

SYMPOSIUM #11

November 18 & 19, 2015 DLA Piper offices 3 Noble Street London EC2V 7EE United Kingdom

AGENDA





From	Until	Speaker	Title	Organisation	Country				
Wednesday 18 November 2015									
9:00 AM	12:00 PM	ECCO Board meeting (ECCO Board members only)							
12:00 PM	1:00 PM	Countertrade and Offset Academy Alumni meeting (Alumni only)							
1:00 PM	1:30 PM	Welcome desk							
1:30 PM	1:35 PM	Opening of ECCO Symposium #11 by ECCO Chairman							
1:35 PM		Welcome by DLA Piper Chairman, Sir Nigel Knowles							
1:50 PM	2:10 PM	Keynote Earl Howe - Minister of State for the UK Ministry of Defence and Deputy Leader of the House of Lords							
2:10 PM	2:15 PM	ECCO Rules on Ethics and Competition John Garczynski - Head of ECCO Ethics Committee							
FORUM									
Africa, Asia, Australia and Middle East									
Chair	man:	Baroness Symons	Head of Government Relations Practice	DLA Piper	United Kingdom				
2:30 PM	2:55 PM	South Africa: Lev	eraging of Public Secto	r Procurement					
		William Ramutla	Director Industrial Participation Secretariat	thedti	South Africa				
2:55 PM	3:20 PM	South Korea Offs	et Program Policy 2015						
		Jeong Young Cho	Deputy Director	DAPA Offset Division	South Korea				
3:20 PM	3:45 PM	South Korea: The Offset application in Source Selection process							
		Soo Jung Kim	Assistant Director	DAPA Offset Division	South Korea				
3:45 PM 4:10 PM Malaysia: Industry Collaboration				nmes (ICP) – UPDAT	ES				
		Major Zailani Safari	CEO	Technology Depository Agency	Malaysia				
4:10 PM	4:30 PM	Coffee Break - Networking							
4:30 PM	4:55 PM	Australia: Rundo	ustralia: Rundown on the latest modifications of offset regulations						
		Brian Hickey	Counsellor Defence Materiel	Australian DoD	Australia				
4:55 PM	5:20 PM	Experiences and	successes from doing l	ousiness in Saudi					
		Robert Heyster	Independent Adviser	-	Saudi Arabia				
5:20 PM	5:45 PM	Saudi Arabia: The	Saudi British Economi	c Offset Programme	•				
		Phil Mallion	Assistant Head	British Offset - MoD	United Kingdom				
5:45 PM 6:15 PM UAE: Rundown on the latest modifications of offset regulations									
		Mohamed Musabah AL Mazrouei	Manager – Foreign Affairs, Industrial Development Unit.	Tawazun	UAE				
7:00 PM	9:00 PM	i	ECCO annual dinner h	osted by DLA Pipe	г				

8:30 AM 9:05 AM Velicome desk. 9:06 PM 9:05 AM Opening of the second day of ECCO Symposium #11 by ECCO Chairman 9:05 PM 9:20 PM Reynote Fabrizio Harley - Director of the DSIEP UN's Defence and Security Industrial Engagement Policy (DSIEP) 9:20 AM 9:25 AM ECCO Rules on Ethics and Compession WORKSHOP The new actors for successful offset Chairman: Saroness Head of ECCO Ethics Committee WORKSHOP The new actors for successful offset Chairman: Saroness Head of ECCO Ethics Committee WORKSHOP The new actors for successful offset Chairman: Saroness Head of ECCO Ethics Committee WORKSHOP The new actors for successful offset Chairman: Saroness Head of EcCO Ethics Committee WORKSHOP The new actors for successful offset Chairman: Saroness Head of EccO Ethics Committee WORKSHOP The new actors for successful offset Chairman: Saroness Head of EccO Ethics Committee WORKSHOP The new actors for successful offset Belance Symons Head of EccO Ethics Committee John Garczynski Offset Manager Areva France Prance Posson Microsoft Manager Areva France Participation Platus Switzerland Participation Platus Swit	From	Until	Speaker Thur	Title sday 19 November 2	Organisation	Country				
9.05 PM Prizz o Large Protect of the DSIEP UK's Defence and Security Industrial Engagement Policy (DSIEP) 9.20 AM 9.25 AM SCOOR Rules on Efficies and Competition John Garczynski - Head of ECOC Ethics Committee ***CONKRSHOP** The new actors for successful offset Chairman: Banness Read of Scovernment Relations Practice John Garczynski Offset Manager Areva France 9.55 AM 9.55 AM Building an attractive, feasible, compliant offset offer at the lowest possible price John Garczynski Offset Manager Areva France 9.55 AM 10:15 AM Localisation - Finding the Balance Johan van Neuwenhuzen Practicipation Pilatus Switzerland 10:15 AM 10:35 AM Transfer of Technology - Challenges for Offsets Deepak Sangha Senior Offset Manager MBDA UK United Kingdom 10:35 AM 10:55 AM Navigating Compliance in Offset Panager 10:35 AM 11:15 AM What an NGO can do to help fulfill indirect offset obligations Marin de Viry Development Director Postive Planet France 11:15 AM 11:35 AM Coffee Break - Networking 11:15 AM 11:35 AM Offset for National Security: The Role of Training and Sector Development Graba Curdy Chief Operating Officer PGI United Kingdom All 11:35 AM 12:35 PM Offset and Corporate Contract Law Mehdi et Harrak PD Student / Deputy Schodine Law Simon Airey Panner DLA Piper United Kingdom 12:35 AM 12:35 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 13:55 PM Schorate Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The Importance of thinking ahead in developing an offset programme 14:00 PM 4:00 PM Acknowledgement to sponsor DLA Piper 4:00 PM 4:00 PM Acknowledgement to sponsor DLA Piper 4:00 PM 4:00 PM Acknowledgement to sponsor DLA Piper 4:00 PM 4:00 PM Acknowledgement to sponsor DLA Piper 4:00 PM 4:00 PM Acknowledgement to sponsor DLA Piper						N				
Sohn Garczynski - Head of ECCO Ethics Committee			Keynote Fabrizio Harley - Director of the DSIEP							
The new actors for successful offset Chairman: Baroness Symons Relations Practice Place of Government DLA Piper United Kingdom Place of Government DLA Piper United Kingdom Place of Practice John Garczynski Offset Manager Areva France Johan Garczynski Offset Manager Areva France 9.55 AM 10:15 AM Localisation - Finding the Balance Johan van Nieuwenhuizen Director Industrial Participation Pliatus Switzerland 10:15 AM 10:35 AM Transfer of Technology - Challenges for Offsets Deepak Sangha Senior Offset Manager MBDA UK United Kingdom 10:35 AM 10:55 AM Navigating Comptiance in Offset Deals Toby Duthie Co-Founder and Partner MBDA UK United Kingdom 10:55 AM 11:15 AM What an NGO can do to help fulfill indirect offset obligations Marin de Viry Development Director Postive Planet France 11:15 AM 11:35 AM Finance Mel Sims GC and CEO Blenheim Capital Holdings 11:15 AM Finance Mel Sims GC and CEO Blenheim Capital Holdings 11:15 AM Finance Mel Sims GC and CEO Blenheim Capital Holdings 11:15 AM 12:35 PM Offset for National Security: The Role of Training and Sector Development Graham Cundy OBE Chief Operating Officer PGI United Kingdom 12:15 PM 12:35 PM Offset and Corporate Contract Law Mehdi el Harrak PhD Student / Deputy Schoon Law School / ECCO France 12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation Simon Airey Partner DLA Piper United Kingdom 12:55 PM 13:5 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator Baroness Symons 4:00 PM 4:00 PM Roundtable with speakers Moderator Baroness Symons 4:00 PM 4:00 PM Confection by ECCO Chairman	9:20 AM	9:25 AM			ommittee					
9:35 AM 9:55 AM Building an attractive, feasible, compliant offset offer at the lowest possible price 9:55 AM 10:15 AM Localisation - Finding the Balance Johan van Neuwenhuizen Director Industrial Participation 10:15 AM 10:35 AM Transfer of Technology - Challenges for Offsets Deepak Sangha Senior Offset Manager MBDA UK United Kingdom 10:35 AM 10:55 AM Navigating Compliance in Offset Deals Toby Duthie Co-Founder and Alliance United Kingdom 10:55 AM 11:15 AM What an NGO can do to help fulfill indirect offset Obligations Marin de Viry Development Director Positive Planet France 11:15 AM 11:35 AM Coffee Break - Networking 11:55 AM 12:15 PM Offset for National Security: The Role of Training and Sector Development Graham Cundy OBE Objective Philosuphy School / ECCO France 12:35 AM 12:55 PM Finance Mehicial Harrak PhD Student / Deputy School / ECCO France 12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation 12:35 PM 12:35 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 12:35 PM 2:35 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 11:15 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM 4:00 PM Roundtable with speakers Moderator Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:05 PM 4:10 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break										
9:55 AM 10:15 AM Localisation - Finding the Balance Johan van Nieuwenhuizen Participation Pilatus Switzerland 10:15 AM 10:35 AM Transfer of Technology - Challenges for Offsets Deepak Sangha Senior Offset Manager MBDA UK United Kingdom 10:35 AM 10:55 AM Navigating Compliance in Offset Deals Toby Duthie Co-Founder and Partner 10:55 AM 11:15 AM What an NGO can do to help fulfill indirect offset obligations Marin de Viry Development Director Positive Planet France 11:15 AM 11:35 AM Coffee Break - Networking 11:35 AM 11:35 AM Finance Mel Sims GC and CEO Blenheim Capital Holdings 11:35 AM 12:15 PM Offset for National Security: The Role of Training and Sector Development Graham Cundy Chief Operating Officer PGI United Kingdom 12:15 PM 12:35 PM Offset and Corporate Contract Law Mehdi el Harrak PhD Student / Deputy School / ECCO France 12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation Simon Airey Partner DLA Piper United Kingdom 12:55 PM 1:15 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 1:59 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM Reynote Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator Baroneses Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:10 PM 4:10 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break	Chairman:				DLA Piper	United Kingdom				
9-55 AM 10:15 AM Localisation - Finding the Balance Johan van Nieuwenhuizen Participation Pilatus Switzerland 10:15 AM 10:35 AM Transfer of Technology - Challenges for Offsets Deepak Sangha Senior Offset Manager MBDA UK United Kingdom 10:35 AM 10:55 AM Navigating Compliance in Offset Deals Toby Duthie Co-Founder and Partner Alliance Partner Partner 10:55 AM 11:15 AM What an NGO can do to help fulfill indirect offset obligations Marin de Viry Development Director Positive Planet France 11:15 AM 11:35 AM Coffee Break - Networking 11:35 AM 12:15 PM Offset for National Security: The Role of Training and Sector Development Graham Cundy OBE Offset Physiological Control Physiologi	9:35 AM	9:55 AM								
Johan van Nieuwenhuizen Director Industrial Participation Pilatus Switzerland			John Garczynski	Offset Manager	Areva	France				
Nieuwenhuizen Participation Pilatus Switzerfand	9:55 AM	10:15 AM	Localisation - Fin	ding the Balance						
Deepak Sangha Senior Offset Manager MBDA UK United Kingdom 10:35 AM 10:55 AM Navigating Compliance in Offset Deals Toby Duthie Co-Founder and Partner Forensic Risk Alliance United Kingdom 10:55 AM 11:15 AM What an NGO can do to help fulfill indirect offset obligations Marin de Viry Development Director Postive Planet France 11:15 AM 11:35 AM Coffee Break - Networking 11:35 AM 11:35 AM Finance Mel Sims GC and CEO Blenheim Capital Holdings United Kingdom 11:55 AM 12:15 PM Offset for National Security: The Role of Training and Sector Development Graham Cundy OBE Colifer Operating Officer PGI United Kingdom 12:15 PM 12:35 PM Offset and Corporate Contract Law Mehdi el Harrak PhD Student / Deputy School / ECCO France General Secretary School / ECCO France 12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation Simon Airey Partner DLA Piper United Kingdom 12:15 PM 2:30 PM Lunch hosted by DLA Piper 1:15 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 1:15 PM Synthesis Colin Wilson Partner DLA Piper 2:30 PM Acynote Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Acknowledgement to sponsor DLA Piper 4:00 PM 4:00 PM Acknowledgement to sponsor DLA Piper					Pilatus	Switzerland				
10:35 AM 10:55 AM Navigating Compliance in Offset Deals Toby Duthie Co-Founder and Partner Forensic Risk Alliance 10:55 AM 11:15 AM What an NGO can do to help fulfill indirect offset obligations Marin de Viry Development Director Postive Planet France 11:35 AM 11:35 AM Coffee Break - Networking 11:35 AM 11:55 AM Finance Mel Sims GC and CEO Blenheim Capital Holdings United Kingdom Holdings 11:35 AM 12:15 PM Offset for National Security: The Role of Training and Sector Development Graham Cundy OBE United Kingdom Offset PGI United Kingdom Offset PGI United Kingdom OBE OFFSET	10:15 AM	10:35 AM	Transfer of Tech	nology - Challenges for	Offsets					
Toby Duthie Co-Founder and Partner Rollance United Kingdom Partner Rollance Rollance United Kingdom Partner Postive Planet France 11:15 AM 11:15 AM What an NGO can do to help fulfill indirect offset obligations Marin de Viry Development Director Postive Planet France 11:15 AM 11:35 AM Coffee Break - Networking 11:35 AM 11:55 AM Finance Mel Sims GC and CEO Blenheim Capital Holdings United Kingdom Holdings United Kingdom PGraham Cundy OBE Chief Operating Officer PGI United Kingdom United Kingdom OBE Chief Operating Officer PGI United Kingdom Sorbonne Law Great Secretary School / ECCO France Simon Airey Partner DLA Piper United Kingdom The importance of thinking ahead in developing an offset programme Moderator Baroness Symons 4:00 PM 4:00 PM Acknowledgement to sponsor DLA Piper United Kingdom United Kingdom United Kingdom DLA Piper United Kingdom The importance of thinking ahead in developing an offset programme Moderator Baroness Symons			Deepak Sangha	Senior Offset Manager	MBDA UK	United Kingdom				
10:55 AM 11:15 AM What an NGO can do to help fulfill indirect offset obligations Marin de Viry Development Director Postive Planet France 11:15 AM 11:35 AM Coffee Break - Networking 11:35 AM 11:55 AM Finance Mel Sims GC and CEO Blenheim Capital Holdings United Kingdom 11:35 AM 12:15 PM Offset for National Security: The Role of Training and Sector Development Graham Cundy GBE Chief Operating Officer PGI United Kingdom 12:15 PM 12:35 PM Mehdi el Harrak PhD Student / Deputy General Secretary School / ECCO France 12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation Simon Airey Partner DLA Piper United Kingdom 12:15 PM 2:30 PM Lunch hosted by DLA Piper 1:15 PM 2:30 PM Keynote Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Acknowledgement to sponsor DLA Piper 4:00 PM 4:10 PM Conflee break Colfine break Colfine break	10:35 AM	10:55 AM	Navigating Comp	oliance in Offset Deals	ı					
Marin de Viry Development Director Postive Planet France			Toby Duthie			United Kingdom				
11:35 AM 11:35 AM Finance Mel Sims GC and CEO Blenheim Capital Holdings United Kingdom 11:55 AM 12:15 PM Offset for National Security: The Role of Training and Sector Development Graham Cundy OBE Chief Operating Officer PGI United Kingdom 12:15 PM 12:35 PM Offset and Corporate Contract Law Mehdi el Harrak PhD Student / Deputy General Secretary School / ECCO France 12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation Simon Airey Partner DLA Piper United Kingdom 12:55 PM 1:15 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 11:15 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:10 PM 4:30 PM Coffee break	10:55 AM	11:15 AM	What an NGO car	n do to help fulfill indire	ct offset obligations					
11:35 AM 11:55 AM Finance Mel Sims GC and CEO Blenheim Capital Holdings United Kingdom 11:55 AM 12:15 PM Offset for National Security: The Role of Training and Sector Development Graham Cundy OBE Chief Operating Officer PGI United Kingdom 12:15 PM 12:35 PM Offset and Corporate Contract Law Mehdi el Harrak PhD Student / Deputy General Secretary School / ECCO France 12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation Simon Airey Partner DLA Piper United Kingdom 12:55 PM 1:15 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 1:15 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:10 PM 4:30 PM Conclusion by ECCO Chairman			Marin de Viry	Development Director	Postive Planet	France				
Mel Sims GC and CEO Blenheim Capital Holdings 11:55 AM 12:15 PM Offset for National Security: The Role of Training and Sector Development Graham Cundy OBE Chief Operating Officer PGI United Kingdom 12:15 PM 12:35 PM Offset and Corporate Contract Law Mehdi el Harrak PhD Student / Deputy General Secretary School / ECCO France 12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation Simon Airey Partner DLA Piper United Kingdom 12:55 PM 1:15 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 1:15 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:10 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break	11:15 AM	11:35 AM	Coffee Break - Ne	tworking						
11:55 AM 12:15 PM Offset for National Security: The Role of Training and Sector Development Graham Cundy OBE 12:15 PM 12:35 PM Offset and Corporate Contract Law Mehdi el Harrak PhD Student / Deputy General Secretary 12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation 12:55 PM 1:15 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 12:30 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator. Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:05 PM 4:30 PM Conflee break	11:35 AM	11:55 AM	Finance							
Graham Cundy OBE Chief Operating Officer PGI United Kingdom 12:15 PM 12:35 PM Mehdi el Harrak PhD Student / Deputy General Secretary School / ECCO France 12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation Simon Airey Partner DLA Piper United Kingdom 12:55 PM 1:15 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 1:15 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:10 PM 4:30 PM Conflee break			Mel Sims	GC and CEO		United Kingdom				
12:15 PM 12:35 PM Offset and Corporate Contract Law Mehdi el Harrak PhD Student / Deputy General Secretary School / ECCO France 12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation Simon Airey Partner DLA Piper United Kingdom 12:55 PM 1:15 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 1:15 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:05 PM 4:30 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break	11:55 AM	12:15 PM	Offset for National Security: The Role of Training and Sector Development							
Mehdi el Harrak PhD Student / Deputy General Secretary School / ECCO France 12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation Simon Airey Partner DLA Piper United Kingdom 12:55 PM 1:15 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 1:15 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:10 PM 4:30 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break				Chief Operating Officer	PGI	United Kingdom				
12:35 AM 12:55 PM Ensuring that offsets don't set off a bribery investigation Simon Airey Partner DLA Piper United Kingdom 12:55 PM 1:15 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 1:15 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:10 PM 4:30 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break	12:15 PM	12:35 PM	Offset and Corpo	rate Contract Law	l					
Simon Airey Partner DLA Piper United Kingdom 12:55 PM 1:15 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 1:15 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:05 PM 4:10 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break				General Secretary	School / ECCO	France				
12:55 PM 1:15 PM Synthesis Colin Wilson Partner DLA Piper United Kingdom 1:15 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:05 PM 4:10 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break	12:35 AM	12:55 PM	Ensuring that off	sets don't set off a bribe	ery investigation					
Colin Wilson Partner DLA Piper United Kingdom 1:15 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM 2:35 PM Keynote Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:05 PM 4:10 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break			Simon Airey	Partner	DLA Piper	United Kingdom				
1:15 PM 2:30 PM Lunch hosted by DLA Piper 2:30 PM Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:05 PM 4:10 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break	12:55 PM	1:15 PM	Synthesis							
2:30 PM 2:35 PM Keynote Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:05 PM 4:10 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break			Colin Wilson	Partner	DLA Piper	United Kingdom				
Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation The importance of thinking ahead in developing an offset programme 2:30 PM 4:00 PM Roundtable with speakers Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:05 PM 4:10 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break	1:15 PM	2:30 PM	Lunch hosted by DLA Piper							
Moderator: Baroness Symons 4:00 PM 4:05 PM Acknowledgement to sponsor DLA Piper 4:05 PM 4:10 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break	2:30 PM	2:35 PM	Sir Richard Paniguian - Former Head of UK Trade & Investment Defence & Security Organisation							
4:05 PM 4:10 PM Conclusion by ECCO Chairman 4:10 PM 4:30 PM Coffee break			The importan							
4:10 PM 4:30 PM Coffee break	2:30 PM	4:00 PM	Roundtable with							
			Roundtable with Moderator: Barone	ess Symons						
400 DM 000 DM 7000 American Market	4:00 PM	4:05 PM	Roundtable with Moderator: Barone Acknowledgement	ess Symons t to sponsor DLA Piper						
4:30 PM 6:30 PM ECCO Annual General Meeting For ECCO Members only	4:00 PM 4:05 PM	4:05 PM 4:10 PM	Roundtable with Moderator: Barone Acknowledgement	ess Symons t to sponsor DLA Piper						