



International Forum on Business Ethical Conduct  
for the Aerospace and Defence Industry

**Public Accountability**  
**Report 2012**



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# About IFBEC

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The International Forum on Business Ethical Conduct (IFBEC) was created by member companies of the **Aerospace Industries Association of America (AIA)** and the **AeroSpace and Defence Industries Association of Europe (ASD)** in 2009. It provides an opportunity to exchange information on best practices in the area of ethical business practices and global trends among industry participants.

IFBEC members have developed a set of **Global Principles of Business Ethics for the Aerospace and Defence Industry** (the “Global Principles”), which were endorsed by AIA and ASD. The Forum is open to all companies willing to share business practices for sustainable competitiveness.

The purpose of IFBEC is **to promote and foster through the Global Principles, the development of global, industry-wide ethical standards** for companies that are active in the aerospace and defense business sector.

The IFBEC also is focused on organizing opportunities for industry and relevant stakeholders to exchange information and best practices concerning ethical business challenges, practices and opportunities worldwide.

The IFBEC is managed by a Steering Committee composed of **AIA and ASD member companies**, including: [BAE Systems plc](#), [BAE Systems, Inc.](#), [The Boeing Company](#), [Dassault Aviation](#), [EADS](#), [Finmeccanica](#), [General Dynamics Corporation](#), [L-3 Communications Corporation](#), [Lockheed Martin Corporation](#), [Meggitt PLC](#), [Northrop Grumman Corporation](#), [Raytheon Company](#), [Rolls-Royce plc](#), [Saab](#), [Safran](#), [Thales](#).

The **IFBEC Charter** is the governing document of the IFBEC. It establishes the IFBEC’s purpose, membership criteria, the IFBEC Steering Committee, officers and meetings, financing, and other matters relating to the functioning of the IFBEC.

For further information, visit the IFBEC website at [www.ifbec.info](http://www.ifbec.info)



## Current IFBEC Members<sup>(1)</sup>

- BAE SYSTEMS PLC\*
- BAE SYSTEMS, INC.\*
- THE BOEING COMPANY\*
- DASSAULT AVIATION\*
- EADS\*
- FINMECCANICA\*
- GENERAL DYNAMICS CORPORATION\*
- GENERAL DYNAMICS EUROPEAN LAND SYSTEMS
- L-3 COMMUNICATIONS CORPORATION\*
- LOCKHEED MARTIN CORPORATION\*
- MBDA
- MEGGITT PLC\*
- NORTHROP GRUMMAN CORPORATION\*
- RAYTHEON COMPANY\*
- ROLLS-ROYCE PLC\*
- SAAB\*
- SAFRAN\*
- SAIC
- SERCO GROUP PLC
- THALES\*
- WSK "PZL-RZESZÓW" S.A.

\* Steering Committee Member

(1) as of September 2012



## The Global Principles

Members of the IFBEC commit to uphold **the Global Principles of Business Ethics for the Aerospace and Defence Industry.**

The Global Principles affirm our industry's commitment to ethical business behavior and a uniform set of standards.

The Global Principles address business conduct as it relates to zero tolerance of corruption, use of advisors, management of conflicts of interest and respect for proprietary information.

Companies that formally adhere to those principles commit to including programs and policies that foster ethical business conduct consistent with the Global Principles in their corporate business practices.

*See Annex Two, page 22*

# IFBEC Public Accountability Report 2012

## Purpose

IFBEC is committed to promoting and fostering, through the Global Principles, the development of global, industry-wide ethical standards for the companies that are active in the aerospace and defense business sector.

This report, published in 2012, is a manifestation of IFBEC's continued mission and purpose as it provides members and various stakeholders with data on IFBEC member compliance with the Global Principles and best practices that align with the Global Principles.

Each IFBEC member was asked to participate in the preparation of this report by completing a detailed questionnaire regarding company demographics, company policy and governance, communication and training, implementation and monitoring, and best practices.

IFBEC compiled the data and responses in a manner that best correlates to the organization's Global Principles.

## Contents

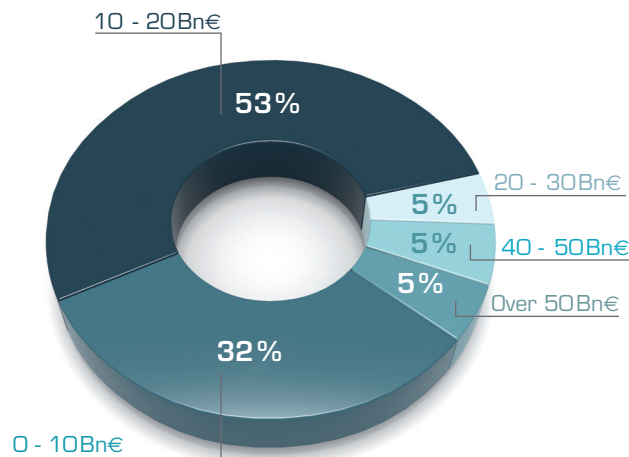
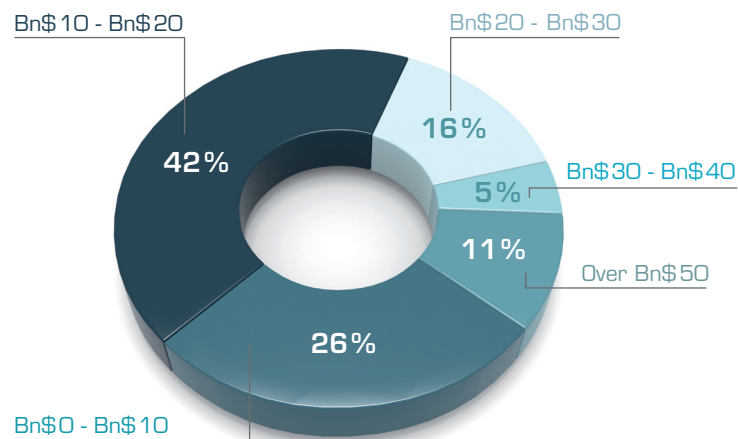
In addition to the reported demographic information, the contents of the report are as follows:

- **Part One** of this report focuses on **Ethical Business Conduct** in terms of the management and leadership structure of established Ethics or Anti-Corruption programs in our member companies.
- **Part Two** highlights the **implementation, promotion, and compliance** of policies and integrity programs within member companies.
- **Part Three** discusses a **zero tolerance to corruption** through a variety of implemented policies. These policies are geared towards compliance with anti-bribery laws that are applicable to the conduct of member companies, such as the US Foreign Corrupt Practices Act (FCPA), the UK Bribery Act, and those laws enacted pursuant to International Conventions (including, but not limited to, the 1997 OECD Convention and the 2003 United Nations Convention Against Corruption “UNCAC”).
- **Part Four** focuses on policies and due diligence processes specifically related to the **use of advisors**.
- **Part Five** highlights the various ways in which member companies seek to manage **conflicts of interest**.
- **Part Six** discusses the **respect for proprietary information** among member companies doing business with third parties.

The report concludes by featuring a variety of best practices, including efforts made by member companies to expand anti-corruption programs in their respective organizations in the past year.

# Demographic Information for Companies Completing Questionnaire

## IFBEC COMPANY MEMBER REVENUE BREAKDOWN (in US Dollars and Euros - most recent fiscal year)



## IFBEC MEMBER COMPANY EMPLOYEE BREAKDOWN

- **20%** reported having **over 90,000 employees**,
- **50%** of the responding companies reported between **40,000 and 80,000 employees** and,
- **30%** reported **less than 15,000 employees**.



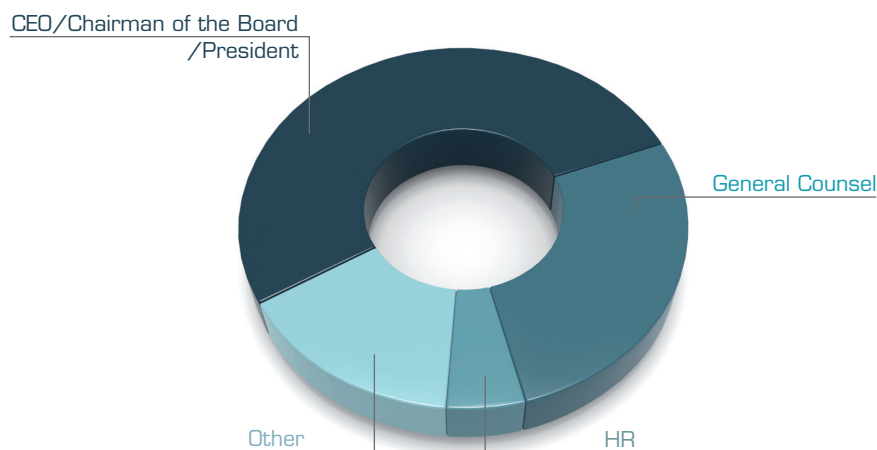
## Part One

# Ethical Business Conduct

The commitment of leadership and management to ethical business conduct is critical to the success of operating at the highest ethical standard. This section of the report features information related to both the leadership and management of the Company's ethics and business conduct program, as well as its reporting structure within the Company.

- Titles for those who lead the Company's ethics and business conduct program (or anti-corruption program) varied. Loosely they were grouped into the following categories:
  - > Ethics and Business Conduct
  - > Compliance
  - > Corporate Responsibility
  - > Other titles included: Business Practices Officer, Vice President Trade Compliance and Export Control, Internal Governance, Group Corporate Affairs Director.

The following chart depicts who the senior person(s) assigned responsibility for the Company's ethics and business conduct program (or anti-corruption program) reports to:



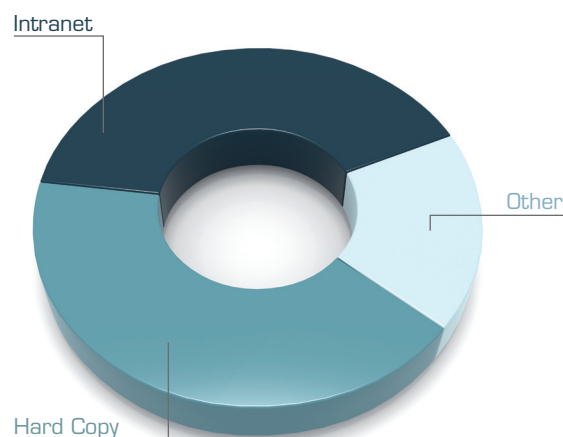
- **72%** of those responding to the questionnaire reported that the person leading the Company's ethics and business conduct program has direct access to the Board of Directors or a committee of the Board.

## Part Two Implementation

Companies endorsing the Global Principles commit to having comprehensive policies and integrity programmes. Results of the questionnaire are reflective of this commitment:

- **100%** of those members responding to the survey reported having a written integrity/ethics and business conduct policy, or code of ethics.
  - > **100%** reported having integrity policies or code provisions or other written policies addressing anti-corruption compliance risks.
  - > **84%** reported having a published statement from the CEO or Chair of the Board supporting the anti-corruption principles of the Company.
- > In terms of the evaluating the performance of management and leadership, **88%** reported that compliance with the Company integrity policy or code is considered.
- **100%** of those responding to the questionnaire reported that their Companies distribute the integrity policy or code to all employees.

### Methods of Integrity Policy or Code Distribution:



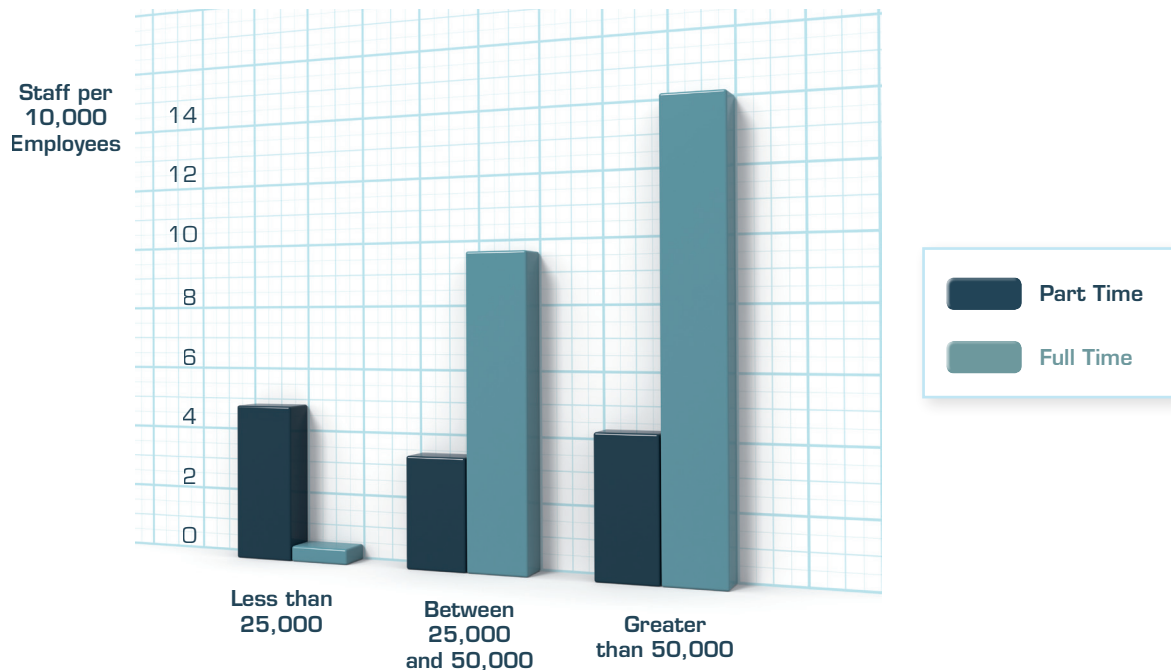
*(Other methods of distribution included the following: regular training sessions, e-learning, external website, soft copy made available to employees at remote locations as part of new hire orientation and periodically thereafter, Internet, internal newsletter, email campaigns).*

- **100%** reported that **new employees are trained on the integrity policy or code.**
- **77%** reported that **ethics and compliance training is made available to subcontractors, vendors, or supply chain:**
  - > In those instances where training is not conducted, printed materials are made available regarding expectations of their ethical conduct.
  - > Training may be provided based on a risk assessment (e.g. Offset advisors and anti-corruption training).
  - > Prevention of corruption supporting documents are given to business partners and if relevant and appreciate, awareness actions are carried through.
  - > Compliance training is made available to subcontractors and third parties providing services on company premises.
- In terms of **how often existing employees receive training** on the Company integrity policy or code, the following was reported:
  - > **59%** - Annually
  - > **6%** - Quarterly
  - > **17%** - Every two (2) years
  - > **6%** - Every three (3) years minimum
  - > **12%** - Variable
- For those employees who are exposed to risks of corruption, respondents reported those individuals as **receiving periodic training on anti-corruption 100%** of the time.
- In efforts to maintain Ethics and Business Conduct and Anti-Corruption Programs, **100%** of responding companies reported **completing periodic audits of their programs.** Some companies reported audits being conducted by both internal and external auditors.

**In terms of established Ethics/Compliance Programs, results indicated both full-time and part-time support.**

- For the largest companies, this ranged as high as 160 full-time personnel and 340 part-time personnel.
- **35%** of respondents reported **more than 100 individuals, both full-time and part-time, working on ethics and compliance.**

The following chart depicts the average number of both full and part-time Ethics and Compliance employees in correlation with overall employee headcount.

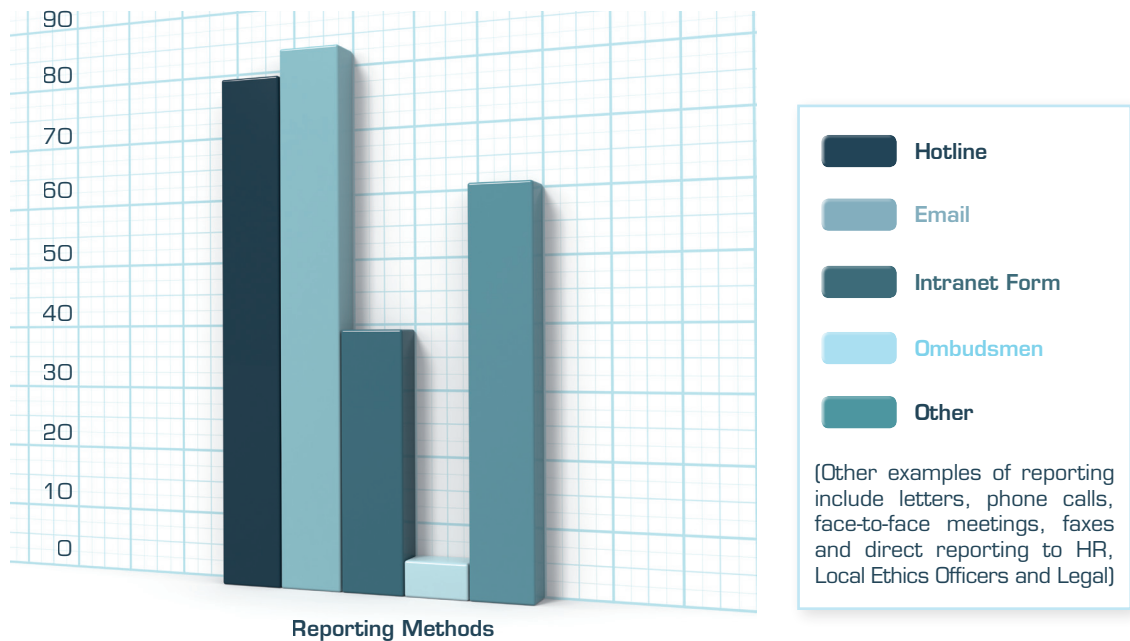


In terms of violations, specific questions were asked of those companies responding to the questionnaire. The results are as follows:

- **94%** reported having their respective integrity policy or code require prompt reporting of violations.
- **Violations can be reported to these individuals or in the following methods:**
  - > *Ethics Officers*
  - > *Corporate Responsibility Council*
  - > *Trade Compliance Officer*
  - > *Legal Department*
  - > *Human Resources*
  - > *Superior or any member of Company management*

(In general, respondents noted multiple avenues for disclosure of violations).

The following graph depicts internal mechanisms for reporting violations of Code, misconduct, or other ethical issues:



- **94%** reported having integrity policy or code, or other written policies that protect the confidentiality of a reporting employee’s identity and prohibit retaliation for good-faith use of reporting.
- **78%** provide procedures for letting those who report possible violations know the result of the Company’s review.
- **100%** reported that allegations of improper action are analyzed to determine if there is a systemic problem.
- **100%** of respondents provided that the Company reviews, and where appropriate will update, its policies and practices in response to actual or alleged instances or corruption:
  - > Some companies noted that policies are reviewed on an annual basis while the Code of Conduct is reviewed periodically for necessary revisions.
  - > In another instance a company noted that policies are reviewed in accordance with relevant changes and risks in the external and internal environment and revised to align with changing business strategies.

## Part Three

# Zero Tolerance to Corruption

Efforts to fully comply with anti-bribery laws applicable to the conduct of member businesses can be noted in the following results:

- **100%** of respondents reported having an integrity policy or code prohibiting cash payments.
- **100%** reported having a written policy on the giving and receiving of gifts and hospitality.
- **100%** reported having a clear policy prohibiting facilitation payments or requiring the recording of payments in the event they are made.
- **100%** reported having a written policy on political contributions as well as charitable donations:
  - > *Some companies reported that these policies are incorporated in Gifts & Hospitality and Anti-Bribery Compliance policies.*

*(It should be noted that the laws in some countries make no distinction between bribes and facilitation payments. As a result, some companies noted that their prohibition against bribery also applied to facilitation payments.)*

- **94%** reported having an integrity policy or code provision or written policy that requires majority-owned joint venture entities be made aware of the integrity policy or code of the Company and legal requirements as regard bribery.
- **94%** reported that subcontractors and suppliers be made aware of the integrity policy or code of the Company and legal requirements as regard bribery:
  - > *Some companies reported that subcontractors and suppliers are required to endorse an ethics charter and to fill in an ethics assessment questionnaire.*
- **93%** of respondents reported that their companies voluntarily report to the applicable government authorities violations of applicable anti-corruption laws:
  - > *Respondents noted that reporting is contingent upon the circumstance as well as national regulations and preceded by careful analysis of the substance when a violation is suspected.*
- In addition, **100%** reported that senior management or the Board or a Board committee is made aware on a regular basis of corruption issues covering allegations made, actual corrupt activities detected and ongoing investigations of suspicious activities.

## Part Four

# Use of Advisors

Aerospace and defense companies often engage advisors to assist in developing, expanding or maintaining a Company's business. The following results offer insight into how companies handle the use of advisors in terms of ethical business conduct:

- **94%** reported **having dedicated resources trained in anti-corruption and compliance issues in the vetting of advisors.**
- **94%** reported that **integrity policy or code provisions or other written policies require that Advisors (including agents, consultants, or intermediaries) be made aware of the integrity policy or code of the Company and legal requirements as regard Bribery.**
- **100%** reported **having a written policy governing the appointment, management, and payment of Advisors which guards against corrupt practices.**
- **100%** reported **having an agreement, concluded in a written form between the Company and all of its Advisors, which contains a provision whereby**  
the Advisor commits to comply at all times with the Integrity policy of the company and, more specifically, that no part of any payment originating from the Company will be passed on as a bribe.
- **100%** reported **having a due diligence process that it carries out on Advisors that assess corruption risks.**
- **88%** reported **having a due diligence process in respect of corruption risk that it carries out on potential offset partners and brokers.**
- **94%** of respondents reported **the use of independent supplemental investigation/third party reviews for due diligence on Advisors.**



## Part Five Managing Conflicts of Interest

In an effort to better understand how member companies manage conflicts of interest.

The results are as follows:

- **77%** of those responding to the questionnaire reported **having a process for employees to declare potential conflicts of interest:**

> *In some instances, conflicts of interest are directly reported to Trade Compliance Officers or to the Corporate Trade Compliance Director. In another example, the Company's Code of Conduct requires each employee to avoid conflicts of interest.*

## Part Six Respect for Proprietary Information

In accordance with **the Global Principles**, companies should keep proprietary information of third parties to which they have gained access in accordance with the terms of its disclosure and in strict compliance with all applicable laws and regulation.

**Companies reported the following when dealing with proprietary information:**

- **100%** reported having **an integrity policy or code provision or written policy requiring that proprietary information of third parties be handled in accordance with the terms of its disclosure.**
- **100%** reported having **an integrity policy or code provision or written policy requiring that proprietary information of third parties not be received without authorization of the third party.**



# Best Practices from IFBEC Members

Examples of the efforts by members to expand anti-corruption programs over the past year fall into the categories listed below. Examples of these efforts are included as well.

## ● Training

- > E-learning “Improper Payments”
- > Annual training focused on International business
- > Employee-manager training sessions

## ● Communication

- > Information bulletin on ethical trade
- > Engagement with Supply Chain
- > Country regulation guide

## ● Internal Control

- > Organization and procedures regularly audited
- > Update on anti-corruption policies to align with new anti-corruption laws and regulations
- > Site visits
- > Annual evaluation of effectiveness of anti-corruption controls

## ● Increased Compliance Headcount

### Other Best Practices:

- The centralization of the mandatory validation process for hiring third parties for business development or offsets programs.
- Initiated annual certification by employees of their compliance with Conflict of Interest policy, coupled with increased training and written/video communication on that subject.
- Established an Excellence in Ethical Behavior Award and Division Ethics Award.
- Conducted training in a group environment focused on constructive discussion rather than conveyance of rules.
- Use of a review panel with external experts as a final check on all due diligence on advisors before they are engaged.
- Anti-corruption education programs and related internal controls.
- A robust procedure has been deployed worldwide to mitigate risks - including risks of corruption - when dealing with key “industrial” local (country centric) partners: due diligence, risk factors, etc.
- Intensive trainings and information of the exposed and concerned employees.

- Strict and mandatory worldwide centralized validation process of all the agents, consultants, service providers, offset providers, distributors and joint venture partners.
- Worked with Communication department to introduce use of internal newspaper articles concerning ethical aspects. For example: "Diversity is not only a difference in color of skin" using expert opinion and commentary.
- We have also included cartoons portraying ethical aspects of our behavior/attitudes. These are often more communicative to the employees than the written word.

## Public Accountability Questionnaire

### Section 1 - Company Demographics

- What is the company's revenue/turnover for the most recently completed fiscal year?
- How many employees does the company have?
- Number of employees dedicated to ethics/compliance

### Section 2 - Company Policy and Governance

- Does the company have a written integrity/ethics & business conduct policy, or code of ethics?
- Do any integrity policy or code provisions or other written policies address anti-corruption compliance risk?
- Does the company publish a statement from the Chief Executive Officer or the Chair of the Board supporting the anti-corruption principles of the company?
- What is the title of the senior person(s) assigned responsibility for the Company's ethics and business conduct program [OR anti-corruption program]?
  - o To whom does this individual report?
  - o Does this individual have direct access to the Board or a committee of the Board?
- Does the integrity policy or code prohibit cash payments?
- Is compliance with the company integrity policy or code considered when evaluating the performance of management and leadership?
- Is senior management or the Board or a Board committee made aware on a regular basis of corruption issues covering allegations made, actual corrupt activities detected and ongoing investigations of suspicious activities?
- Does the company have a written policy on the giving and receipt of gifts and hospitality?
- Does the company have a written policy on political contributions?
- Does the company have a written policy on charitable donations?
- Does the company have a clear policy prohibiting facilitation payments or require the recording of payments if they are made?

### Section 3 - Communication and Training

- Do any integrity policy or code provisions or other written policies require that advisors (include agents, consultants, or intermediaries engaged to assist in developing, expanding or maintaining the Company's business) be made aware of the integrity policy or code of the Company and legal requirements as regard bribery?
- Do any integrity policy or code provisions or other written policies require that majority owned joint venture entities be made aware of the integrity policy or code of the Company and legal requirements as regard bribery?
- Do any integrity policy or code provisions or other written policies require that subcontractors and suppliers be made aware of the integrity policy or code of the Company and legal requirements as regard bribery?

- Does the Company distribute the integrity policy or code to all employees?
- How is the integrity policy or code made available to employees? (Please select all that apply.)
- Are new employees trained on the integrity policy or code?
- How often do existing employees receive training on the Company integrity policy or code?
- Do existing employees who are exposed to risks of corruption receive periodic training on anti-corruption?
- Does the company use dedicated resources trained in anti-corruption and compliance issues for the vetting of advisors?

## **Section 4 - Implementation and Monitoring**

### **4.1 - Reporting Violations**

- Does the integrity policy or code require prompt reporting of violations?
- If yes, what is the title of the individual to whom a report must be made? [ethics officer, human resources manager, legal counsel, other]
- What internal mechanisms does the Company maintain for reporting violations of Code, misconduct or other ethical issues? (Select all that apply.)
- Does the integrity policy or code, or other written policies, seek to protect the confidentiality of a reporting employee's identity and prohibit retaliation for good faith use of reporting?
- Does the integrity policy or code, or other written policies, provide procedures for letting those who report possible violations know the result of the Company's review?
- Does the company review and where appropriate update its policies and practices in response to actual or alleged instances of corruption?
- Are allegations of improper action analyzed to determine if there is a systematic problem?

### **4.2 - Management of Partners**

- Does the company have a written policy governing the appointment, management, and payment of Advisors which guards against corrupt practices?
- Does the company have an agreement, concluded in a written form between the company and all of its Advisors, which contains a provision whereby the Advisor commits to comply at all times with the Integrity policy of the company and, more specifically, that no part of any payment originating from the Company will be passed on as a bribe?
- Does the company have due diligence processes that it carries out on Advisors that assess corruption risks?
- Does the company have due diligence processes in respect of corruption risk that it carries out on potential offset partners and brokers?
- Does the company use independent supplemental investigation/ third party reviews for due diligence on Advisors?

### **4.3 - Conflicts of Interest, Proprietary Information**

- Does the company have a process for employees to declare potential conflicts of interest?
- Does the integrity policy or code provisions or other written policies require that proprietary information of third parties be handled in accordance with the terms of its disclosure?
- Does the integrity policy or code provisions or other written policies require that proprietary information of third parties not be received without authorization of the third party?
- Does your company voluntarily report to the applicable government authorities violations of applicable anticorruption laws?

### **4.4 - Audit**

- Does the company periodically audit its Ethics and Business Conduct or Anti-corruption Program?



## Ethical Business Conduct

It is recognized that operating to the highest ethical standards benefits all companies and society. We in the aerospace and defense industry fully acknowledge and support this principle.

The Aerospace Industries Association of America (AIA) and AeroSpace and Defence Industries Association of Europe (ASD) have jointly developed these Global Principles of Business Ethics for the Aerospace and Defense Industry ("Global Principles"). These Global Principles are based on best practices including the Common Industry Standards for European Aerospace and Defence and the Defense Industry Initiative on Ethics and Business Conduct in the US.

The aerospace and defense industry's long term success depends on companies upholding integrity in bidding, negotiating and performing contracts. Companies shall behave ethically towards their customers, suppliers, competitors, employees, and other stakeholders.

These Global Principles highlight key issues in the aerospace and defense industry that may impact on ethical business conduct. They are not an exclusive list of business ethics issues that a company may face and which companies themselves should give their staff guidance on. It is intended that the Global Principles will continue to develop over time to reflect current best practices.

## Implementation

Companies that endorse these Global Principles commit to have comprehensive policies and integrity programmes, and to foster effective practices within their aerospace and defense business operations to implement these Global Principles which shall include:

- promoting awareness and compliance with the integrity policies of the Company consistent with the Global Principles through appropriate communication and training.
- encouraging their employees, directors and officers to report all specific concerns that they may have concerning compliance with the integrity policies of the Company consistent with the Global Principles without fear of retaliation.
- applying appropriate, proportionate and dissuasive sanctions for evidenced cases of non-compliance.



## Zero Tolerance to Corruption

- Companies will comply fully with all anti-bribery laws applicable to the conduct of their business, such as the U.S. Foreign Corrupt Practices Act (“FCPA”) and those laws enacted pursuant to International Conventions (including, but not limited to, the 1997 OECD Convention and the 2003 United Nations Convention Against Corruption (“UNCAC”)).
- Companies will not offer, promise, or provide any undue pecuniary or other advantage (e.g. payments, gifts, hospitality, as well as political contributions or charitable donations), to public officials, political parties or political candidates, or to any private party, in order to obtain or retain business or gain any other improper advantage in the conduct of their business (hereafter «Improper Advantage»). Companies shall duly account for payments, gifts, hospitality, political contributions or charitable donations in their books and records in compliance with applicable regulations and in a manner which permits reasonable traceability.
- Companies will establish and enforce policies and internal control procedures that prohibit the company and their employees, directors and officers from offering, promising or providing – directly or indirectly – any Improper Advantage, and will conduct training on such policies and procedures.
- Companies will make their business partners, which term is defined to mean Advisors, majority-owned joint venture entities, subcontractors and suppliers, aware of the integrity policies of the company, and require them to refrain from offering, promising or providing (directly or indirectly) any Improper Advantage.
- Many countries and companies prohibit facilitation payments. In recognition that such payments undermine the integrity of industry, even where such payments are not prohibited by law, companies will seek to eliminate facilitation payments.



## Use of Advisors

- Advisors include agents, consultants, or intermediaries engaged to assist in developing, expanding or maintaining a Company’s business (e.g. sales, marketing, offsets).
- Companies will have written policies governing the appointment, management and payment of Advisors.
- Companies will use capable personnel trained in anti-corruption and compliance issues for the vetting of Advisors.
- Companies will perform appropriate due diligence using mechanisms which may include independent supplemental investigation/third party due diligence. Such assessments shall be periodically reviewed.
- Companies will pay an appropriate remuneration to their Advisors. Remuneration shall reflect legitimate services effectively rendered and shall be based on the most objective elements possible. No payments shall be made in cash. Payments shall only

be made, save in exceptional circumstances, in the country where the Advisor is active or registered. These payments shall be properly recorded in the Company's books and records.

- Companies shall make Advisors aware of (i) the integrity policies of the Company which shall be consistent with the Global Principles, and (ii) the legal provisions containing the incrimination of bribery of foreign public officials pursuant to the U.S. FCPA, the 1997 OECD Convention, and the UNCAC, as each applies.
- Companies shall have an agreement concluded in a written form between the Company and all of its Advisors, which shall contain a provision whereby the latter commits to comply at all times with the provisions mentioned above and more specifically that no part of any payment originating from the Company will be passed on as a bribe.
- Companies should require that Advisors will inform the Company regularly and on an ongoing basis on the accomplishment of his, her, or its tasks and duties.



## Managing Conflicts of Interest

- Companies shall follow all applicable laws, regulations and directives concerning the employment or engagement of public officials including those dealing with conflicts of interest.
- Companies will maintain policies to address or mitigate the risk of undue or improper conflicts of interest.



## Respect for Proprietary Information

- Companies shall keep proprietary information of third parties to which they have gained access in accordance with the terms of its disclosure and in strict compliance with all applicable laws and regulations.
- Companies will not solicit or accept a third party's proprietary information (whether provided by a customer or otherwise), such as bid and proposal information, or technical or price data, unless the owner of the data has agreed to its release.
- Companies who receive a third party's proprietary information without authorization:
  - 1) shall promptly cease dissemination and review of such information;
  - 2) shall promptly destroy or return such information; and
  - 3) should inform the third party of the incident and their response.



## Founding Associations



The Aerospace Industries Association of America, founded in 1919, is the premier trade association representing the nation's major aerospace and defense manufacturers.

Today, more than 100 major aerospace and defense companies are members of the association, embodying every high-technology manufacturing segment of the U.S. aerospace and defense industry from commercial aviation and avionics, to manned and unmanned defense systems, to space technologies and satellite communications.

In addition, the association has more than 170 associate member companies, all of which are leading aerospace and defense suppliers.

### AIA

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The AeroSpace and Defence Industries Association of Europe, represents the aeronautics, space, defence and security industries in Europe in all matters of common interest. ASD pursues joint industry actions which require to be dealt with on a European level or which concern issues of an agreed transnational nature, and generates common industry positions.

ASD has 28 member associations in 20 countries across Europe and represents over 2000 companies with a further 80 000 suppliers, many of which are SMEs. The industry sectors employ around 676.000 people, with a turnover of over €137 billion.

### ASD

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<http://www.asd-europe.org>

**contact:** François Gayet



