self-reports • Confidence in those overseeing, leading, conducting and supporting the investigation • Timely and accurate updates regarding investigation process, findings, remedial measures • Thoroughness of investigation • Cooperation by sharing of detailed factual information and key documents, and making witnesses available • Dissemination of lessons learned in process safety and other accident investigations
Regulators/self-regulatory organizations	• Compliance with laws, rules, regulations • Early alerts of potential illegal acts, including possible self-reports • Confidence in those overseeing, leading, conducting and supporting the investigation • Timely and accurate updates regarding investigation process, findings, remedial measures • Thoroughness of investigation • Cooperation by sharing of detailed factual information and key documents, and making witnesses available
Independent auditors	• Early alerts of potential illegal acts • Confidence in those overseeing, leading, conducting and supporting the investigation • Timely and accurate updates regarding investigation process, information learned during investigation, findings and remedial measures • Thoroughness of investigation • Confirmation of reliability of senior officers • Briefing regarding all remedial action by management and/or the board of directors • Understanding of management's view of the adequacy of its internal controls, in light of information learned in the investigation
Lenders and debtholders	• Timely disclosures per any provisions in applicable agreements, including covenant breaches • Timely filings/reporting, if possible
Distributors and suppliers	• Timely and reliable payments • Integrity of ultimate products containing suppliers' parts/ingredients/contents • Stability of the supply chain
Listing exchanges	• Timely disclosures • Compliance with listing standards
Fund investors/limited partners	• Clear and accurate financial statements and disclosures

Constituent	Interests in the Internal Investigation
Shareholders or investors	• Clear and accurate financial statements and disclosures • Timely filings, if possible
Other relevant legal counsel (e.g., securities or bond counsel, counsel in other pending litigation)	• Early alerts of potential illegal acts • Timely and accurate updates regarding investigation process, information learned during investigation, findings and remedial measures • Confirmation of reliability of senior officers • Briefing regarding all remedial action
Insurers	• Claims filed for correct periods • Informational updates
Clients, customers and business partners	• Complete and timely restitution, where warranted • Timely delivery of any required notices • Respect for company's integrity
Consultants and contractors	• Information updates, where applicable
Media outlets (including social media)	• Coordinating external and internal messaging to ensure consistency
The public	• Good neighbor in company locales • Confidence in the company

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Colleagues throughout King & Spalding contributed to this Decision Tree.

About the Practice

King & Spalding combines its government-facing practices into one Government Matters group, enabling a cross-discipline and multiple skillset-approach to serving our clients. Our bench is deep – 100+ former government leaders and enforcement officials across 30+ agencies and departments, and across borders – with experience at all levels of seniority and involving every continent in 100+ countries of every size and culture, in addition to the scores of lawyers who have devoted their careers to helping clients navigate internal and government investigations.

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¹ U.S. Dep't of Justice, Evaluation of Corp. Compliance Programs 16 (2023) ("Response to Investigations – Have the company's investigations been used to identify root causes, system vulnerabilities, and accountability lapses, including among supervisory managers and senior executives? What has been the process for responding to investigative findings? How high up in the company do investigative findings go?"); U.S. Sentencing Guidelines Manual § 8B2.1 (2018) ("After criminal conduct has been detected, the organization shall take reasonable steps to respond appropriately to the criminal conduct and to prevent further similar criminal conduct, including making any necessary modifications to the organization's compliance and ethics program.").

² 15 U.S.C. § 78j-1 (2021) Audit requirements.

³ Press Release, U.S. Dep't of Justice, Department of Justice Issues Guidance on False Claims Act Matters and Updates Justice Manual, (May 7, 2019), <https://www.justice.gov/opa/pr/departments-justice-issues-guidance-false-claims-act-matters-and-updates-justice-manual>.

⁴ Press Release, SEC, Report of Investigation Pursuant to 21(a) of the Securities Exchange Act of 1934 and Commission Statement on the Relationship of Cooperation to Agency Enforcement Decisions (Oct. 23, 2001), <https://www.sec.gov/litigation/investreport/34-44969.htm>.

⁵ Memorandum, Dep't of Justice, Further Revisions to Corporate Criminal Enforcement Policies Following Discussions with Corporate Crime Advisory Group (Sept. 15, 2022), *available at* <https://www.justice.gov/opa/speech/file/1535301/download>.

⁶ Assistant Attorney General Kenneth A. Polite, Jr., Remarks on Revisions to the Criminal Division's Corporate Enforcement Policy (Jan. 17, 2023), <https://www.justice.gov/opa/speech/assistant-attorney-general-kenneth-polite-jr-delivers-remarks-georgetown-university-law>.

⁷ Client Alert, Sally Q. Yates et al., King & Spalding LLP, DOJ Corporate Enforcement Policy Revisions Target Executive Compensation, Following Multi-Agency Trend (Mar. 13, 2023), <https://www.kslaw.com/news-and-insights/doj-corporate-enforcement-policy-revisions-target-executive-compensation-following-multi-agency-trend>.

⁸ See *United States v. Coburn*, No. 2:19-cr-00120, 2022 WL 874458, at *7 (D.N.J. Mar. 23, 2022).

⁹ *Id.* at *1.

¹⁰ *Id.* at *7.

¹¹ *Id.*

¹² *United States v. Connolly*, No. 1:16-cr-370-CM, 2019 WL 2120523, at *1 (S.D.N.Y. May 2, 2019).



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