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# ECCO- European Club for Countertrade and Offset

## Social Responsibility

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Report N°1, 2014



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*Photo credit: Pro-Natura*

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## Editorial



*Weave offset event, Paris, December 2013*



*General Patrick Colas des Francs and Christian Sylvain, Villepinte, June 2014*



*(Right to left) Yves Ulmann, Economic Advisor at the French Embassy in Austria; Pascal Teixeira da Silva, French ambassador in Austria and Christian Sylvain, Vienna, November 2014*

The current increase in the use of Offset, notably on “emerging” markets which are of strategic interest for companies in the west, reveals the limits of economic representations of financialized international trade, where the market finds it's equilibrium and reason through exchanges. Just when we thought the market would financialize every aspect of the economy, what we are actually seeing is the return of bartering in various forms. By merging economic and extra-economic development-related considerations, offsets contribute to the logic underlying the development of corporate social responsibility (CSR): separate contracts are used to manage an overall operation which goes far beyond the main contract. Thus, the true economics of the full agreement can be found outside the main contract.

The European Club for Countertrade & Offset (ECCO) has set itself the ambitious task of managing, examining and collating information on offset-related issues and is fully committed to doing so in a socially and environmentally responsible manner.

In 2014, ECCO received official recognition of its compliance with the guidelines laid down by ISO 26000, putting it squarely on the map as a socially responsible Association.

We must decipher in more detail the international context and the global challenges which will shape tomorrow's world, have a clearer understanding of what is happening, distinguish between essentials and non-essentials: seldom has the need to step back and put things into perspective been so strongly felt. ECCO aims to do just that.

2014 marked a turning point in the development of our Association which is still in its infancy as this report shows. For all its members and non-members alike, ECCO is geared up to develop the offsets of tomorrow - offsets which are regulated, more socially and environmentally responsible, less costly and fairer - taking a long-term, socially responsible approach to its activities.

Christian Sylvain  
Chairman, ECCO

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## Highlights 2014

- December 11<sup>th</sup> 2013: Weave event - ECCO presentation of Offsets, Paris, France
- February 3<sup>rd</sup>-8<sup>th</sup> and March 24<sup>th</sup>-29<sup>th</sup> 2014: 2<sup>nd</sup> ECCO ESSEC Countertrade and Offset Academy in association with IHS in Paris, France
- March 19<sup>th</sup> 2014: Presentation on “European Legislation on Offsets” to the American Bar Association's Section of International Law, International Procurement Committee and Aerospace & Defense Industries Committee Brown Bag panel (available on YouTube, keywords “ECCO Offset”) in Washington D.C.
- May 2014: Publication of ECCO’s first book (series ECHOES FROM ECCO) “100 COMPENSATION TERMS COMMONLY USED IN INTERNATIONAL GOVERNMENT PROCUREMENT CONTRACTS,” available for purchase on ECCO’s internet site [www.ecco-offset.eu](http://www.ecco-offset.eu)
- June 11<sup>th</sup> 2014: Attribution by SGS of a score of “3 out of 5” for ECCO’s first ISO 26000 evaluation & ECCO chairing of the OECD panel on “Offset and Corruption” in Rome, Italy
- June 18<sup>th</sup> and 19<sup>th</sup>, 2014: ECCO Symposium #8 at the Eurosatory Exposition, Paris, France. Forum - Offset in Turkey, Malaysia and the USA; Workshop - Offset, Risks and Insurance
- July 18<sup>th</sup> 2014: ECCO presentation in Paris France to Institut français country delegates on “How offset could be leveraged as a means to finance cultural projects”
- October 23<sup>rd</sup> and 24<sup>th</sup>, 2014: ECCO presents its report on the ECCO mission to the World Bank during the World Bank’s Law, Justice and Development week in Washington D.C.
- November 19<sup>th</sup> & 20<sup>th</sup>, 2014: ECCO Symposium #9 - Vienna, Austria, Forum - Offset in Canada and South Korea and first of a kind Workshop - Offset and Compliance
- January 2015: ECCO publishes its first Social Responsibility Report

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## Chapter 2: About ECCO

### **A presentation of the Association and its activities**

ECCO is:

- a non-profit Association created under the French law on associations of 1901
- a worldwide resource centre specialized in offset and countertrade activities
- a worldwide club with more than 1000 contacts and over 60 members.

Membership includes 12 countries, both European and non-European.

Unique expertise in offset is provided thanks to the involvement of prestigious leading companies in the energy, transport, security and defense sectors as well as offset stakeholders in the areas of operations, compliance and social responsibility.

### ***ECCO's objectives and activities***

The European Club for Countertrade and Offset provides an international platform to share information and best practices in the field of offset and countertrade activities. Its activities are based on three pillars.

#### **1. Business community**

ECCO organizes Symposiums which give its members the opportunity to network and exchange best practices.

ECCO holds Symposiums to bring members and non-members together to discuss offset. These are biannual events (June and November) held in a major European city. ECCO invites various speakers from all over the world to speak to an audience composed of Association members and non-members involved in offset. At the beginning of each day during the event, a permanent reminder of Ethical rules that must be respected is presented. These events last one-and-a-half days and follow a precise outline including a Forum and a Workshop.

ECCO Forums cover offset practices in a given country, through either an exchange of feedback between members, or discussions and roundtable debates with representatives of the offset authorities of the country in question.





*The ECCO Business community*

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ECCO Workshops cover topics of general interest relating to offset, such as government procurement, international trade or economic and industrial development, insurance, compliance etc.

## 2. Expert interaction

ECCO is a reliable platform for information and discussion on offset and associated issues such as government procurement, international trade and economic and industrial development. This aspect is embodied in ECCO's "Workshops" and committees.

The committees running in 2014 are the Symposium committee, Training committee, ISO 26000 committee, World Bank committee, Editorial committee, Insurance committee, and the Ethics committee.

## 3. Training

Members and non members can follow an advanced offset training in order to increase their awareness of the challenges encountered by the profession, teaching them how to use such mechanisms in the goal of improving productivity, enhancing their competitiveness, and reducing risks. In partnership with ESSEC since 2012 and in association with IHS, ECCO puts in place the COUNTERTRADE AND OFFSET ACADEMY. This is the only complete training in offsets available today worldwide. It has been put in place in order to favor professionalization of offset management worldwide.

ECCO publishes books in order to support member and non-member learning about offsets. In 2014 ECCO published its first book "100 Compensation Terms Commonly Used in International Government Procurement Contracts."

ECCO also has an internet site that provides information about offsets and makes available to members presentations from all past Symposiums. ECCO is also present on LinkedIn and publishes videos on YouTube.



*Symposium participant Q&A with an expert panel*



*Countertrade and Offset Academy testimonial video*

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## Chapter 3: Association governance

### **Application of the law on associations of 1901**

In accordance with the French Law 1901 on associations and its values, ECCO has put in place for its governance the following governing bodies and instances: a General Assembly, a Board, an Executive Committee as well as a number of committees in support of the Association's missions.

### ***Membership and General Assembly***

ECCO membership is split into two categories depending on its members' involvement towards offsets:

- Obligor members are legal entities whose main activity makes them directly subject to offset obligations regarding government authorities
- Offset stakeholders are natural persons, legal entities or associations whose main activity consists in proposing and implementing projects in relation with offsets and/or services to the benefit of obligors

The General Assembly is composed of representative members (1 physical person per legal entity plus individual members). It holds a minimum of 2 ordinary meetings per year and can meet in addition during extraordinary general assemblies that can be called as required.

The General Assembly is sovereign. It can make any decision on the behalf of the Association. It votes, following debate, to approve the activity report, the financial report and strategic orientation of the Association.



*Presentation of committee activities at a General Assembly meeting*



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## ***Board***

ECCO was founded in March 2010 and incorporated in August 2010 under the French Association law of 1901. It is currently managed by the following Board members, who were elected in June 2014 for a mandate of 3 years.

Chairman: Christian Sylvain

Vice-Chairmen: Lee D. Furter and Grant Rogan

Board members: Jean-Marie Aoust, Alain Fernandez - Thalès France, Sonia Méhaignoul - FN Herstal Belgium, Stephan Thalhammer - General Dynamics European Land Systems Austria, Joost van Gemert - Rheinmetall AG Germany, Chantal Dagnaud - Institutions et Stratégies France

The ECCO Board can make all decisions concerning the Association with the exception of the approval of the Association's budget forecast which can only be done by the General Assembly.

## ***Executive Committee***

In accordance with the Law, the Board's activities are backed by an Executive Committee:

Chairman, Christian Sylvain – Areva France

Vice-Chairmen, Lee D. Furter – RUAG Switzerland and Grant Rogan – Blenheim Capital United Kingdom

General Secretary, Denis Plantier - Thalès France

Treasurer, Jean-Marie Aoust JMA - Conseil France

Deputy General Secretary, Mehdi El Harrak, PhD Student in Offset

The Executive Committee prepares decisions to be made by the Board. It also manages current affairs of the Association.

## ECCO organisation

### THE BOARD

ECCO was founded in August 2010 under the French Association law of 1901. It is currently managed by the following Board Members, who were elected in June 2014 for a 3-year term.



**Chairman**  
Christian **SYLVAIN**  
AREVA FRANCE

#### Vice-Chairwoman

Lee **FURTER**, RUAG  
SWITZERLAND

#### Vice-Chairman

Geoff **ROGAN**, Berkeim Capital  
UNITED KINGDOM



#### Treasurer

Jean-Marie **ADUST**, IMA Conseil  
FRANCE



Chantal **DAGNAUD**  
Institutions et stratégies FRANCE



Stephan **THALHAMMER**  
General Dynamics AUSTRIA



Boris **MEHAIGNOUL**  
ENHertel BELGIUM



Joost **VAN GEMERT**  
Rheinmetall AG GERMANY



Alain **FERNANDEZ**  
THALES FRANCE

### THE EXECUTIVE COMMITTEE

The executive committee is composed of the chairman, the Vice-Chairwoman, the Vice-Chairman, the Treasurer, the General Secretary and the Deputy General Secretary.



**General Secretary**  
Denis **PLANTIER**  
THALES FRANCE

**Deputy General Secretary**  
Mehdi el **HARRAK**  
AREVA FRANCE



*The newly elected (June 2014) ECCO Board and Executive committee*

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## *The Audit committee and the Nominating Compliance Group*

In order to further strengthen its governance system, ECCO has put into place two specific committees to facilitate compliance with ECCO values.

### The Audit committee

The Audit committee assists the Board in fulfilling its oversight responsibilities relating to corporate accounting and reporting practices of the Association, as well as the quality and integrity of the financial report of the Association.

### Nominating Compliance Group

This committee's primary purpose is to follow the nomination procedure, receive any candidacies, to advise the Board regarding its consent on the integration of new members and to prepare the decisions to be made by the Board relating to selection criteria and appointment procedures for the Board and Executive Committee members.

## **Operational Management**

ECCO Operations are driven by the ECCO Operations Manager.

Operations Manager: Calum Prieur

## **Committees: expert interaction**

ECCO's think tank activities are implemented through its various committees within ECCO.

### Symposium Committee

Objective: Organization of Symposiums – two one-and-half day events per year.

In 2014, two ECCO symposiums were organized:

ECCO Symposium #8 - June 18 and 19, 2014 - Eurosatory, Paris, France

Forum - Offset in Turkey, Malaysia and the USA

Workshop - Offset, Risks and Insurance



*Postcards from ECCO's November 2011 and June 2013 Symposiums. ECCO locates its Symposiums in European cities*

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ECCO Symposium #9 - November 19 & 20, 2014 - Vienna, AUSTRIA

Forum - Offset in Canada and South Korea

Workshop - Offset and Compliance

A complete list of ECCO Symposiums that have been held since 2011 appears in the following chapter.

Point of Contact - Christian Sylvain: [christian.sylvain@ecco-offset.eu](mailto:christian.sylvain@ecco-offset.eu)

#### Training Committee

Objective: Conception and organization of ECCO's training program under the Countertrade & Offset Academy, i.e. "Executive training" (12 days, minimum one session per year).

The 2014 (2<sup>nd</sup>) ECCO ESSEC Countertrade and Offset Academy in association with IHS took place February 3<sup>rd</sup>-8<sup>th</sup> and March 24<sup>th</sup>-29<sup>th</sup> 2014 in Paris, France.

Point of Contact - Alain Fernandez: [alain.fernandez@thalesgroup.com](mailto:alain.fernandez@thalesgroup.com)

#### ISO 26000 Committee

Objective: Preparation, review and implementation of the ISO 26000 standard within ECCO, which covers Social Responsibility.

Point of Contact - Jean Pierre Chevallier : [jean-pierre.chevallier@thalesgroup.com](mailto:jean-pierre.chevallier@thalesgroup.com)



## *Countertrade and Offset Academy* Advanced Management Program



*The Countertrade and Offset Academy presentation brochure*

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### World Bank Committee

Objective: Create and facilitate a World Bank Working Group in order to address issues raised by Offset at an international level, leading to the definition of a soft law standard in the area, and based on a sturdy expertise.

In 2014, four committee meetings were held. On October 23rd and 24<sup>th</sup>, 2014 ECCO presented its report on the ECCO mission to the World Bank during the World Bank's Law, Justice and Development week in Washington D.C.

Point of Contact - Chantal Dagnaud : [cdagnaud@institutions-strategies.com](mailto:cdagnaud@institutions-strategies.com)

### Editorial Committee

Objective: Prepare and/or review all the editorial contents elaborated by or through ECCO.

In May 2014, ECCO published its first book (series ECHOES FROM ECCO) "100 COMPENSATION TERMS COMMONLY USED IN INTERNATIONAL GOVERNMENT PROCUREMENT CONTRACTS," available for purchase on ECCO's internet site [www.ecco-offset.eu](http://www.ecco-offset.eu).

Point of Contact - Lee D. Furter: [denise.furter@ruag.com](mailto:denise.furter@ruag.com)

### Insurance Committee

Objective: Conduct a study into the possibility of insuring against the political and financial risks specific to offset contracts.

Point of Contact - Jean Marie Aoust: [jmaoust@yahoo.fr](mailto:jmaoust@yahoo.fr)

### Ethics Committee

Objective: Prepare and/or review all tasks related to Ethics within ECCO.

January 2015: ECCO plans to publish its first Social Responsibility Report.

Point of Contact - John Garczynski: [john.garczynski@areva.com](mailto:john.garczynski@areva.com)



*The Insurance Workshop panel discussion during Symposium #8 at Eurosatory in June, 2014*

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## ECCO's Values

The values of the Association contribute to its performance in a spirit of respect of:

- human rights
- the environment as per the broad meaning of this term
- the laws that protect both

They are designed to meet the long-term expectations of all the members of the Association. Accordingly, the values of the Association are as follows:

- Satisfaction of its members
- Sense of responsibility
- Integrity
- Professional accountability
- Truthful communication
- Spirit of partnership

These values require ECCO members to act in accordance with the applicable rules and regulations in the countries in which they operate, and specifically in complying with the rules applicable to competition. The purpose of the Association is to assist its members in accomplishing offset obligations by facilitating meetings and discussions, without influencing the actions of the parties.

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## Shared values

You are here: Home \ About Ecco \ Shared values

The values of the Association contribute to its performance in a spirit of respect for human rights, for the environment as per the broad meaning of this term and for the laws that protect them. They are designed to meet the long-term expectations of all the members of the Association. Accordingly, the values of the Association are as follows:

- Satisfaction of its members
- Sense of responsibility
- Integrity
- Professional accountability
- Truthful communication
- Spirit of partnership

These values require ECCO members to act in accordance with the applicable rules and regulations in the countries in which they operate, and specifically in keeping with the rules applicable to competition. The purpose of the Association is to assist its members in accomplishing Offset obligations by facilitating meetings and discussions, without influencing the actions of the parties.

*Presentation of ECCO values on ECCO's Internet site*



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## **ECCO's detailed strategic vision (short, medium, long term)**

ECCO's detailed strategic vision (short, medium, long term) is described below.

### In the next 2 years:

Extend the ECCO community, so that it includes actors of the market.

- Diversify member nationalities and specifically increase, as much as possible, membership from emerged, emerging and developing countries in order to bring a North/South balance – more than 50% of the increase in the world's GDP will be generated by emerged, emerging or developing countries during the next 20 years.

### In 5 years:

Give meaning to offsets in the reciprocity of exchanges.

- Make of ECCO's think tank a worldwide reference source of ideas for the major international institutions (European Community, WTO, World Bank, OECD etc.). Put compensations at the center of reciprocity.

### In the long term:

- Make of ECCO a place of intelligence, exchange and analysis to anticipate evolutions in the economic and legal environment and their implications with respect to compensations.



**Brazil**



**India**



**Lebanon**



**South Africa**

*ECCO currently has members from the emerged/emerging countries above*

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## **Evaluation with respect to ISO 26000 principles**

Following the first in-depth ISO 26000 review of ECCO's system and procedures by the independent firm SGS in 2014, ECCO has received a score of 3 out of 5. This score is above average on a first evaluation and gives ECCO a global mature level in terms of Corporate Social Responsibility.

In particular, ECCO's score for the category "Principles of Social Responsibility" was 3.9 out of 5 thanks to the Association's demonstration of good practices in the respect of Ethics and fair competition.

The adoption of ISO 26000 standards aims to improve and to secure the involvement of ECCO in the field of Social Responsibility (S.R.). The perception of an organization's performances on S.R. deeply influences its reputation, how it is perceived by donors, sponsors and the financial community and its relationship with stakeholders: peers, governments, companies, and the media.

It also allows an organization to compare its management practices with industry best practices. In this way, ECCO will be able to leverage both the external viewpoint of the evaluation firm and internal discussions / preparation around the ISO 26000 framework as a means to accelerate its progress along the path toward excellence in terms of socially responsible governance and performance.

## **Transparency and regular dialogue**

Dialogue takes place during ECCO's governance instances. Key decisions are discussed by the Board and General Assembly and are approved by the vote of these bodies. Minutes from governance instances and from ECCO committee meetings are published in the member's area of the ECCO Internet site ([www.ecco-offset.eu](http://www.ecco-offset.eu)).

The system and procedures of



**ECCO (European Club for Countertrade & Offset)**

69 rue Louise Michel  
92200 Levallois Perret  
France

Were reviewed between March 17, 2014 and April 17, 2014.  
The review identified the organization's performance level according to the Social Responsibility  
guidelines laid out in standard:

**ISO 26000:2010**

(Guidance on Social Responsibility) Level 3 (of 5):  
"Intermediate"

- Consumer issues (with the exception of sub-clause 6.7.6)

For the following activities,

#### Promotion of good business practices in the Offset sector

And covers the following sites:  
 68 rue Louise Michel, Levallois-Perret, Ile de France, 92033, France

Realized by



28 avenue Alsace Lorraine, 94111 Nogent-sur-Marne, France  
t +33 (0)1 41 24 89 75 f +33 (0)1 78 81 71 29 [www.apc.com](http://www.apc.com)

503 2604 MS C-10311

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*ECCO's ISO 26000 performance review certificate*

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## Chapter 4: Societal engagement - pursuing excellence in offset

The general objective to which contribute all of ECCO's activities – Symposiums, trainings, publications and interaction / cooperation with international and national organizations – is the pursuit of excellence in offset.

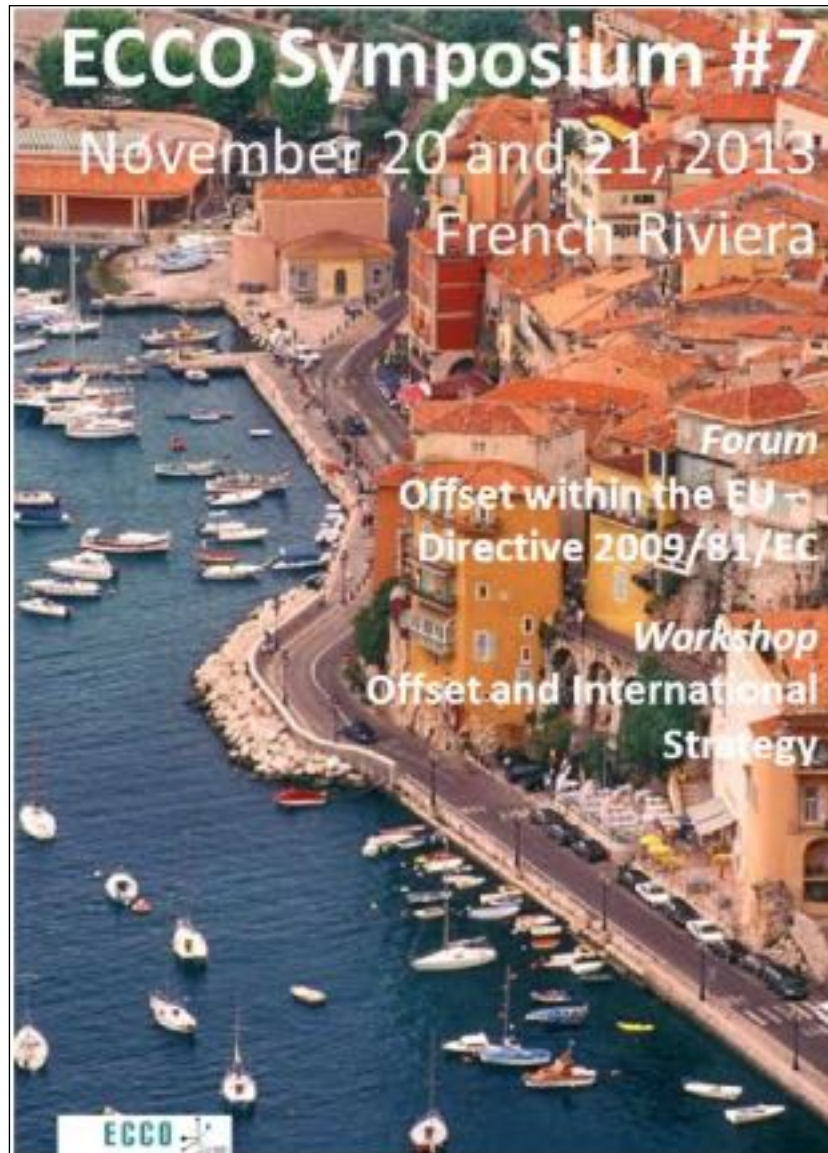
A long term focus on excellence in offset makes a major societal contribution by favoring:

- economic development. Offset is an economic development tool that can be used by countries that wish to pursue industrialization in a certain area. Countries making public purchases can use offsets to access means and competencies of companies from industrialized countries. In doing so, they accelerate their own industrialization in areas they have targeted. Excellence in offsets therefore supports developing countries in the design and attainment of their industrial development programs.
- international trade. Offset requirements in the context of international public procurement contracts add complexity, risks, work and time required to conclude and implement international contracts. A professional management of offsets can allow companies to better apprehend local contexts in which they wish to sell, uncover opportunities, mitigate risks, develop relationships and to make more fluid the contracting and implementation phases of current or future international public procurement contracts.

### Symposiums

Excellence in offset requires win-win alignment of diverse needs of international contractors, country governments, and local suppliers as well as in many cases additional actors within a framework of international Ethics and compliance standards. Solving on a consistent basis such multi-variable equations requires substantial knowledge, dialogue and interaction.





*Postcard from ECCO's November 2013 Symposium #7 in Juan-les-Pins*

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ECCO's Symposiums provide, at regular intervals, opportunities for formal practice sharing and problem solving exchanges between authorities, experts and actors involved at all levels.

Since 2011, ECCO has put into place 9 such Symposiums:

Symposium #1 - June 14 and 15, 2011 - Paris, France

Forum - Offsets in India

Workshop - Offset and International Law

Symposium #2 - September 6 and 7, 2011 - Paris, France

Forum - Offsets in the United Arab Emirates

Workshop - Offsets, Customs and Trade – Legal and economic impacts of direct offsets

Symposium #3 - December 14 and 15, 2011 - Brussels, Belgium

Forum - Offsets within the European Union

Workshop - Offset Best practices

Symposium #4 - June 14 and 15, 2012 - Eurosatory, Paris, France

Forum - Offset in the UAE, Offset in Brazil

Workshop - Offset and Small and Medium Enterprises

Symposium #5 - November 14 and 15, 2012 - Frankfurt, Germany

Forum - Offset in China

Workshop - Consultancy, Finance and Offset

Symposium #6 - June 19 and 20, 2013 - Le Bourget, Paris, France

Forum - Offset in India

Workshop - Offset and Reciprocity

Symposium #7 - November 20 and 21, 2013 - Juan-Les-Pins, France

Forum - Offset in Europe - Directive 2009/81/EC

Workshop - Offset and International Strategy



*ECCO Symposium #8 at the Eurosatory exposition in Paris, June 2014*

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Symposium #8 - June 18 and 19, 2014 - Eurosatory, Paris, France  
Forum - Offset in Turkey, Malaysia and the USA  
Workshop - Offset, Risks and Insurance

Symposium #9 - November 19 & 20, 2014 - Vienna, AUSTRIA  
Forum - Offset in Canada and South Korea  
Workshop - Offset and Compliance

Since their launch in 2011, ECCO Symposiums have brought together more than 100 high level speakers (authorities and experts) to share insights and good practices with more than 800 registered participants.

### **Interaction with other offset associations**

ECCO interacts with other offset associations around the world. In October 2012, ECCO signed a Memorandum of Understanding (MoU) with the Global Offset and Countertrade Association (GOCA) and has held in June 2014 a joint meeting with the Deutsches Kompensations Forum (DKF).

### **Training: the Countertrade and Offset Academy**

The Countertrade and Offset Academy is a first of a kind, 12 day Advanced Management Training Program put in place by ECCO in partnership with the ESSEC Business School in Paris and in association with IHS. It responds directly to the need for professionalization of offset managers and stakeholders. It includes fundamental courses dealing directly with offset management but also traditional business disciplines such as marketing, finance, accounting and human resource management with a specific focus on aspects of these subjects that will be most useful to offset managers and stakeholders once they are back on the job. Students have the opportunity to interact with lecturers from industry, professors from ESSEC and with representatives of international organizations such as the World Trade Organization (WTO), the World Customs Organization (WCO) or Transparency International (TI). A specific emphasis is placed on offsets and Ethics & compliance and on international business law. This allows participants to build their awareness and knowledge of risks and issues with which they can be confronted. Numerous case studies allow





*ECCO-DKF joint meeting, June 2014*



*ECCO ESSEC Countertrade and Offset Academy, in association with IHS Janes, 2014 promotion*

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students to teamwork with other participants and directly apply knowledge they have acquired during the training.

In the first 2 years that the academy has been put into place, 30 participants from 12 different countries (Belgium, Brazil, France, Germany, India, Morocco, Poland, Russia, South Africa, UAE, UK, US) have benefited from this training.

### **Publication of ECCO's first book**

In 2014, ECCO published a first of a kind, first book on offsets: "100 COMPENSATION TERMS COMMONLY USED IN INTERNATIONAL GOVERNMENT PROCUREMENT CONTRACTS."

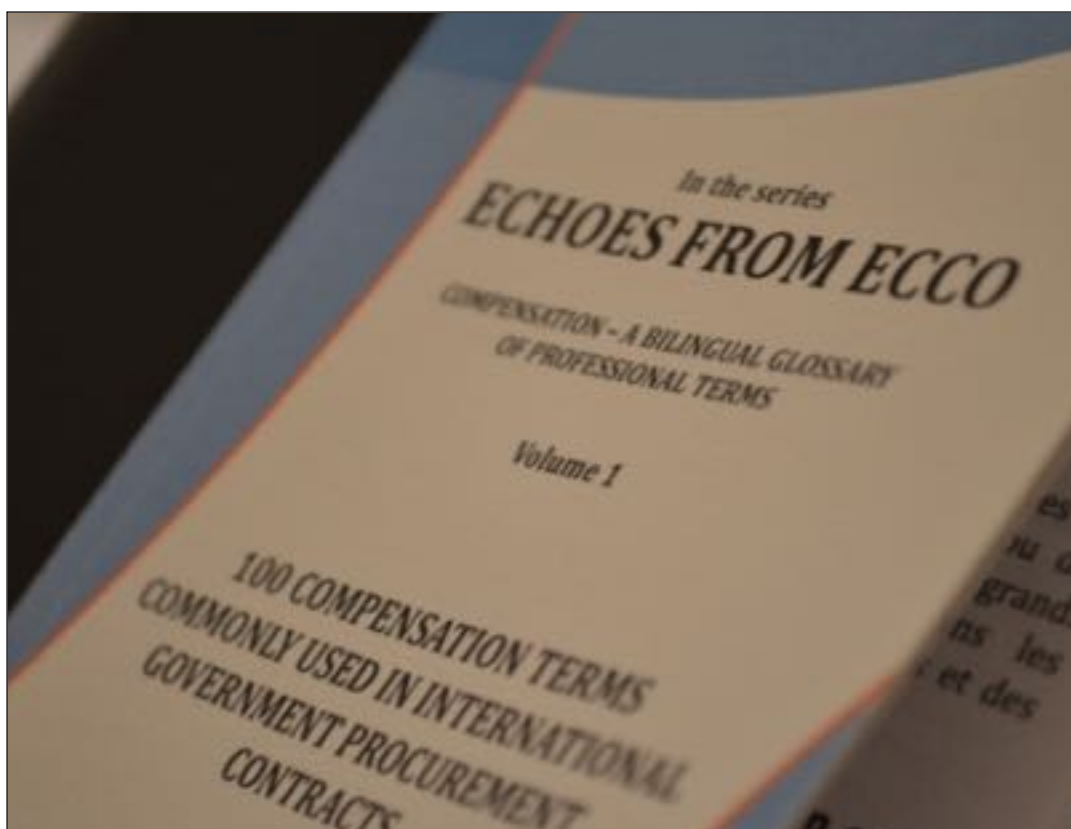
The ECCO Editorial committee that produced it felt it would be useful to compile "100 offset words" in a single volume since the terms used by offset professionals can be unfamiliar and can even be used wrongly. That is, confusion can occur between the notions the terms convey and their exact meaning. The committee therefore wished, thanks to this book, to express complex notions in simple terms and make them accessible to all those who are fascinated by, interested in and drawn to the numerous professions in the rapidly expanding field of offset. This book can be purchased for 15€ + shipping via the Association's internet site [www.ecco-offset.eu](http://www.ecco-offset.eu).

### **Interaction and cooperation with international and national, governmental and non-governmental organizations**

#### ***International organizations***

Offset is an increasingly used sales tool. The last decade has shown that offset has stepped beyond the traditional marketing mix to become an unavoidable sales tool. The number of major international government procurement contracts worth over US \$10,000,000 signed in the last 20 years with no accompanying offset agreement can be counted on one hand. The United States, the only country to have recognized the importance of these new requirements,





*ECCO's first of a kind, first book on offsets published in May 2014*

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created a legal framework for Offset as far back as the 1960s. In 1992, a law was passed making it mandatory for companies to submit an annual report on their offset transactions to the US President.

Offset is becoming an increasingly significant criterion for the award of government procurement contracts. However international trade regulations fail to take this phenomenon into account. Hence, in order to ensure that this subject is solidly introduced and addressed at the highest levels, in 2014, ECCO has interacted and cooperated with major international institutions and, in particular, the World Bank and the OECD.

#### World Bank

In 2013, ECCO launched the Stand-alone World Bank Community of Practice on "Compensatory Measures in International Government Procurement Contracts." The objective of this Community of Practice is, following in depth analysis, to prepare a model offset regulations proposal. In 2013-2014, the CoP, involving between 10-15 participants worldwide in 4 virtual meetings, identified offset practices in 10 countries as well as common principles in existing texts.

On October 23rd and 24<sup>th</sup>, 2014, ECCO presented its report on the ECCO mission to the World Bank during the World Bank's Law, Justice and Development week in Washington D.C. Alison J. Micheli - Lead Counsel at the World Bank's information session of ECCO's community of practice on "Compensatory Measures in International Government Procurement Contracts" spoke after the meeting had been introduced and told the meeting that the World Bank's Procurement policy framework historically has not addressed offsets but that this is an area of interest that could be discussed in the context of the ongoing review process of the Bank's procurement policy. She added that she would like her lawyers to participate in the Community of Practice.

#### OECD

On June 11th, 2014, the president of ECCO, was asked by Nicola Bonucci, Director of Legal Affairs at the OECD, to chair a panel discussion on offsets



*Presentation of the World Bank committee conclusions in Washington D.C.*



*Panel discussion chaired by ECCO in Rome Italy: Offsets and Corruption*

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and corruption during the Fourth Annual High-Level Anti-Corruption Conference for G20 Governments and Business in Rome Italy. Panel participants included a representative of Turkey's Prime Minister, Transparency International, and Airbus Group's Senior Vice President Compliance Officer.

The panel discussion unveiled a whole other world of potential corruption threats, essentially ignored until now by the international community, but the total value of which is estimated at over USD 500 billion per year. This is a complicated area where rules differ across jurisdictions. The discussion showed that offsets may well be a common practice in countries where, more often than not, it is a licit tool for government to rapidly boost an economy and make the most of foreign investment. However, this practice in the area of government procurement comes with a risk to create opportunities for disguising an offset contract into a bribe. In this context, participants agreed that to avoid them becoming the "next generation of bribes", it is clear that disclosure, transparency and accountability in every step of the procurement process are essential. Participants also agreed that there may be room for a framework to prevent and address the corruption risks associated with the practice of "offsets".

Then, on November 19th 2014, at ECCO Symposium's Workshop on Offset and Compliance in Vienna, Nicola Bonucci, who participated in the Workshop's panel, decided to launch an OECD working group on Offset and Compliance.

### *National organizations*

#### American Bar Association (ABA)

On March 19th 2014, the president of ECCO was invited by the ABA's Section of International Law, International Procurement Committee and Aerospace & Defense Industries Committee to present "European Legislation on Offsets." The presentation made was filmed and is available for viewing on Youtube (type keywords "ECCO Offset").

#### Institut français

On July 18th 2014, the president of ECCO and Jean-Pierre Chevallier, head of the ECCO ISO 26000 committee intervened on how offset could be leveraged as



*YouTube video of ECCO's presentation on "European Legislation on Offsets" to the ABA in Washington D.C., March 2014*



*ECCO presentation to Institut français country delegates in Paris, July 2014 on financing cultural projects*

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a means to finance cultural projects in countries where the Institut français is present. Institut français network representatives from 20 countries participated in the presentation and in the question and answer session that followed.

## **Social Responsibility and Ethics**

### ***ISO 26000 Social Responsibility Evaluation***

As discussed above, ECCO's main focus is on service to the offset community and to society as a whole through the pursuit of excellence in offset. ECCO therefore put in place the ISO 26000 committee and implemented in 2014 its first ISO 26000 Social Responsibility Evaluation. This evaluation allows ECCO to compare its actions and accomplishments related to processes, practices, activities and conduct to international standards used by organizations that have achieved excellence in ensuring sustained value-add to their customers/ members and stakeholders.

The evaluation was carried out around the ISO 26000 framework of management principles.

The Association was asked to gather proof of conformity with respect to the criteria laid out in each of these chapters. Based on the comparison between proof presented and requirements defined in each chapter, ECCO has been attributed by SGS, the external firm specialized in implementing such evaluations, a score on a scale from 1 to 5. The scores attributed to ECCO chapter by chapter are:

- Principles of social responsibility: 3.9, mature, close to advanced
- Recognizing social responsibility and engaging stakeholders: 3.2, mature
- Organizational governance: 3.1, mature
- Human rights: 2.6, informed
- The environment: 1.0, engaged
- Community involvement and development: 3.0, mature
- Fair operating practices: 3.5, mature
- Consumer issues: 4.0, advanced
- Labour practices: N/ A (please see summary below)





*Summary of ECCO's ISO 26000 scores for each chapter evaluated*

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### *Summary of the evaluation's outcome*

- ECCO scores 3.0 out of 5, which is above the average.
- This gives to ECCO a global mature level in CSR. Most of ISO 26000 issues that are applicable are satisfyingly covered. The effects can be observed in the Principles of social responsibility.
  
- For the Principles of social responsibility, the chapter Recognizing social responsibility and engaging stakeholders, and the issues Organizational Governance, Community involvement and development and Fair operating practices, the Association has a mature level, the issues are satisfyingly covered.
  
- The Consumer issue gets a mark of 4, meaning an advanced level, but this has to be taken with care as only one issue is applicable
  
- The issue Human rights has an informed level, the program is initiated
  
- The environment issue has an engaged level
  
- A consensus can be observed about the main ECCO stake related to CSR: promoting fair operating practices linked to offset market
  - o Asserted by surveyed members
  - o Asserted through the Association's efforts with the creation of its Ethics committee, in charge of framing members compliance with ECCO code of business conduct. A reminder is presented at the beginning of official meetings
  
- ECCO makes sure to take into account the requirements related to ISO 26000 Principles of Social Responsibility and to develop a relevant answer to managing business issues on the offset market
  
- Due to its associative status, two core subjects cannot be applicable to the organization
  - o Labour practices: members are voluntarily holding positions and only one part-time employee is planned to be hired



## PATHES OF PROGRESS

- According to Ecco's values, to its specific organization (Ethics committee, ISO 26000 Committee, Nominating Group) and to its willingness to enhance best practices on offset market
  - Ecco could capitalize on its first works and on the experience of its CSR mature members to design a guideline of good practices for its members, relatively to its missions of information and vigilance towards the actors of offset market.
  - Ecco could communicate to its members about the opportunity to take into account the CSR guidelines in their contracts, mainly regarding social, societal and environmental impacts during invitation to tender or project monitoring.
  - Dashboards with goals and indicators per sector could answer to the evolution of Ecco's members expectations and make Ecco's commitments evolve.

ECCO 6308/0114

*Improvement opportunities identified following ECCO's ISO 26000 evaluation*

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o Consumer issues (except clause 6.7.6 - Consumer service, support, and complaint and dispute resolution) as this stakeholder cannot be considered for ECCO activity

### ***Recommendations***

According to ECCO's values, to its specific organization (Ethics committee, ISO 26000 committee, Nominating Group) and to its willingness to enhance best practices on the the offset market:

- ECCO could capitalize on its first works and on the experience of its CSR mature members to design a guideline of good practices for its members, relatively to its missions of information and vigilance towards the actors of offset market.
- ECCO could communicate to its members about the opportunity to take into account the CSR guidelines in their contracts, mainly regarding social, societal and environmental impacts during invitation to tender or project monitoring.
- Dashboards with goals and indicators per sector could answer to the evolution of ECCO's members' expectations and make ECCO's commitments evolve.

### ***Social Responsibility Commitments***

In response to insights from the evaluation and to the SGS recommendations, ECCO has defined improvement actions to be implemented, summarized in the ECCO Social Responsibility Indicators table. This table will be discussed in detail in the following chapter.

### **Social Responsibility report**

ECCO will issue its first Social Responsibility report for 2014. The report's chapter structure reflects the chapters of the ISO 26000 framework. It follows that this report's aim is to document and to illustrate the current status of ECCO on the path toward excellence in terms of Socially Responsible management and excellence in offset.



*First meeting of ECCO's newly elected Board in June 2014*

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## Chapter 5: Ethics and responsibility of the Association

Ethics and responsibility of the Association is the common thread that links together each of ECCO's actions.

### **Good conduct permanent reminder on Ethics and competition**

Before General Assemblies and before each Symposium session that gathers ECCO's members and stakeholders, the Association's behavior guidelines concerning Ethics and competition are presented to participants including:

- competition law
- Ethics between members
- risks in the event of violations
- behaviors to adopt

At each Symposium, a permanent reminder presentation is made before each session on Ethics guidelines that must be respected by ECCO members and participants when they are networking or working together.

### **The Nominating and Compliance Group**

The nominating and compliance group has, following due diligence, refused the membership in 2013-2014 of a number of applicants and advised / followed up with the board on the termination of membership of existing members based on evidence of behaviors that were not in compliance with the law / ECCO Values.

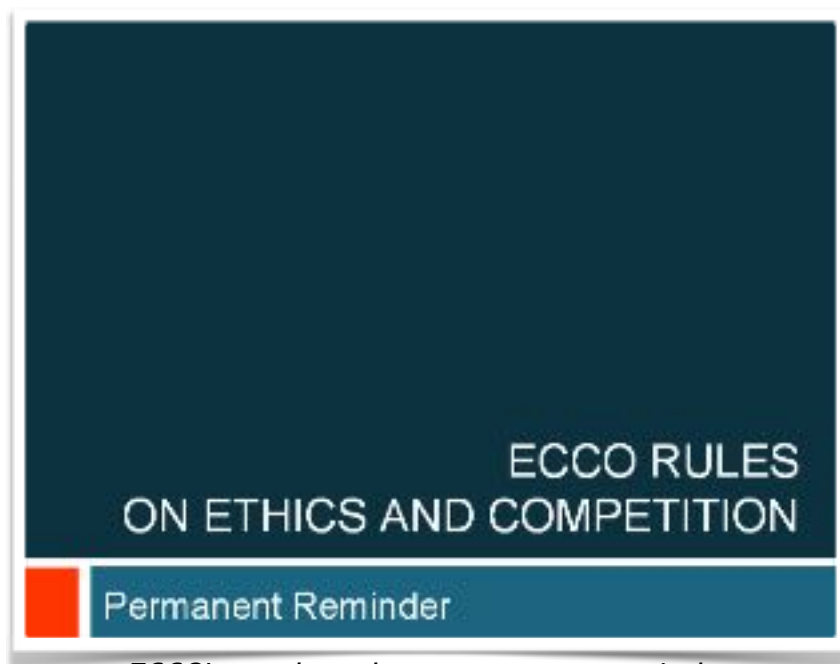
### **Implementation of a first of a kind ECCO Offset and Compliance Workshop**

Within the ECCO Symposium #9, November 18th - 20th 2014, ECCO organized in Vienna Austria, a first of a kind Workshop on Compliance and Offsets.

### Speakers

A panel of 14 offset stakeholders chaired by Harold Epineuse - Deputy General Secretary of the Institut des Hautes Etudes sur la Justice (IHEJ) made presentations and participated in a round table panel discussion / Q&A. They included: François Vincke - International Chamber of Commerce, Nicola Bonucci - OECD, Grant Rogan - Blenheim Capital Services Limited, Toby Duthie





*ECCO's good conduct permanent reminder presentation on Ethics and competition*



*Presentation of ECCO's permanent reminder before an ECCO Symposium session*

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- Forensick Risk Alliance, Francesca Ingram - DLA PIPER UK LLP, Katie Fish – Transparency International, Eva Söderström - SAAB Ab, Dominique-Pierre Lamoureux - THALES Group, Nick Sale – Tata Technologies, Corinne Lagache – SAFRAN, Tuija Karanko - Association of Finnish Defence & Aerospace Industries (AFDA), Pedro Montoya – Airbus Group

Subjects addressed during the workshop:

- Compliance and Globalization
- Fight against corruption and offset : the OECD perspective
- Changing Dynamics of Global Offsets and the Need for a Global Standard in Due Diligence - a Service Provider Perspective
- Practical Advice - How to ensure compliance with the UK bribery Act and other such statutes while meeting Direct and Indirect Offset Obligations
- High profile cases involving government procurement and corruption
- Corruption Risks in International Offset Programs
- Industrial Cooperation & Offset in SAAB - A Compliance Perspective
- Financial & legal implications and reputational risks; Compliance implementation
- Basics of a robust anti-corruption program for an international group - including the control of the partners in sales, offset and M&A deals
- Offsets – Finland – Compliance
- Offset and the IFBEC Collective Action

Key messages from the workshop

- Pedro Montoya stated that an offset certification is in his top priorities for IFBEC.
- Nicola Bonucci from the OECD decided to launch a task force on offset and corruption with for objective definition of a set of common rules.
- Speakers said the tone must be set from top because non compliance has a heavy impact on company image and business.
- Companies must move from curative to preventative, through a prevention policy.
- You are responsible if you do not do due diligence.



*In November 2014, ECCO launched a first of a kind ECCO Symposium workshop on offset and compliance in Vienna Austria*



*Nicola Bonucci, Director for Legal Affairs, OECD, at the ECCO Workshop on Compliance in Vienna, November 2014*

- 
- In response to increasing risks, companies must focus on training, education, and professionalization.
  - Corruption is caused by complex contractual structures, growth in markets, big monetary amounts, acceptance of the status quo, low salaries of government officials and lack of sufficient deterrents.
  - Offsets are a tool to develop international bi or multi-lateral trade.
  - Projects may have the budget but offset decision is taken at board level.
  - Offsets are usually scrutinized.
  - Third parties must be monitored.

### **Ethics committee**

The Ethics committee is composed of ECCO members from the fields of management, finance, engineering, and journalism, and academic researchers. It's role is to prepare and/or review all tasks related to Ethics within ECCO.

Central to this mission is the follow up on the implementation of improvement actions included in the ECCO Social Responsibility Indicators Table, defined following the 2014 ISO 26000 evaluation and presented to the General Assembly on November 19th, 2014.

Actions included in this table are:

- Design an offsets management Social Responsibility recommendations members guide
- Deliver the 2014 ECCO Social Responsibility report
- Define an offset management and Social Responsibility training program
- Train ECCO members on offset management and Social Responsibility
- Communicate to members a text of S.R. paragraphs to include in contracts
- Define a dashboard of ISO+Ethics goals and goal completion indicators
- Follow up implementation of actions defined
- Carry out an ECCO members/stakeholders survey
- Qualify the non member contacts database (function enterprise/segment)
- Define ECCO stakes and objectives with each stakeholder segment
- Define and implement a communication plan for each stakeholder segment

N°	Proposed actions	Action leader	Due date	Indicator
1	Design an Offsets Management Social Responsibility Recommendations Members Guide	Editorial committee	TBD	% of action complete
2	Deliver the 2014 ECCO Social responsibility report	John Garczynski	Wording Nov. 12th Report Jan. 2015	% of action complete
3	Define an Offset Management and Social Responsibility training program	Training committee	TBD	% of action complete
4	Train ECCO members on Offset Management and Social Responsibility	Training committee	TBD	% of members trained
5	Communicate to members a draft text of CSR paragraphs to include in contracts.	Ethics committee	TBD	% of action complete
7	Define a dashboard of ISO+Ethics goals and goal completion indicators per sector for ECCO	John Garczynski	September 2014	% of action complete
8	Follow up implementation of actions defined	John Garczynski	2 times/year	% of actions in table completed
9	Carry out an ECCO members/stakeholders survey	Ethics committee	TBD	% of action complete
10	Qualify the contacts database with respect to the function and enterprise/sector of each non-contact	ECCO operations manager (Calum Prieur)	TBD	% of action complete
11	Define ECCO stakes and objectives with each stakeholder segment	ECCO operations manager (Calum Prieur)	TBD	% of action complete
12	Define and implement a communication plan for each stakeholder segment	ECCO operations manager (Calum Prieur)	TBD	% of action complete

*ECCO's table Social Responsibility Indicators*



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## Chapter 6: Good business practices, prevention of corruption

In order to ensure that the Association's own management is Ethical, socially responsible and sound, ECCO puts into place a number of good business practices.

### - Internal control procedures

In order to put in place effective internal control, ECCO Articles of Association require 2 signatures for payment of any amount of over 1000€.

The Audit Group assists the Board in fulfilling its oversight responsibilities relating to corporate accounting and reporting practices of the Association, and the quality and integrity of the financial reports of the Association.

### - Transparency and information:

Members of ECCO are empowered to inform themselves on the management of the Association thanks to an entire password protected section of the ECCO Internet site ([www.ecco-offset.eu](http://www.ecco-offset.eu)). This site is available to all ECCO members wherever they are located worldwide. In this section of the internet site, in addition to the presentations from all 9 of ECCO's past symposiums, members are able to access all official documents including the Association's bi-laws and Articles of Association, agreements that have been signed, minutes from the Association's Board and committee meetings as well as the presentation of the Association's accounts and budgets.

ECCO's internet site also provides information on upcoming ECCO events, ECCO trainings as well as information on countertrade and offset. In addition, each month ECCO publishes and sends a short newsletter "ECCO News" to its listing of more than 1000 Association members and external stakeholders. ECCO also has a "linked-in" page where it regularly publishes information regarding the Association. Members of the ECCO LinkedIn group can share this information with their own networks by "liking" the ECCO "LinkedIn" posts.





ECCO's monthly newsletter "ECCO News"



ECCO's LinkedIn page

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### **- Nominating Compliance Group**

The Nominating group's purpose is to follow the nominating procedure, receive any candidacy, advise the Board upon the agreement of new members and to prepare the decisions to be made by the Board relating to selection criteria and appointment procedures for the Board and Executive Committee members.

### **- Continuous improvement**

Based on the Association's vision of pursuing excellence in offset, it's commitment to Social Responsibility and its values, ECCO puts into place a continuous improvement approach. This includes the ISO 26000 evaluation and follow up on implementation of actions. It also includes a systematic measurement of satisfaction regarding the events ECCO puts in place as well as the implementation of in depth member / stakeholder surveys in order to better understand and adapt to meet constantly evolving member and external stakeholder needs.

#### ***ISO 26000 evaluation***

As discussed in previous chapters, the ISO 26000 evaluation allows ECCO to benchmark its management practices against international industry standards, to obtain feedback from an external expert firm and to lead in depth internal discussions and evaluation preparation around a framework of principles intended to put an organization on the path toward excellence in terms of socially responsible management.

Although this management practice is frequently encountered in industrial enterprises, it is rare to find it applied in the context of an association - in this sense, ECCO's will to put this approach into place represents a "first of a kind." Based on this innovative approach, in June 2014, ECCO's president stated "We are very proud to be among the first Associations in Europe to have implemented such a review and to have had such a strong first performance. We will continue to build on this foundation to further align ECCO's systems and processes with the ISO 26000 standards for C.S.R. excellence."



## ISO 26000 Diagnosis

# ECCO

June 3rd, 2014

WHEN YOU NEED TO BE SURE

**SGS**

*Presentation of ECCO's ISO 26000 evaluation results made on June 3rd, 2014 in Paris*

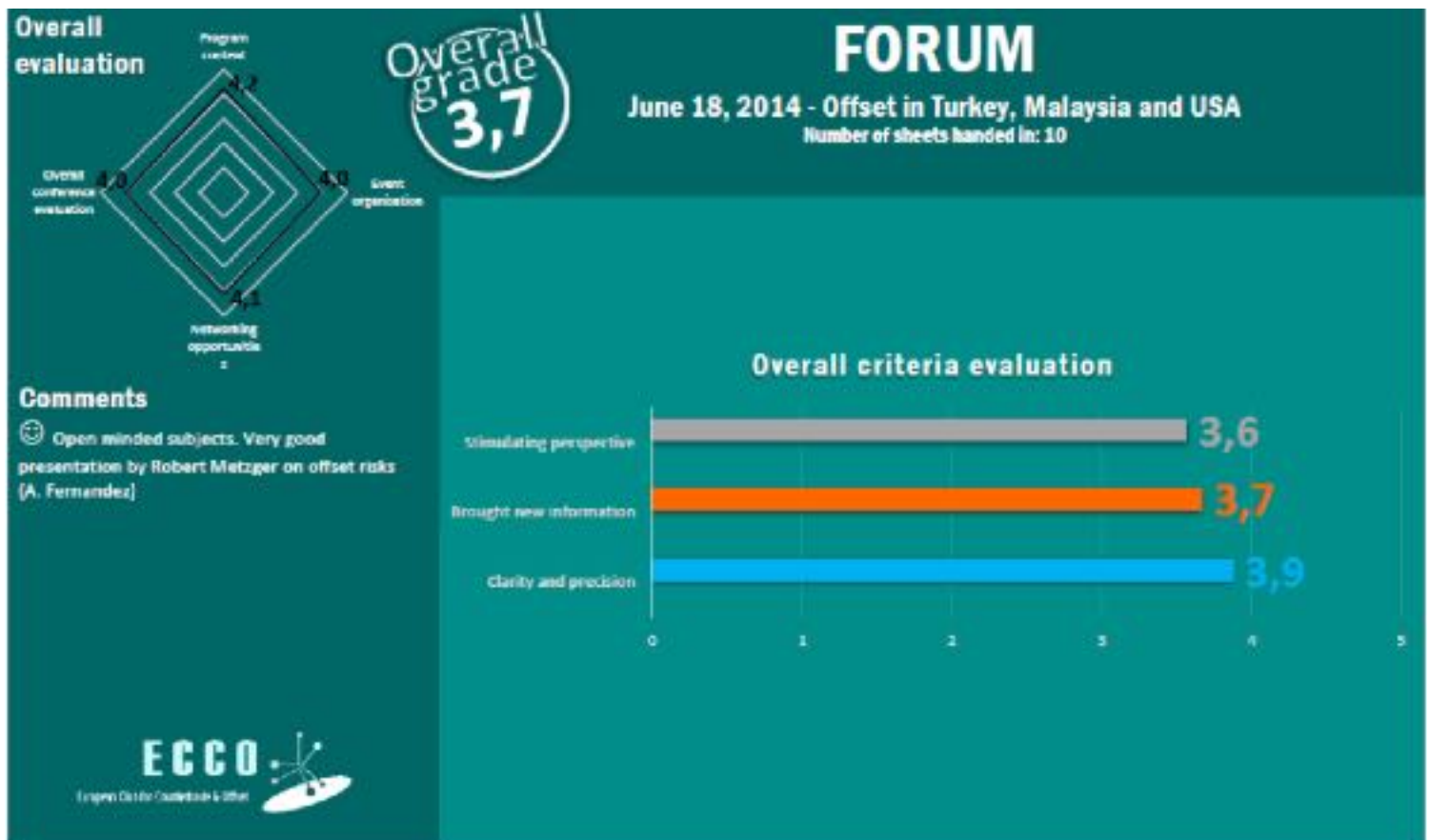
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### *Surveys to obtain feedback and continuously improve*

ECCO systematically puts in place surveys in order to obtain feedback from members and stakeholders that is then integrated into the Association's management approach.

An ECCO Members Survey was put in place by ECCO in September 2012 to find out what they thought the objectives of the Association should be.

In addition, following each of its Symposiums and Countertrade and Offset Academy sessions, ECCO also puts in place participant satisfaction surveys. The results of these surveys are examined in the context of the relevant committees and necessary improvements identified are implemented in order to ensure a cycle of continuous improvement. For example following the 2014 Offset and Countertrade Academy, a discussion was held during 2 separate Training committee meetings and improvement actions retained were integrated into the 2015 Academy's organization.



*ECCO carries out and analyzes a participant satisfaction survey following each of its events and training sessions*

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## Chapter 7: Human rights

### Human rights

On its Internet site, ECCO introduces its values with the following phrase: "The values of the Association contribute to its performance in a spirit of respect of human rights, the environment as per the broad meaning of this term and the laws that protect both."

This is clearly summarized in the Associations Strategic intent expressed in the context of the 2014 ISO 26000 assessment below:

#### ECCO Fundamentals & Shared Vision

***In the short term:*** Diversify member nationalities and specifically increase, as much as possible, membership from emerged, emerging and developing countries in order to bring a North/South balance.

***In 5 years:*** Give meaning to offsets in the reciprocity of exchanges.

- Make of ECCO's think tank a worldwide reference source of ideas for the major international institutions (European Community, WTO, World Bank, OECD etc.). Put compensations at the center of reciprocity.

***In the long term:*** Make of ECCO a place of intelligence, exchange and analysis to anticipate evolutions in the economic and legal environment and their implications with respect to compensations.

ECCO demonstrates its spirit of respect for human rights in a number of ways.

### Openness of the Association

ECCO is an Association that is open to members and stakeholders regardless of their nationality, sex, race, or religious beliefs. As countertrade and offset involves actors from all parts of the world at all different levels of society, ECCO draws its strength from being the most inclusive as possible in terms of the diversity of its members and external stakeholders. Currently, ECCO gathers 12 nationalities (at the present): Belgium, Brazil, France, Germany, India, Lebanon, Norway, South Africa, Sweden, Switzerland, United Kingdom, and United States.





*ECCO currently welcomes members from 12 countries*

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## **Liberty of association**

Members of ECCO have the right to ask for the creation of a committee to work on any point they want study within the scope of the Association's object. The World Bank committee was created at the request of ECCO members. Also, in the Articles of Association article 15.1, a group of 1/4 members can convoke a General Assembly.

## **Freedom of opinion and information**

During symposiums, all participants can express themselves freely as they interact with experts and authorities participating in Workshop or Forum panels. Also, during General Assembly meetings, members are encouraged to share their feedback during the presentation of ECCO's activities as well as when debating on issues or decisions to be made. Also, points that are to be discussed during General Assembly meetings are provided to all members 21 days prior to the date that the General Assembly meeting takes place.

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*Extraction from ECCO's Articles of Association*

*on Liberty of Information*

**Article 14 – General Rules applying to General Meetings**

3. General Meetings shall be convened at the Board's initiative represented by its Chairman.

Notification to attend shall be sent by ordinary post or any electronic means and sent to each member of the Association at least 21 days in advance.

*on Liberty of Association*

**Article 15 – Ordinary General Meetings**

1. An Ordinary General Meeting shall be held at least once every year within six months following the end of the financial year. It may also be convened on an extraordinary basis by the Board or at the request of at least one-quarter of the members of the Association.

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## Chapter 8: Association members and external stakeholders

The ECCO value “Satisfaction of its members” is defined as:

“Guarantee of the Association’s development, of its sustainability and therefore its ability to keep its commitments with respect to its members, the satisfaction of members mobilizes all of the Association’s competencies and resources.

ECCO is attached to providing its members with the conditions that will foster

- the realization of the Association's objectives
- their professional fulfillment.”

### **Profile of ECCO’s members**

ECCO primarily gathers Offset Obligors, i.e. multinationals that are active on international public procurement markets and as such, are subject to offset obligations. ECCO also welcomes any entity or individual that has an interest in offset whose expertise / perspective enhances Association activities and debates.

ECCO’s 32 Obligor members and 25 Stakeholder members represent a broad diversity of economic sectors and activities. Present are actors from the Aerospace, Construction, Defense, Electronics, Energy, and Metallurgy industrial sectors. Also present are service providers in Law, Insurance, and Trade. Education and Research fields are also represented.

ECCO’s members currently come from Belgium, Brazil, France, Germany, India, Lebanon, Norway, South Africa, Sweden, Switzerland, U.K. and U.S.A.

The gender mix of ECCO’s member representatives is currently 16% women and 84% men. ECCO’s Board is currently 33% women and 76% men.

### **ECCO’s external stakeholders**

ECCO has a contact database of more than 1000 actors.

### **Listening to ECCO’s members and external stakeholders**

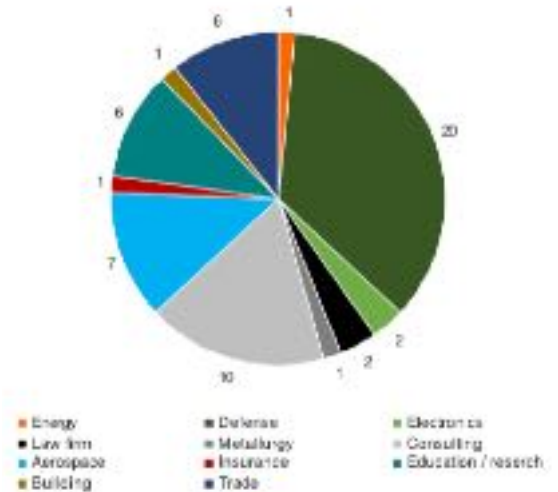
#### *The 2012 ECCO Members Survey*

In September, 2012 ECCO put into place a Members Survey. It's objectives were:

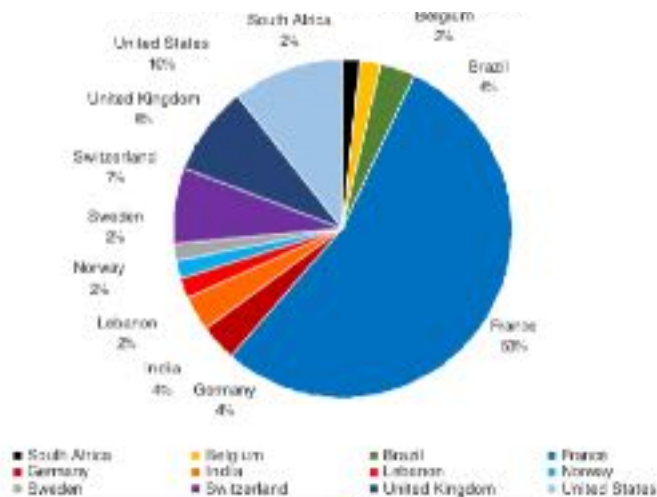
ECCO members



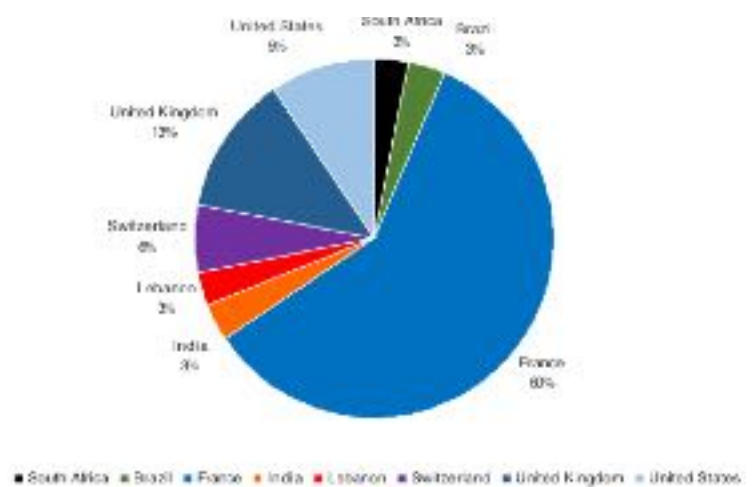
Sectors in which ECCO members function



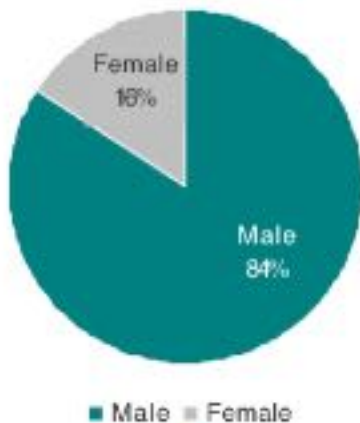
Nationalities of ECCO Obligor members(%)



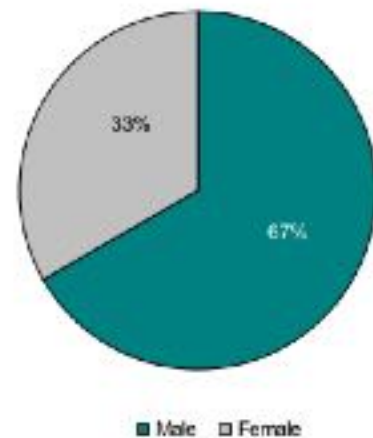
Nationalities of ECCO Stakeholder members(%)



ECCO representative member gender mix(%)



ECCO Board member gender mix(%)



- 
- Determine members' view of offsets
  - Find out where they stand in relation to offset practices
  - Understand the challenges and problems they are facing
  - Find out how they think ECCO could help to solve these problems

Following the survey, for which 65 responses were received, an ECCO action plan was defined in order to respond to needs identified. Following ECCO's 2014 ISO 26000 evaluation, the renewal of a Members Survey has been included in ECCO's Table of Social Responsibility Indicators.

### ***Satisfaction surveys following Symposiums and Trainings***

Following each Symposium and Countertrade and Offset Academy session, questionnaires distributed and completed are analyzed. Results are then compiled and analyzed. Improvement opportunities that have been identified and retained are then integrated subsequent events or trainings.

### ***Expression, debate and voting at General Assembly meetings***

The ECCO activity report is sent to ECCO's member representatives 21 days before the General Assembly meeting, so that they can review its contents and prepare questions and comments. During the General Assembly meeting, members have the opportunity to ask questions about and provide their feedback on the Association's activities or to make suggestions. Members are also asked to vote on proposals made during General Assembly meetings, once discussion on such proposals has taken place.

### ***Member and external stakeholder interaction during ECCO Symposiums***

During each ECCO Symposium, panel discussions are organized following each Forum or Workshop presentation sessions. In this way, all Symposium participants have the opportunity to ask their questions and share their challenges and needs with panel participants.





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## Chapter 9: Employees of the Association

In 2014, ECCO welcomed, under a French unlimited duration part time contract of 24 hours per week from 13:00 to 17:48 Monday through Friday, the first ECCO employee, the Operations Manager, Calum Prieur. His responsibilities include but are not limited to:

- Preparation of General Assembly, Board and Executive Committee meetings
- Follow up of accounting and archiving of accounting and legal documents
- Preparation, coordination and organization of international conferences organized by the Association (logistics and management of registrations)
- Management of new members and of the members register (coordination of admission procedures, evolution follow-up within the member community)
- Management and update of the Association's mailing lists
- Preparation and distribution of mailings
- Relations with Association members
- All internal and external communication actions
- All other missions that can be entrusted to him in his mission's framework

### **- French employee status of "cadre"**

ECCO has provided the Operations Manager with the French employee status of "cadre." This status confers to the employee a number of advantages including, in particular, contribution to a more advantageous retirement pension than that which is provided to employees who do not have this status.

### **- A complete health and life insurance policy**

ECCO has chosen, beyond the minimum legal requirement, to provide the Operations Manager with the same complete medical and life insurance coverage plan as offered to employees of major international companies.

### **- A job with interest**

The ECCO Operations Manager has the opportunity to meet, interact and build relationships with people from multiple organizations and countries. He is also able to learn about business management as well offsets and international trade.

GAN EUROCOURTAGE  
IMMEUBLE MICHELET  
4-8 COURS MICHELET  
92082 PARIS LA DEFENSE

Portefeuille de gestion : K6  
TEL. 09 69 36 60 10



Contrat N° 4652 / 757569  
Page 1/6

## GALYA SANTE FLEX

### CONDITIONS PARTICULIERES

#### ANNEXEES AUX CONDITIONS GENERALES

++++	CONTRAT N°	4652 / 757569
++++	CONTRACTANTE	THE EUROPEAN CLUB FOR COUNTERTRADE AND OFFSET 69 RUE LOUISE MICHEL  92300 LEVALLOIS PERRET
++++	CATEGORIE (S) BENEFICIAIRE (S)	ENSEMBLE DU PERSONNEL
++++	DATE EFFET	01/09/14
++++	CONDITIONS GENERALES N°	38581 112013 3136
++++	GARANTIES RETENUES :	FORMULE 2+

#### ++++ RATTACHEMENT COMMERCIAL

SIACI SAINT-HONORE, Courtier d'Assurances  
Tel: 01 70 91 39 31  
Fax: 01 44 20 99 00

SIACI SAINT-HONORE  
18 RUE DE COURCELLES  
  
75008 PARIS

*Health insurance policy of ECCO's first employee*

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## Chapter 10: Environment

Respect of the environment is a responsibility that is part of ECCO's values and that ECCO welcomes also as an opportunity to explore new angles that can support its development and the involvement of its stakeholders.

ECCO, due to its light and participative coordination structure and broad worldwide scope, strives to make the best use possible of available resources and information technologies. It does so in order to maximize its accessibility and reach while reducing to a minimum its environmental and cost impacts.

### **Near zero mail and use of online technologies**

At least 95% of official communications and legal documents are sent to members by e-mail whenever possible. This includes convocations to the Association's General Assembly meetings, application approvals, minutes of meetings, invoices etc.

ECCO's virtual "store front" is visible through an online internet site [www.ecco-offset.eu](http://www.ecco-offset.eu), accessible to members and stakeholders anywhere that they may be around the world. ECCO's "LinkedIn" page broadcasts regularly on news, upcoming events and training to those that "follow" the page.

Symposium flyer advertisements, registration and payment are all managed electronically and require, in the majority of cases, no physical transmission or exchange of paper.

A promotional testimonial video for the 2014 Offset Academy was built across 2 sites (Paris and Bordeaux) using the Skype video message application and was communicated worldwide via e-mail and LinkedIn. The video, published on YouTube, has been viewed in 15 different countries.

De : Ecco Offset [<mailto:ecco.offset@gmail.com>]

Envoyé : mercredi 22 octobre 2014 00:49

À : Ecco Offset

Objet : ECCO News #21 your monthly newsletter from the European Club for Countertrade and Offset

# ECCO NEWS

ISSUE # 21 - OCTOBER 2014

Hello,

**ECCO News #21** your monthly newsletter from the European Club for Countertrade and Offset is now available!

To read it, go to [www.ecco-offset.eu](http://www.ecco-offset.eu) and find it in the "About ECCO" menu and then under "ECCO News".

You can also click the following link: [ECCO News #21 - October 2014](#)

Here is an overview of what you will read inside:

- Symposium #9 in Vienna
- Former participants talk about the Countertrade and Offset Academy
- ECCO at Law, Justice and Development Week 2014 at the World Bank Headquarters in Washington DC

Best regards.

European Club for Countertrade & Offset

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*The ECCO News is sent by e-mail to more than 1000 contacts monthly*

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## **Reduction of transport impacts through the use of conference calls**

ECCO also encourages the use of conference calls to limit traveling and to maximize participative collaboration. In addition to reducing ECCO's environmental footprint, the use of conference calls allows meeting participants to save time and money on transport before and after meetings. Thanks to conference calls, only the time of the meeting is engaged by participants.

During the four World Bank committee meetings held in 2014, participants in as many as 5 different locations around the world were able to participate in the committee's working projects and collective meetings thanks to conference calls.

The monthly meetings for the Training committee are also held using telephone conferencing. This approach supports greater meeting participation and meeting regularity than would be the case where only physical meetings would be used.

In another example, in March 2014, the president of ECCO, was able to participate in a panel discussion (presentation + Q&A) during a "Brown Bag" event on offsets held in Washington D.C. from Paris. This was possible thanks to a conference call connection and a projection for local meeting participants of the ECCO slide set in Washington D.C. This approach thus allowed ECCO to contribute to the panel and saved the travel time required before and after the intervention, as well as the costs and environmental impacts that would have been generated through airplane travel to and from the U.S.A.

## **Optimization of ECCO Symposium locations with public transport**

Whenever possible ECCO aims to select Symposium locations that are easy to access by public transportation. The ECCO Symposium #8 took place at the EUROSATORY exposition within the Parc des Expositions at Villepinte, France which has its own Paris RER train stop. Use of public transportation was also possible between the Vienna, Austria airport and the hotel where ECCO Symposium #9 took place.





Photo credit: C Sylvain

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# ECCO

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