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at the Leading International Conference on

# ANTI-CORRUPTION

Minimising the Risk of Improper Payments in an  
Era of Increased International Enforcement

JUNE 13 & 14, 2007 | HILTON TOWER BRIDGE, LONDON, UK

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Benefit from the latest insights on how to:

- > Create a corporate ethics and compliance culture, and local ownership in foreign operations
- > Avoid pitfalls when hosting, traveling, entertaining and lodging foreign officials
- > Perform anti-corruption risk assessments: red flags for effective risk analysis
- > Build and implement a value-based anti-corruption compliance program that overcomes conflicting traditions and legal standards
- > Ensure compliance of joint-venture partners and commercial intermediaries
- > Investigate suspected wrongdoing and conduct internal investigations in challenging countries

Plus! Get an update on

- FCPA enforcement explosion in Europe
- Latest European cases against companies and individuals
- Trends in international cooperation among enforcement officials

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# Why Attend?

An anti-corruption enforcement explosion is reaching across industries and around the globe. In the last few months, there has been an increase in the number of high profile enforcement actions, harsher penalties for both individuals and corporate offenders, and active cooperation among enforcement officials in various countries. The United States alone has about 50 cases running and Europe has about 100 cases under way. Investigations in Europe and Latin America have led to investigations in the United States and Asia, and more can be expected. Companies are being raided, put under investigation or employees have even been taken into custody.

The increase of anti-corruption enforcement makes prevention an even higher priority than it may have been in the past. The absence of preventative measures is almost certain to result in substantially increased penalties if an issue arises. This makes an effective anti-corruption compliance program essential for all global companies. With record-setting sanctions involving well-known companies, global organizations have to reassess their own anti-corruption measures to prevent lapses that might lead to damaging and costly enforcement actions.

Having an effective and comprehensive corporate anti-corruption compliance policy in place will demonstrate to employees and, if necessary, law enforcement officials that your company considers anti-corruption compliance an important corporate goal. If done properly, a comprehensive compliance program can become a valuable corporate asset that enhances company operations, facilitates compliance with law and mitigates damage when and if violations occur.

For this one of a kind “**International Conference on Anti-Corruption**”, the **American Conference Institute** and **C5 Group** have assembled an exceptional faculty of seasoned corporate ethics and compliance executives, attorneys and government officials, who will provide the latest information on:

- > Resources, tools and techniques leading companies are using to implement and maintain value-based anti-corruption compliance programs
- > How senior management can credibly instill a compliance ethic
- > How to balance the need for internal controls with the expectations of customers in their target markets
- > What to do when your company is proceeding in the face of a known risk involving a commercial intermediary
- > Determining when family or business relationships with foreign officials are too close
- > Risks and concerns when the joint-venture partner is a governmental entity

Participants will also receive a comprehensive set of written materials prepared by the speakers for the conference. These are invaluable reference materials which you will use again and again long after the conference is over.

Seats at this unique event are sure to go quickly. Don't delay, register today by calling +44 (0) 20 7878 6888, by faxing your registration form to +44 (0) 20 7878 6885 or by registering online at [www.C5-Online.com/anticorruption](http://www.C5-Online.com/anticorruption).

## Deloitte.

Corruption investigative specialists within Deloitte's global network of member firms have extensive and deep experience of handling investigations, transactional due diligence and compliance program implementation and assessment. Professionals within the network include forensic accountants, investigators and former Prosecutors from the US and other countries as well as intelligence and technology specialists. Peter Maher, Director, Deloitte & Touche LLP • +44 (0) 20 7303 3180 • [pfmaher@deloitte.co.uk](mailto:pfmaher@deloitte.co.uk); Edward Rial, Principal, Forensic & Dispute Services, Deloitte Financial Advisory Services LLP • 212-436-5809 • [erial@deloitte.com](mailto:erial@deloitte.com)



Mayer, Brown, Rowe & Maw LLP represents clients in every phase of FCPA and anti-corruption matters, including: U.S. DOJ and SEC investigations and litigation; investigations by governments worldwide; transactional and third party due diligence; and compliance counseling. Our 14 offices in the world's leading financial centers allow Mayer Brown to offer the depth of experience and expertise necessary to manage every FCPA challenge.

# Who Should Attend?

- ✓ Ethics and Compliance Officers
- ✓ Vice Presidents and Directors
  - Corporate Compliance & Policies
  - Integrity
  - Business Conduct & Practices
  - Sustainable Development
  - Corporate Responsibility & Citizenship
  - International Trade Compliance
  - Contracts
  - Internal Auditing
- ✓ Vice Presidents, Legal Affairs
- ✓ General Counsel
- ✓ Corporate Ombudsman
- ✓ Private practice lawyers specializing in
  - International trade
  - Corporate compliance & governance
  - White collar crime
  - Internal investigations

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Group events – and the numbers keep growing.

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Morgan Lewis is a global law firm with premier Corporate Investigations & White Collar and Securities Enforcement Practices.

Our attorneys handle sensitive FCPA matters ranging from internal and multijurisdictional government investigations and related litigation to transactional due diligence, counseling, compliance, and training. They have the ability and judgment necessary to help companies navigate every FCPA matter, large or small.

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# Day 1

Wednesday, June 13, 2007

## 7:30 Registration Begins and Continental Breakfast

## 8:30 Opening Remarks from Conference Co-Chairs

### Jean-Pierre Méan

Senior Vice President, Legal & Compliance, **SGS (Switzerland)**

### Jeremy Carver

**Clifford Chance (UK)**

## 8:45 Anti-Corruption Enforcement in Europe

### George Brown

**Reed Smith (UK)**

### Bruno Cova

**Paul, Hastings, Janofsky & Walker, LLP (Italy)**

### Johann-Christoph Gaedertz

**Mayer, Brown, Rowe & Maw LLP (Germany)**

- Trends in international cooperation among enforcement officials
- Differences among E.U. countries' adoption of OECD Convention
- Analysis of recent cases against companies and individuals
- Use of anti-money laundering laws to pursue corruption cases
- The extraterritorial application of European laws

## 10:00 Coffee Break

## 10:15 The Long Arm of the US Foreign Corrupt Practices Act: Update on FCPA Enforcement Explosion in Europe

### Mark F. Mendelsohn

Deputy Chief, Fraud Section  
Criminal Division, **US Department of Justice (USA)**

### Peter B. Clark

**Cadwalader, Wickersham & Taft LLP (USA)**

### Lucinda Ann Low

**Step toe & Johnson LLP (USA)**

### Christian J. Mixter

**Morgan, Lewis & Bockius LLP (USA)**

- The extraterritorial application of the US Foreign Corrupt Practices Act: who is covered by anti-bribery provisions of the FCPA
- Update on recent cases and how they will impact compliance programs
- Compliance monitors in a European context
- Interplay between FCPA and local anti-bribery laws

- What can be learned from recent penalties, aggravating and mitigating factors
- Weighing the pros and cons of voluntary disclosures

## 11:45 Creating a Corporate Ethics and Compliance Culture, Starting at The Top

### Dominique Lamoureux

Vice President, Ethics and Corporate Responsibility  
**Thales Group (France)**

### Jean-Claude Najar

Senior Counsel & Chief Compliance Officer  
**GE Commercial Finance EMEA (France)**

- Overcoming cultural and legal challenges in rolling out a compliance culture
- Getting senior management on board
- How senior management can credibly instill a compliance ethic
- How to ensure the message permeates a large organization
- The role of value vs. rules in creating a culture
- Assigning responsibility and accountability
- How ethics and compliance, too, impact the bottom-line

## 12:30 Networking Luncheon for Attendees and Speakers

### Special Address

### Prof. Mark Pieth

Professor of Criminology, University of Basel  
Chairman of the OECD Working Group on Bribery  
President, **Basel Institute on Governance (Switzerland)**

## 2:00 Gifts And Hospitality: Dos and Don'ts of Hosting, Traveling, Entertaining and Lodging Foreign Officials

### Richard J. Battaglia

Senior Attorney and Legal Advisor to Group  
Compliance & Ethics, **BP plc (USA)**

### James Peters

Vice President, Head of Investment Banking Compliance  
**Goldman Sachs (UK)**

### Chris Wood

Director, International Compliance, **BAE Systems plc (UK)**

### Alexandra A. Wrage – Panel Moderator

President, **Trace International (USA)**

- Must all of the pleasure be taken out of business?
- Gifts and meals: defining “reasonable and customary”, and who decides?
- Overcoming challenges of cultural sensitivity: Christmas gifts and “little red envelopes”

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- Addressing local law restrictions
- When your agent is picking up the bill: solving problems before they arrive
- Best practices for business travel
- How to handle customer requests for travel
- The frills: first class and family members – when is hospitality permitted?
- How to balance the need for internal controls with the expectations of customers in their target markets

3:00

### **Conducting Due Diligence of Foreign Commercial Intermediaries To Minimise Liability Risks**

#### **Enrique Aznar**

Deputy General Counsel & Chief Compliance Officer  
Europe, Middle East & Africa  
**Tyco International (Spain)**

#### **Pierre Laporte**

Vice President Legal and General Counsel  
**Areva (France)**

#### **Howard Weissman**

Assistant General Counsel – International  
**Lockheed Martin Corporation (USA)**

#### **David Krakoff – Panel Moderator**

**Mayer Brown Rowe & Maw (USA)**

- Lessons learned from Statoil, BAE and Siemens about using commercial intermediaries
- Standard to apply when evaluating commercial intermediaries: law of the country where the client is located vs. where the business is done
- What to do when your company is proceeding in the face of a known risk involving a commercial intermediary
- How concerned should you be about local law?
- Reducing risks when political pressure from government officials to use a specific intermediary
- Your good work has uncovered a “red flag” – now what?
- Is it possible to rehabilitate an intermediary with a shady past? Do you need to?
- Do contractual provisions, certifications and audit rights solve the problem?

4:00

### **Refreshment Break**

4:15

### **Performing Corruption Risk Assessments: Red Flags For Effective Risk Analysis**

#### **Edward Bickham**

Executive Vice President, External Affairs  
**Anglo American plc (UK)**

#### **Julie Fenton**

Compliance Officer  
**Rolls-Royce plc (UK)**

#### **Karina Litvack**

Director, Head of Governance & Socially Responsible Investment  
**F&C Asset Management plc (UK)**

#### **Enery Quinones**

Chief Compliance Officer  
**European Bank for Reconstruction and Development (UK)**

#### **Anita C. Esslinger – Panel Moderator**

**Bryan Cave LLP (UK)**

- When, how, and by whom should risk assessments be conducted?
- How a country’s reputation for corruption will affect the risk assessment process
- Assessing foreign official involvement – role, local law, recusals, disclosures
- Family or business relationships with foreign officials – When is it too close?
- How to judge whether compensation is excessive – value of services and of contract, dry holes, going rate/comparables?
- Analyzing methods of payment
- How much due diligence is enough?

5:30

### **Conference Adjourns**

5:30

### **Cocktail Reception**

Cocktail Reception Host: **STEPTOE & JOHNSON LLP**

# Day 2

Thursday, June 14, 2007

**8:30** **Recap from Day 1 and  
Opening Remarks from Co-Chairs**

**8:35** **Building And Implementing a Value-Based  
Anti-Corruption Compliance Program**

**Richard Given**

Director, Legal – Emerging Markets  
Cisco Systems (UK)

**Dr Jamshed J. Irani**

Director  
Tata Sons (India)

**Sally March**

Director of Compliance – EMEA  
Nortel Networks (UK)

**Michael W. Ward**

Manager, Business Ethics & Corporate Investigations Practices  
Target (USA)

**Rodney Whittaker**

Senior Vice-President Legal Operations International  
and Japan, GlaxoSmithKline (UK)

**Nicolaas Sieben – Panel Moderator**

Former Compliance Officer  
Novartis (Switzerland)

- Resources, tools and techniques leading companies are using to implement and maintain global anti-corruption compliance programs
- Compliance implications of recent enforcement actions in Europe
- Weighing pros and cons of value-based vs. rule-based programs, centralized vs. decentralized programs
- Effective training techniques to make sure the message sinks in with employees and third parties
- Tailoring anti-corruption training to the company: how to develop a curriculum that reflects your industry and company's risks area
- Overcoming conflicting traditions and legal standards
- Creating a Code of Conduct that matters
- Field testing and/or independent audits as an internal tool to foster compliance
- Making the best use of outside counsel and advisors in designing and implementing your program

**10:00** **Coffee Break ☕**

**10:15** **Dealing With Potential Violations:  
How to Conduct an Internal Investigation  
in Challenging Countries**

**Kevin Downs**

Group Vice President and Head of Group Special Investigations  
ABB (Switzerland)

**Gary Giampetruzzi**

Senior Corporate Counsel  
Pfizer (USA)

**Peter Maher**

Director, Forensic & Dispute Services  
Deloitte & Touche LLP (UK)

**Bruce E. Yannett**

Debevoise & Plimpton (USA)

**Leslie R. Caldwell – Panel Moderator**

Morgan, Lewis & Bockius LLP (USA)

- When is an internal investigation necessary?
- By whom should an internal investigation be conducted?
- How to conduct an internal investigation cost-effectively
- How much is enough in trying to learn the facts?
- Role of auditors in defining scope of investigation
- Overcoming barriers to information-gathering
- Navigating EU and other national privacy and data protection laws
- Recent changes to paradigm for internal investigations
  - privilege issues
  - audit and Special Committee involvement
  - interaction with Special Litigation Committees
  - form of final investigative report
  - Works Council coordination
- Whether, when and what to disclose

**11:30** **Pre-Merger Due Diligence:  
What To Look For in a Target's  
Anti-Corruption Compliance**

**Gary DiBianco**

Skadden, Arps, Slate, Meagher & Flom (USA)

**John Loughrey**

Head of Corporate Law  
Vodafone Group Services Limited (UK)

**Edward A. Rial**

Principal, Forensic & Dispute Services  
Deloitte Financial Advisory Services (USA)

- What prospective acquirers should look for in a target's anti-corruption compliance
  - governing legal framework
  - policies and procedures, training, auditing and internal controls
  - historical risk issues
- What to do if pre-merger due diligence efforts reveal problems
  - evaluating public disclosure obligations under ad hoc and materiality standards
  - pros and cons of disclosure to authorities in relevant countries



- conducting additional due diligence or investigatory work
- role of outside counsel and forensic auditors
- interviews/evidence summaries/real time updates
- Assessing regulatory risks prior to closing and other transactional issues
- Post-closing issues
  - compliance programs and internal controls in the new entity
  - evaluating post-closing disclosure obligations
  - addressing post-closing investigations and regulatory obligations

**12:30 Networking Luncheon for Attendees and Speakers** 

**1:45 The World Bank's New Sanctioning Program**

**Pascale Dubois**

Sanctions Evaluation and Suspension Officer  
formerly Manager of the World Bank's Voluntary Disclosure Program

**The World Bank (USA)**

- World Bank's anticorruption agenda and recent sanctions reform
- Overview of who is doing what: the different actors within the World Bank
- Cooperation with the private sector to fight international corruption
- What is sanctionable conduct?
- How the World Bank sanctions (new sanctioning bodies)
- Voluntary Disclosure Program (VDP): why you should become part of the solution

**2:15 Application of OECD Anti-Bribery Convention and Monitoring Initiatives**

**Nicola Bonucci**

Director of Legal Affairs

**Organisation for Economic Co-Operation and Development (France)**

- How is the OECD Anti-Bribery Convention being applied
- 10 years later: is the monitoring of the Convention effective?
- The difficulty of monitoring/measuring law enforcement
- Major horizontal issues identified through the monitoring process
- Shall OECD continue to monitor, and if yes how?
- The ongoing discussions in the OECD on the future actions

**2:45 Refreshment Break**

**3:00**

**Building an Internal Culture Of Reporting: How to Learn about WrongDoing**

**Salvatore Cardillo**

Vice President and General Counsel

**Enel Spa (Italy)**

**Jean Pierre Méan**

General Counsel

**SGS (Switzerland)**

**F. Joseph Warin**

**Gibson Dunn & Cutcher (USA)**

- Setting up multi-avenues for employees to report wrongdoing – manager, ombudsman, compliance officer, ethics hotline
- Alerting employees that reporting of wrongdoing is investigated and segregated from human resources determination
- Highlighting in employee communications (enews, annual state of company reports) examples of the reporting of wrongdoing and identifying the value to company
- Outlining in staff meetings and training the employee obligation to report and the damage caused by a late report

**4:00**

**Avoiding Joint-Venture Pitfalls**

**Paolo Formica**

Senior Vice President and General Counsel

**Eni SpA – Exploration and Production Division (Italy)**

**Danforth Newcomb**

**Shearman & Sterling LLP (USA)**

- Forced marriage: how to manage risk when in an imposed joint-venture relationship
- Due diligence: how to design and implement for a prospective joint-venture participant
- What safeguards can be put in place?
- How to work with joint-venture partners that don't share your anti-corruption commitment
- What enforcement agencies will expect you to have in your files
- What to do if a problem arises after the joint-venture is operating
- How to conduct an investigation of a joint-venture when a problem arises
- Anti-corruption representations and covenants to include in a joint-venture agreement
- Risks and concerns when the joint-venture partner is a governmental entity
- SOX and other issues if one shareholder consolidates the joint-venture's results into the parent's financial reports

**5:00**

**Co-Chair's Closing Remarks and Conference Ends**

# A The Fundamentals of FCPA Compliance: The Foreign Corrupt Practices Act Demystified

9:00 a.m. to 12:30 p.m.

**Paul A. von Helm**

*Wilmer Cutler Pickering Hale and Dorr (Belgium)*

**Kathryn Cameron Atkinson**

*Miller & Chevalier Chartered (USA)*

Do you need an immersion in the FCPA and the elements involved in the key cases? This highly rated workshop is designed to provide you with a comprehensive introduction to the US FCPA and cover all the bases: the anti-corruption and anti-bribery elements of the statute, internal controls and accounting requirements, and intersections with Sarbanes-Oxley and SEC reporting requirements. Delegates consistently give it top marks for both content and presentation.

This interactive and practical working session brings together highly experienced attorneys from the anti-corruption, internal investigations and compliance / controls bar. They will discuss core issues related to the statute and focus on the “nuts & bolts” and supply you with a foundation for dealing with day-to-day issues, including:

- Who is covered by the FCPA?
  - Foreign Private Issuers (FPI) – who qualifies?
  - foreign subsidiaries, joint venture partners?
  - what is the extraterritorial reach of the FCPA?
- What are the risks?
  - potential criminal and civil liability
  - reputational damage
  - risk of investigation
  - disqualification for publicly financed projects
- The 4 basic elements of the FCPA's antibribery provision: “giving, promising anything of value”, “foreign official”, “influencing the official”, “obtaining or retaining business”
- Permissible and impermissible payments
  - facilitation payments
  - charitable contributions
  - political contributions
- Involvement of third parties and due diligence requirements: agents, consultants and joint venture partners
- “Red flags”
- Reasonable and bona fide expenses: gifts; travel; entertainment
- Books and records requirements of the FCPA
  - “Achilles Heel” for compliance
  - record keeping and internal controls requirements and standards
  - intersection of Sarbanes-Oxley and FCPA
- What to do in case of a potential FCPA violation
  - how do FCPA issues come up?
  - document retention
  - internal/external investigation
  - communication with governmental authorities
- Fundamentals of an effective FCPA compliance program

# B Overcoming Anti-Corruption Compliance Challenges in Russia and The CIS

1:30 p.m. to 5:00 p.m.

**Maria Alonso**

*General Counsel, Africa, Middle East & CIS*

*Eli Lilly Company (Austria)*

**Richard N. Dean**

*Baker & McKenzie LLP (USA)*

Problems of corruption in Russia for foreign investors have increased dramatically in the last several years. Allegations of bribes required by government officials directly and through intermediary companies are rampant.

This workshop will demonstrate how business can be done in Russia and the other countries in the CIS without violating anti-corruption and related legislation. The panelists are experienced in structuring transactions, implementing compliance procedures and developing appropriate oversight mechanisms to minimize the risk of corrupt payments. The panel will cover the following topics:

- Evaluating the compliance of CIS subsidiaries, branches and offices with applicable anti-corruption laws and detecting potential problems
- Understanding the criteria for the selection of intermediaries in light of the particular due diligence challenges of the CIS markets
- Explaining local anti-corruption legislation and its enforcement
- Addressing the cultural problems in these countries which undermine compliance initiatives
- Discussing the problems of compliance that arise in the acquisition of companies in the CIS
- Understanding how to develop, implement and oversee effective compliance policies in the CIS countries

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**Benjamin Greenzweig**

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# 5

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## VENUE DETAILS

### CONFERENCE

DATE: June 13 - 14, 2007

TIME: 9:00 am - Registration and distribution  
of documentation from 8:30 am

VENUE: Hilton Tower Bridge

ADDRESS: 5 Moore London, Tooley Street  
London, UK SE1 2BY

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### MASTERCLASSES

DATE: June 15, 2007

TIME: 9:00 am - Registration and distribution  
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