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27th Annual Conference
November 10-12, 2015



Fairmont the Palm Hotel
Dubai, UAE

www.iawa.org

Message from the President



I'd like to personally welcome each of you to the 27th Annual International Aviation Womens Association Conference. It's an exciting time for women in aviation and aerospace as we continue to grow and lead, remaining always adaptable, motivated and responsive to the rapid innovation and evolution in our industry. Hosting this year's conference in Dubai is a first for IAWA in the Middle East region and we are thrilled to be here! Dubai continues to grow and outpace traditional markets as it becomes an increasingly important global aerospace hub. It is the perfect venue for IAWA to further its mission for women to Connect, Inspire & Lead.

I'd like to give you an idea of what you can expect and what we hope to achieve over the next few days. As the schedule reveals, we have a lot to do in little time, but I know you are all up for the challenge. Beginning the conference with the Dubai Airshow experience is the perfect way to start connecting with other conference attendees. The record breaking Dubai Airshow in 2013 is a testament to the fact that business in the Middle East is booming. The Middle East is seeing strong growth across all aerospace sectors as local companies expand and

increase their global footprint, and multinational companies continue to pivot their focus towards this region. We hope you will take advantage of this opportunity to attend the Airshow, view the marvels of commercial aviation, military aviation, business/general aviation and UAVS that are flying today and into the future.

At the beautiful Fairmont the Palm hotel, we will focus on women's leadership in the industry, starting with the conference Grand Opening Reception, and continuing through the next two days. We want you to take away not only new knowledge, but inspiration from the many women you will hear and meet during the conference. You will participate in interactive sessions and networking sessions for your own leadership growth and development. I firmly believe no matter what stage of your career, we can all continue to develop, and IAWA is committed to providing you with these opportunities. As we all know, the world of aviation and aerospace is an exciting area in which to work and we'll continue to meet and bring inspired people together in forums like this, to ensure IAWA and its members remain at the cutting edge.

Let me give you a brief update on where IAWA is today. Our organization is confronting a time of exciting changes, evolving through a strategic review of how IAWA can better meet its mission and global industry changes. We're transforming the way we operate to continuously improve our ability to Connect, Inspire and Lead. Our members have continued to meet the challenges of our fields and to excel despite occasional setbacks. We should all be very proud of where we are today and excited about where we are headed.

IAWA's initiatives to cultivate and advance women leaders in our industry could not be possible without the support of dedicated volunteer leaders and contributors led by the Board of Directors. IAWA VP's of Conference Carol Anderson and Susan Walsh, Heather Pederson, and Executive Director Jennifer Miller have brought to fruition this year's exciting and innovative conference program. In addition, support from our conference sponsors allows this unique opportunity to not only exist but continue to grow each year. Thank you to those who have helped allow IAWA to host its first conference in the Middle East!

Before I close, I'd like to thank each of you for attending our conference and bringing your expertise to our gathering. You, as organization leaders, have the vision, the knowledge, the wherewithal and the experience to help us pave our way into the future. You are truly our greatest asset today and tomorrow, and we could not accomplish what we do without your support and leadership. Throughout this conference, I ask you to stay engaged, keep us proactive and help us shape the future of aviation and aerospace. My personal respect and thanks goes out to all of you.

Abby Bried
President, IAWA



Thank you to the local host of the 27th Annual Conference

About the UAE General Civil Aviation Authority

The General Civil Aviation Authority (GCAA) was established in 1996 by Federal Cabinet Decree (Law 4) to regulate Civil Aviation and provide designated aviation services with emphasis on safety and security and to strengthen the aviation industry within the UAE and its upper airspace. The main office is located in Abu Dhabi and the regional office is located in Dubai to serve the northern Emirates.



The GCAA, which is the sole authority for the control and regulation of civil aviation in the UAE, is responsible for the provision of en-route air navigation services and all aspects of flight safety. In late 2009, the GCAA opened its new Air Navigation Centre, The *Sheikh Zayed*

Centre, which is considered the largest and busiest air traffic management facility in the Middle East as well as one of the world's most technically advanced centres in terms of its design.

In 2009, GCAA adopted an Overall Transformation Program (OTP) which the outputs of which was executed as early as 2010. The program aims at making a quantum leap in terms of work efficiency and effectiveness by developing a strategic plan and restructuring the corporate and governmental body of the Authority, in a way that enables it to work in line with the UAE's strategic purposes and cope with the ongoing development in the aviation sector in accordance with international standards.

The United Arab Emirates, represented by GCAA, is an active member of the Council of the International Civil Aviation Organization (ICAO) and its specialized committees. It is also a member of the Arab Civil Aviation Commission (ACAC) Executive Council, and currently H.E. Saif Mohammed Al Suwaidi, Director General of GCAA is heading the ACAC Executive Council.

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Congratulations to the IAWA 2015 Aviation Industry Woman of Excellence Award Recipient: Cecile Hatfield, Esq.

The International Aviation Womens Association (IAWA) is pleased to announce the recipient of the 2015 IAWA Aviation Industry Woman of Excellence Award as Cecile Hatfield. This award recognizes women who are leaders in the field of aviation, have demonstrated a commitment to the advancement of women in the industry and are respected as team players by men and women alike. As a woman who epitomizes these attributes, IAWA is honored to recognize Cecile Hatfield, Esq. as the fourth recipient of this award.

Hatfield has demonstrated an unwavering commitment to the advancement of women in the aviation industry. She has been a member of IAWA since 1991 and served in a leadership capacity as a Board member for many years, including as Secretary, Chair of the Scholarship committee and Chair of the Advisory Board. In addition, she was the first woman to serve as Chairman of the American Bar Association (ABA) Aviation and Space Law Committee. She is currently the Past President and Contributing Editor for the Lawyer-Pilots Bar Association and she continues to serve as the Program Chair of the Annual Embry Riddle Aviation Law and Insurance Symposium. IAWA Past President, Katherine Staton spoke of Hatfield, "Cecile has always been a trailblazer—she has been the first woman to do many things—and aviation has consistently been at the root of her "firsts."



Hatfield has long had a passion for aviation, obtaining her pilot's license in 1963 and her instructor's certificate shortly thereafter. Hatfield received her law degree in 1975 from the University of Miami after graduating with high honors from the University of Florida, where she was elected to the Hall of Fame and Mortar Board. In her early career she helped to pioneer the path for women in aviation. She was the first woman to serve as Associate General Counsel for Piper Aircraft Corporation, where she defended Piper in court against product liability claims. She then worked for the United States Department of Justice for nine years as an aviation lawyer trying many complex cases. During her tenure at the Department of Justice Hatfield won the case of *Varig v. United States* in the U.S. Supreme Court. *Varig* is one of the landmark Supreme Court case addressing the discretionary function exception to the Federal Tort Claims Act and is cited in nearly every case addressing the issue. Further helping to pave the way for women, Hatfield has served for many years, and continues to serve as General Counsel to the Ninety-Nines, Inc., an international organization of over 5,000 women pilots.

Hatfield has lectured and written articles on aviation and litigation for the American Bar Association, *Lawyer Pilots Bar Journal*, Practising Law Institute, *SMU Journal of Air Law and Commerce*, Embry-Riddle Aeronautical University, Lloyds of London Press Aviation Symposium, the Pennsylvania and Florida Bar Association and the University of Miami School of Law. She served on the Editorial Board of the *Aviation Litigation Reporter* and has served as Editor of the Newsletter for the ABA Forum Committee on Air and Space Law.

Since 1991, Hatfield has had her own aviation law practice in Miami, Florida. In 2008, Hatfield was nominated to "Who's Who Legal: Florida, 2008" as one of Florida's leading practitioners in the field of aviation law.

Cecile Hatfield's achievements exemplify all for which the IAWA Woman of Excellence Award stands – leadership, commitment and respect. She is highly regarded throughout the aviation community for her professionalism, grace and selfless commitment to the betterment of the aviation industry.

Cecile is a wonderful mother, she is a respected aviation lawyer, she is a recognized champion of women in the aviation industry, and she is a treasured friend to so many of us. Cecile exemplifies the IAWA Woman of Excellence criteria every day in her practice, in her dealings with people, and in her community activities. She is a true Woman of Excellence. IAWA proudly awarded Cecile Hatfield the Aviation Industry Woman of Excellence Award for 2015 at the Washington DC Reception on June 2, 2015.



Congratulations to the 2015 Scholarship Recipients!

Lindsey Altmeyer, Southern Methodist University Dedman School of Law

Although not a pilot myself, I have been surrounded by pilots and aviation enthusiasts my whole life. My grandfather was a crop duster and was tragically killed while flying when my father was only an infant. Nevertheless, my father, too, obtained his pilot's license and flew recreationally for many years. After obtaining my undergraduate degree in finance from Texas A&M University, I went to work for Congressman Sam Johnson—a career fighter pilot with the U.S. Air Force and a champion for aviation in the United States Congress. Serving as Mr. Johnson's Executive Assistant instilled in me an appreciation for the industry and allowed me to interact with some of the most prominent figures in aviation. It was this exposure to such a dynamic and challenging field that has guided me toward a possible career in aviation and motivated me to run for Managing Editor of the Journal of Air Law and Commerce (JALC) at SMU.

Being selected as the recipient of the IAWA SMU Dedman School of Law Scholarship has been a great benefit to me both professionally and personally. With less tuition to pay, and thus less hours to work to pay off student loans, I have been able to devote more of my time to my position as Managing Editor of JALC. As Managing Editor, I have the extreme privilege of interacting with the authors throughout the editing process. This interaction has provided me with an opportunity for networking with some of the brightest scholars in the aviation industry. Additionally, the scholarship has introduced me to the inspiring and brilliant members of the IAWA. I plan to enter into transactional work upon graduation from law school, and I am confident that the community of prominent women in the IAWA will open many doors in aviation. I was especially looking forward to joining IAWA members at the conference in Dubai, however the expected arrival of our first child in late October is keeping me home with my growing family. I am honored and sincerely grateful to be selected as a recipient of the 2015 scholarship and my hope is to inspire my daughter and future generations of women just as the women of the IAWA have inspired me.

Jacqueline Hueneke, Embry-Riddle Aeronautical University

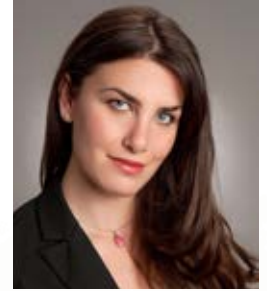
I am a third-year university student from Germany majoring in Aviation Business Administration at Embry-Riddle Aeronautical University in Daytona Beach, Florida. My concentration is Air Transportation and I am also minoring in Aviation Safety. Upon graduating in May of next year I am planning on returning to Europe to earn my Master's degree and would love to eventually work in airport or airline management in an international setting.

Coming to the United States as an international student from Germany meant that I was taking a big risk since attending university is virtually free back home. However, Embry-Riddle offers the best Aviation education in the world and incredible aviation-related opportunities that I would have never been able to take advantage of at any other school. I therefore rely on applying for scholarships that I am eligible for as an international student. To come up with enough money for my education while sharing my enthusiasm for business, I also



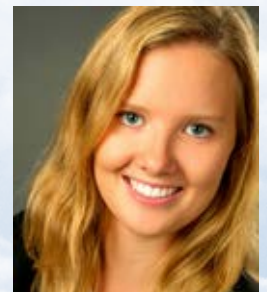
Dayan Hochman, McGill University's Institute of Air and Space Law.

Dayan is a third generation pilot and self-professed aviation "geek". She is a graduate of Colorado College, where she majored in Italian Studies, and the University of New Mexico School of Law. Dayan is a Master's in Law Candidate and Nicholas N. Matte Fellow at McGill's Institute of Air and Space Law. Before attending McGill, Dayan practiced law in Albuquerque, specializing in insurance defense work. At McGill her focus has been on international accident investigation laws as they relate to incidents involving large commercial aircraft. After completing her Master's Degree this fall, Dayan intends to return to the practice of law as a litigator or regulatory attorney, using her expertise in carrier liability and regulatory issues related to aviation safety and security.



work at the Admission office of my university during the semester. In addition, I encourage younger girls to study male-dominated degree programs, especially related to business or aviation, as a Women's Ambassador for Embry-Riddle.

The financial assistance that the IAWA Scholarship has provided allowed me to pay my educational expenses and focus more of my time on studying instead of working so much. Thank you again for your generosity and support which has allowed me to be one stop closer to my goal. I hope one day I will be able to help students achieve their goals just as you have helped me with the IAWA Scholarship.



PROGRAM Tuesday, November 10, 2015

9:00 – 7:00 pm **Conference Registration**

12:00 – 4:30 pm **Offsite Trip to the Dubai Airshow**

Pre-registration required

6:30 – 7:30 pm **Speakers' VIP Reception**

Invitation Only

7:00 – 9:00 pm **Grand Opening Reception**


Keynote Speaker: Her Excellency Sheikha Lubna Bint Khalid Al Qasimi, Minister for International Cooperation and Development, Government of the United Arab Emirates (UAE)
Opening remarks by Michael P. Huerta, Administrator, Federal Aviation Administration (FAA)

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PROGRAM Wednesday, November 11, 2015

7:00 – 5:00 pm **Conference Registration**

8:00 – 9:00 am **Networking Breakfast**

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9:00 – 9:30 am **President's Welcome and Scholarship Presentation**

9:30 – 10:45 am **General Session: Building Aviation Capacity in the Middle East, India and Africa: Issues and Challenges**

Aviation is a universally recognized driver of economic expansion, GDP growth, and employment. This panel will address the issues and challenges for three major world regions as they seek to further develop and expand aviation capacity. Among the topics to be addressed are physical and technological infrastructure, airspace management and potential regional coordination efforts, airspace constraints (e.g., military airspace restrictions), accommodation of business aviation and unmanned aerial systems (UAS), and strategies for assuring a skilled workforce.

Moderator:

Patricia Hayes, Director General of Civil Aviation, Department for Transport (DfT), United Kingdom

Speakers:

Tanja Grobotek, Regional Director, Safety & Flight Operations – Africa & Middle East, International Air Transport Association (IATA)

Kiran Jain, Head of Aviation Marketing, Delhi International Airport

Azza Hasan Al Zaabi, Vice President of Planning, Abu Dhabi Airports

10:45 – 11:15 am **Coffee & Networking Break**

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11:15 – 11:45 am **General Session: Meeting Safety Challenges in Aviation - Today and Tomorrow**

A discussion from the top on how the Federal Aviation Administration (FAA) and U.S. industry are working together on outreach to the international community to meet the challenges of ensuring and increasing safety in a growing and increasingly diverse community of aviation stakeholders. The discussion will include a broad review of the links among Safety Management Systems, data sharing, a risk-based approach to safety oversight and the FAA's compliance philosophy.

Presented by: Margaret Gilligan, Associate Administrator for Aviation Safety, Federal Aviation Administration

11:45 – 1:30 pm **Lunch featuring Keynote Speaker Deborah Lee James, Secretary of the United States Air Force**

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PROGRAM Wednesday, November 11, 2015

1:45 – 3:00 pm

General Session: Hot Topics of Risk – Across the Globe

Risk is with all of us every day in aviation and aerospace. However, risk management is not just exclusively limited to a transfer of risk typically known as insurance. This panel will bring thought provoking ideas about different perspectives on risk, risk management and risk reduction and avoidance from experts in all areas of risk management and compliance.

Moderator: Zoë Layden, Senior Broker Relationship Manager, Allianz Global, Corporate & Specialty

Speakers:

Emma Deane, Vice President, Commercial & Business Development, dnata Airport Operations

Grazia Vittadini, Senior Vice President, Head of Corporate Audit & Forensic, Airbus Group

Sarah Walker, Partner, King & Spalding LLP

Fetoo Al Zayani, Independent Consultant & Advisor - Insurance & Reinsurance

3:00 – 3:30 pm

Coffee & Networking Break

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3:30 – 5:00 pm

General Session: Unlocking our Leadership Potential

Leadership Development Dialogue conducted by Cari Miller from GE. Come, discuss and learn where women stand on leadership, what skills they need to develop and what challenges they need to overcome to have a seat at the table.

Moderator:

Cari Miller, Human Resources Leader Global Sales and Marketing, GE Aviation

6:30 – 7:30 pm

Drinks & Hors D'oeuvres

7:30 – 9:30 pm

IAWA's Gala Dinner featuring Keynote Speaker Barbara Leaf, U.S. Ambassador to the United Arab Emirates

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PROGRAM Thursday, November 12, 2015

8:00 – 9:00 am

Networking Breakfast

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9:00 – 9:30 am

Membership Meeting

9:30 – 10:30 am

General Session: Meeting Safety and Security Challenges in Aviation – Today and Tomorrow: Global Aircraft Tracking and Managing Risk in Conflict Zones

Events such as the disappearance of MH370 and the shoot down of MH17 have underscored the need for enhanced global aircraft tracking and the availability of critical information for flight planning. In 2015, governments and industry came together to develop a repository for critical safety and security information and to evaluate performance-based standards for aircraft tracking. Join us for a practical account of the work in these areas, led by the International Air Transport Association and the International Civil Aviation Organization.

Moderators:

Jimena Blumenkron, LL.M., LL.B., Aviation Safety Officer, International Civil Aviation Organization (ICAO)

Dorothy “Di” Reimold, Head, Global Policy and Procedures, Safety and Flight Operations, International Air Transport Association (IATA)

10:00 – 12:30 pm

Young Women in Aviation Forum presented by the General Civil Aviation Authority (GCAA) – Crescent Room

The UAE aviation industry is increasing heavily and is facing a continuous growth. The expansion is boosting the economy for the entire country, but it is also increasing the many challenges that come with fast-paced growth. In order to support the growing demands of manpower, it is a must for the aviation industry to become the first choice for a career path today and decades to come for local talent. Emirati youth is a key demographic for the GCAA as they are the future of the UAE. The Young Women in Aviation Forum is a session to motivate and raise awareness about the aviation industry to young Emirati women.

Moderators:

Amina Ahli, Human Capital Director, General Civil Aviation Authority (GCAA)

Nahed AlKheily, Vice President – Ancillary Revenue, flydubai

Speakers:

Noufa Al Afeefi, ATC at Sheikh Zayed Center, Abu Dhabi

Dr. Nadia Bastaki, Vice President Medical Services, Etihad Airways

Captain Carol Al Rabadi, A320 TRI, Royal Jordanian Airlines

Mona Al Sayegh, Legal Adviser, Emirates Group Legal

10:30 – 11:00 am

Coffee & Networking Break

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PROGRAM Thursday, November 12, 2015

11:00 – 12:30 pm

General Session: Passenger Experience and Innovation

Passenger Experience is the most important asset and measurement any airline, airport or aircraft/equipment manufacturer should have in mind when designing and developing the latest offerings for the traveling public composed of business and leisure passengers. During this session we will explore the latest trends and innovation in passenger experience from a holistic door to door perspective cutting across the whole value chain.

Moderator: **Susanne Reed**, Vice President of Communications & Marketing, Thales USA, Inc.

Speakers:

Catherine Baird, Senior Vice President Cabin Crew Training, Emirates Airlines

Zuzana Hrnkova, Head of Aircraft Interiors Marketing, Airbus Group

Ailsa Pollard, Senior Vice President, dnata Travel (Consumer) ME&I

Helen Woodrow, Vice President Research, Dubai Airports

12:30 – 1:45 pm

Lunch

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2:15 – 2:45 pm

Open Cockpit from Great Britain to Australia, the Adventure Continues featuring Tracey Curtis-Taylor, Aviator, Adventurer and Inspirational Speaker

2:45 – 3:45 pm

General Session: Women in the Middle East – Where do we go from here?

Contrary to popular beliefs, women are very active in aviation, aerospace—and other industries—at every level and in every field across the Middle East region. This panel will discuss the different ways in which women are forming networks and supporting each other in various ways to further their careers generally and also specifically in aviation and aerospace industries. The debate will conclude with ideas as to how we build on these foundations and create strong levels of participation from women in professional networks across the region.

Moderator: **Naz Nizari**, SVP EmQuest, Emirates

Speakers:

Carol Anderson, MRAeS, Vice President, International Aviation Womens Association (IAWA)

Her Excellency, Dr. Shaikha Al Maskari, Board of Directors, Arab International Women's Foundation (AIWF)

Mervat Sultan, President, Women in Aviation - UAE Chapter

3:45 – 4:00 pm

Conference Wrap-Up

4:00 – 6:00 pm

Closing Farewell Reception

5:00 pm

Adjourn Conference





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Keynote Speakers

Her Excellency Sheikha Lubna Bint Khalid Al Qasimi, Minister for International Cooperation and Development, Government of the United Arab Emirates (UAE)

HE Sheikha Lubna Al Qasimi, the Minister for International Cooperation and Development (MICAD) in the Government of the United Arab Emirates (UAE), has had numerous personal, professional and official achievements. In 2013, HE Sheikha Lubna was appointed as Minister of MICAD, and in 2008, she was appointed as the Minister of Foreign Trade. Before that, she was named the UAE Minister of Economy in 2004, becoming the first woman to hold a cabinet post in the country.

On 4 March 2014, Her excellency was appointed as President for Zayed University. She was also appointed as the Head of the UAE Committee of Humanitarian Aid in May 2014.

Sheikha Lubna served as the Chairperson of the Board of Directors of the UAE's Securities & Commodities Authority from 2004 to 2008, and acted as the head of the Dubai e-Government executive team instituting e-Government initiatives throughout Dubai's public sector in 2004. In 2000,

Deborah Lee James, Secretary of the United States Air Force

Deborah Lee James is the Secretary of the Air Force, Washington, D.C. She is the 23rd Secretary of the Air Force and is responsible for the affairs of the Department of the Air Force, including the organizing, training, equipping and providing for the welfare of its nearly 664,000 active duty, Guard, Reserve and civilian Airmen and their families. She also oversees the Air Force's annual budget of more than \$139 billion.

Ms. James has 30 years of senior homeland and national security experience in the federal government and the private sector. Prior to her current position, Ms. James served as President of Science Applications International Corporation's Technical and Engineering Sector, where she was responsible for 8,700 employees and more than \$2 billion in revenue.

For nearly a decade, Ms. James held a variety of positions with SAIC to include Senior Vice President and Director of Homeland Security. From 2000 to 2001, she was Executive Vice President and Chief Operating Officer at Business Executives for National Security, and from 1998 to 2000 she was Vice President of International Operations and Marketing at United Technologies.

During the Clinton Administration, from 1993 to 1998, Ms. James served in the Pentagon as the Assistant Secretary of Defense for Reserve Affairs. In that position, she was the Secretary of Defense's senior advisor on all matters pertaining to the 1.8 million National Guard and Reserve personnel worldwide. In addition to working extensively with Congress, state governors, the business community, military associations,

she was appointed the CEO of Tejari (www.tejari.com), the first business-to-business e-market in the Middle East.

Sheikha Lubna has Honorary Doctorates in Science, Law and Economics from the California State University at Chico (US), the University of Exeter (UK), and the Hankuk University of Foreign Studies (Korea), respectively.

Sheikha Lubna topped the Arabian Business Magazine's "100 Most Powerful Arab Women" list for five years in a row 2011 – 2015, and is considered to be representative for the new face of professional women in the Arab region. Internationally, Sheikha Lubna has featured in the Forbes magazine list of the "World's Most Powerful Women", and the Wall Street Journal's "50 International Women to Watch". In 2015 Sheikha Lubna was honored by the Clinton Global Initiative (CGI) with the Clinton Global Citizen Award for her leadership in public service, making her the first Emirati to receive the honor.



and international officials on National Guard and Reserve component issues, she oversaw a \$10 billion budget and supervised a 100-plus-person staff. Prior to her Senate confirmation in 1993, she served as an assistant to the Assistant Secretary of Defense for Legislative Affairs.

From 1983 to 1993, she worked as a professional staff member on the House Armed Services Committee, where she served as a senior advisor to the Military Personnel and Compensation Subcommittee, the NATO Burden Sharing Panel, and the Chairman's Member Services team.

Ms. James earned a Bachelor of Arts degree in comparative area studies from Duke University and a master's degree in international affairs from Columbia University School of International and Public Affairs.



Keynote Speakers

Barbara Leaf, U.S. Ambassador to the United Arab Emirates

Barbara A. Leaf was confirmed as the next U.S. Ambassador to the United Arab Emirates on November 17, 2014. Prior to that, she served as Deputy Assistant Secretary of State for the Arabian Peninsula in the Bureau of Near Eastern Affairs from 2013-2014, and as Deputy Assistant Secretary for Iraq from 2011-2013. Ambassador-Designate Leaf directed the U.S. Provincial Reconstruction Team in the strategic province of Basrah, Iraq from 2010-2011, leaving an assignment as Political Minister Counselor at the U.S. Embassy in Rome, Italy, to oversee the PRT's transition to a U.S. Consulate General. Prior to Rome, Ambassador-Designate Leaf served as the first Director of the Department of State's Office of Iranian Affairs.

From 2004-2006, Ambassador-Designate Leaf served as Political Counselor at the U.S. Embassy in Sarajevo, Bosnia-Herzegovina, where she helped advance key U.S. policy goals on democratization and political reform, counter-terrorism, and regional reintegration among the former combatant states of the former Yugoslavia. From 2003-2004, she directed the Regional Headquarters of the Office of the High Representative (OHR), in Tuzla, Bosnia-Herzegovina, enforcing implementation of civilian aspects of the Dayton peace accords, including the return of refugees to areas from which they had been ethnically cleansed.

From 2001-2003, Ambassador-Designate Leaf served as

Advisor to the Department's Medical Director, in a position created in the wake of September 11 to develop medical and security programs to counter and respond to chemical/biological/nuclear threats to U.S. diplomatic installations abroad.

From 1996-2000, Ambassador-Designate Leaf served as the Department's Middle East "Watcher" at the U.S. Embassy in Paris, reporting on French policies on Iraq, Iran, the Arab-Israeli dispute, Libya, and terrorism issues.

Ambassador-Designate Leaf's previous tours include assignments in Cairo, as Kuwait Desk Officer during the first Gulf War, Jerusalem, the Department's Operations Center, and Port-au-Prince.

Ambassador-Designate Leaf is a member of the Senior Foreign Service, and has received six Superior Honor and four Meritorious Honor Awards during her career. She received a B.A. in Government from the College of William and Mary and a Master's Degree in Foreign Affairs from the University of Virginia, with a focus on Soviet Affairs.

Ambassador-Designate Leaf speaks Arabic, French, Italian, and Serbo-Croatian.



Grand Opening Reception Opening Remarks by Michael P. Huerta, Administrator, Federal Aviation Association (FAA)

Michael P. Huerta, Administrator, Federal Aviation Administration (FAA)

Michael P. Huerta is the Administrator of the Federal Aviation Administration. He was sworn-in to office on January 7, 2013 for a five year term.

Huerta is responsible for the safety and efficiency of the largest aerospace system in the world. He oversees a \$15.9 billion dollar budget, over 47,000 employees and is focused on ensuring the agency and its employees are the best prepared and trained professionals to meet the growing demands and requirements of the industry. Huerta also oversees the FAA's multi-billion dollar NextGen air traffic control modernization program as the United States shifts from ground-based radar to state-of-the-art satellite technology.

Huerta was confirmed by the U.S. Senate as the FAA's Deputy Administrator on June 23, 2010. On January 1, 2013 the United States Senate unanimously confirmed President Obama's nomination of Huerta for a 5-year term as FAA Administrator.

Huerta is an experienced transportation official who has held key positions across the country. His reputation for managing complex transportation challenges led him to the international stage when Huerta was tapped as a Managing Director of the 2002 Olympic Winter Games. The Olympics drew 2,400 athletes from 78 countries to Salt Lake City. Huerta was critical

in the planning and construction of a variety of Olympic transportation facilities, as well as the development of a highly successful travel demand management system that insured the transportation system operated safely and efficiently.

Before joining the FAA, Huerta held senior positions at Affiliated Computer Services from 2002-2009 rising to the position of President of the Transportation Solutions Group; ACS is now a Xerox company specializing in business processes and information technology.

Huerta was commissioner of New York City's Department of Ports, International Trade and Commerce from 1986-89. He then served as the Executive Director of the Port of San Francisco from 1989-1993. From 1993-98, he held senior positions in the U.S. Transportation Department in Washington, D.C., serving under Secretary Federico Pena and Secretary Rodney E. Slater.

He holds a bachelor's degree in political science from the University of California-Riverside and a master's in public affairs, with a concentration in international relations from the Woodrow Wilson School of Public and International Affairs at Princeton University.



Keynote Speakers

Tracy Curtis-Taylor, Aviator, Adventurer and Inspirational Speaker

Raised in Canada and surrounded by magnificent scenery, Tracey naturally took to adventure, so it was no surprise to her parents when she developed a passion for flight, having her first flying lesson aged 16.

She returned to England with her family in the 70's and her early working career in London including training with de Beers as a diamond valuer and the Diplomatic Service at the Foreign Office in Whitehall.

But the 'call of the wild' and an ongoing fascination with Africa made Tracey cut the rope on her conventional life in England. She went to South Africa in 1982 where she worked for several months before returning to the UK overland in a Bedford truck - a journey that took five months camping through savannah, jungle and desert.

Shortly after her return Tracey migrated to New Zealand and began flying in earnest. She gained her private pilot's licence, commercial licence and an instructor rating and, unusual for a woman, was trained by military pilots to fly World War II aeroplanes with the New Zealand Warbird Association.

In tandem with her love of flying, an interest in geology, landscape and imagery led to Tracey pursuing another career in aerial photography and mapping, which was to hold her in good stead for her future flying pursuits.

Always adventurous, she is also passionate about other forms of early pioneering transport and in particular, old cars. As a result, she took part in the 2007 centenary Peking to Paris classic car rally that re-traced the route first driven by Prince Borghese in 1907. This involved driving for six weeks through northern China, the Gobi Desert, across Russia to the Baltic and on to Paris - an epic experience that combined great adventure with rugged endurance.

Tracey's aeroplanes - a Boeing Stearman and a Ryan Recruit - are now based at Goodwood in West Sussex. When not flying, her other interests include gemmology and geography (she is a Fellow of the British Gemmological Association and the Royal Geographical Society). She is also a keen oil painter.



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Building Aviation Capacity in the Middle East, India and Africa: Issues and Challenges

Patricia Hayes, Director General for Civil Aviation UK Department for Transport

Patricia Hayes was appointed Director of Aviation in the UK Department for Transport in August 2013. She is responsible for all aspects of domestic and international aviation policy, including aviation security. She is a member of the ECAC co-ordinating committee.



Patricia first joined the Department for Transport in 1987, since when she has worked on almost all modes of transport, including rail, road, aviation and sustainable travel issues. At Director level, she has held a variety of roles principally on roads and motoring issues. She has also been responsible for freight and logistics policy, and has led the Department's relationship with Transport for London.

Her previous aviation experience included a three-year spell on loan to the FCO to run the Transport desk in the British Embassy in Washington. She has also held posts in Ministerial Private Offices, and spent two years working with Jonathon Porritt setting up the multi-sectoral Sustainable Development Commission.

Patricia is originally from Northern Ireland, and is married with three children.

Tanja Grobotek, International Air Transport Association (IATA) Regional Director Safety and Flight Operations (SFO) - Africa and Middle East

Tanja has joined IATA in 2005 and was appointed as Regional Director SFO Africa on 1 July 2012. Following departure of Regional Director Middle East, in addition to her current role for Africa, she assumed role of Regional Director Middle East. In her current role, she is responsible for providing strategic direction, guidance and leadership for IATA's safety, flight operations and infrastructure activities and initiatives in Africa and Middle East in close cooperation with IATA members



Before joining IATA, she held managerial position with South African Air Navigation Service provider - ATNS as Flow Control Specialist. Her role was establishing Central Airspace Management Unit (CAMU). She had started her aviation career with Croatia Airlines, working in airline maintenance planning and had been part of selection team for fleet replacement.

Key career achievements include deploying strategy to improve African aviation safety record to world average by 2015, strategy became known as Abuja Declaration. Successful advocacy resulted in African Union adopting the Abuja Declaration and for first time African Governments had recognized the need to improve aviation safety.

Educated at Transport Science University in Croatia, she is holder of a Bachelor of Science Degree in air transport engineering. When not working in aviation, she is passionate about sailing.

Kiran Jain, Head of Aviation Marketing, Delhi International Airport

Kiran Jain has been the Head of Aviation Marketing at Delhi International Airport since December 2009. This position oversees the Route Development, Communication and Brand positioning of the Delhi International Airport.



She is responsible for creating India's first aviation hub in DEL. In the last five years the passenger throughput at DEL has increased from 24 million to 41 million per annum. The transfer traffic (the back bone of any hub airport) share has increased from 4% to 22%. She is responsible for facilitating key Indian carriers like Air India, Jet Airways, IndiGo, SpiceJet and Vistara in aligning their network, passenger operations & hub strategy as it pertains to DEL. Under her guidance, Delhi International Airport has emerged as the busiest Airport on the Indian sub-continent catering to 64 airlines and serving over 120 destinations. She has been responsible for placing Delhi International Airport on the world's aviation map by representing the airport at various world-wide airport and marketing events.

She is a key member of the senior management team in presenting Delhi International Airport at the Indian Government's, Ministry of Civil Aviation talks on bilateral grants & hub development policy rewrites.

Prior to current role, Kiran Jain was Director of Marketing & Route Development at Bradley International Airport, Hartford, CT, United States. She has extensive, in depth experience in travel marketing and product development, having worked in this industry for over two decades.

Kiran has held various senior level marketing and product development positions with World Duty Free, a subsidiary of BAA; Jet Vacations, a subsidiary of Air France; and was General Manager of Marketing at Stewart Airport, at the time, America's first privately owned commercial airport.



Building Aviation Capacity in the Middle East, India and Africa: Issues and Challenges

Azza Hasan Al Zaabi, Vice President of Planning, Abu Dhabi Airports

Azza Hasan Al Zaabi joined the challenging operational environment at Abu Dhabi Airports in July 2007 as an airport planner, following her work as a Lecturer/Teaching Assistant at the UAE University, School of Architecture, between 2002-2007. Upon joining Abu Dhabi Airports, she was engaged in the concept development of the Midfield Terminal Building and the Master Plan development for Abu Dhabi International Airport. Concurrently, Azza successfully led the Strategic Land Use Plan (SLUP), as head of planning, for the joint initiative of the Aerospace Cluster between Abu Dhabi Airports and Mubadala Development Company at Al Ain International Airport.

In 2013 Azza was promoted to the position of VP Planning to oversee the implementation of a well-defined future road map that will further support the achievement of the corporate vision of Abu Dhabi Airports. Within her current role, Azza oversees the overall master planning for facilities' expansion at the company's five airports. One of her key achievements in this role is leading the 2014 masterplan update for Abu Dhabi International Airport. This master plan outlines the future of Abu Dhabi International Airport on both the long term (2042) and short term (2025) planning horizons, to reflect the growth plans of Etihad Airways, the national carrier of the UAE.



Azza graduated from UAE University in 2002 with a BSC in Architectural Engineering, and was awarded with a full scholarship from the Ministry of Higher Education through UAEU for post graduate studies at Texas A&M University in the US, from which she received her Masters of Science in Architecture in summer 2006. She received the H.H. Sheikh Rashid Al Maktoum Award for Academic Outstanding, in 2008.



Meeting Safety Challenges in Aviation – Today and Tomorrow

Margaret Gilligan, Associate Administrator for Aviation Safety, Federal Aviation Administration

Peggy Gilligan became Associate Administrator for Aviation Safety on January 5, 2009 after serving as the Deputy Associate Administrator in that organization for 14 years. She has been in the Federal Aviation Administration (FAA) since 1980.

As Associate Administrator, Peggy leads the organization responsible for setting, overseeing, and enforcing safety standards for all parts of the aviation industry – airlines, manufacturers, repair stations, pilots, mechanics, air traffic controllers, flight attendants, and any person or product that operates in aviation. These programs have a direct impact on every facet of domestic and international civil aviation safety.

Aviation Safety programs are carried out by a work force of more than 7,000 employees located in Washington headquarters, regional and directorate offices, and more than 125 field offices throughout the world. The organization's annual budget is more than \$1 billion.

In June 2014, Peggy received the 2014 L. Welch Pogue Award for Lifetime Achievement in Aviation. The award recognizes her visionary



leadership in the aviation community and was given by Aviation Week & Space Technology and the International Aviation Club.

In October 2011, Peggy accepted the Roger W. Jones Award for Executive Leadership. The annual award is given to two Federal senior executives who have shown exceptional leadership while devoting themselves to a career of public service.

In May 2009, Peggy and her Industry co-chair accepted the Robert J. Collier Trophy in recognition of the Commercial Aviation Safety Team's (CAST) work in developing an integrated data-driven strategy that reduced aviation fatalities in the United States by 83 percent over 10 years. Peggy serves as the government co-chair of CAST — a joint industry/government group committed to improving aviation safety by reducing the risk of accidents.

In April 2006, Peggy and her Industry co-chair received the Laurel Award from *Aviation Week & Space Technology* magazine for improving aviation safety and "reducing the risk of fatalities in world aviation" through CAST. The annual award recognizes the extraordinary accomplishments of individuals and teams in aviation, aerospace, and defense.

Peggy was Chief of Staff at the FAA, serving four Administrators. She also served in the Chief Counsel's office in Washington and as a staff attorney in FAA's Eastern Region in New York. Peggy is a 1979 graduate of Boston University School of Law and a 1975 graduate of Manhattanville College, Purchase, NY. She resides in Washington, DC.



Hot Topics of Risk – Across the Globe Airport Operations

Zoë Layden, Senior Broker Relationship Manager, Allianz Global, Corporate & Specialty

Zoë M Layden is currently Senior Broker Relationship manager for Allianz Global Corporate Specialty in London. Based in London, Zoë's role entails enhancing and developing relationships with various distribution channels. Additionally Zoë works with a number of corporate aviation clients to enhance their overall relationship within Allianz – introducing clients to other areas of risk transfer and necessary products. Zoë also serves on the board of the International Aviation Women's Association as Vice President Marketing and Communications and is a Fellow of the Royal Aeronautical Society (RAeS.)

Previously Zoë held the role of Product Line Manager for the Airline portfolio of Allianz Global, Corporate & Specialty. In this role Zoë was responsible for portfolio management and strategic direction of the airline practice underwritten in the four hubs, London, Paris, Munich and New York. Prior to this endeavour Zoë spent 16 years at Willis Ltd where she held a number of key production and management roles most recently that of Executive Director of Research and Client Account Management.

During her 16 years with Willis Ltd, Zoë was responsible for the French portfolio, involved in Reinsurance Claims, London market broking for the Middle East/Africa Division and Business Development within the Aviation arena. In addition to her roles within Global Aviation, Zoë spent some time in New York City with G.L. Hodgson working as Account Executive on Domestic Reinsurance Treaties.

Originally from Boston, Zoë graduated from Tufts University where she received a degree in French Language and Literature and American Studies. Having studied in France at University de Nantes, Zoë decided to pursue a career in International Business which led to her taking up permanent residence in London. Zoë lives in south London with her husband, David, daughter, India and son Max.



in the United Kingdom, as the Head of Legal and Risk. As a member of the Senior Leadership Team, Emma counselled the business on customer service and procurement requirements across the business servicing 17 airports around the UK.

Emma started her career as a solicitor in Australia, working subsequently in Dubai and the United Kingdom whilst specialising in aviation commercial law. Emma is admitted to practice in the High Court of Australia, and holds a Masters of Aviation Management from the University of New South Wales.

Grazia Vittadini, Senior Vice President, Head of Corporate Audit & Forensic, Airbus Group

Grazia Vittadini was appointed Senior Vice President Head of Corporate Audit & Forensic in 2014. In this role, she is responsible for Airbus Group audit activities worldwide.

Prior to this position, Grazia Vittadini was Vice President Head of Airframe Design and Technical Authority for all Airbus aircraft.

Always leading transnational teams in multiple locations, she also served as Chief Engineer on the Wing High Lift Devices of the A380 in Bremen from First Flight to In-Service (2005-2009) and then contributed to securing First Flight and Type Certification of the A350 XWB aircraft as Head of Major Structural Tests in Hamburg. Also in her scope was the A320 Extended Service Goal Major Tests and A380 full scale Fatigue Major Test.

She started her career on the Italian side of the Eurofighter Consortium, before joining Airbus Operations in Germany in 2002 and setting on her path towards senior management positions.

Grazia Vittadini holds a PhD from the University Politecnico di Milano in Aeronautical Engineering for Aerodynamics (1998).



Emma Deane, Vice President, Commercial & Business Development, dnata Airport Operations

Emma is responsible for the ground handling, contract and commercial relationship management for dnata's airline customers in Dubai. Her team undertakes ground handling contract administration, billing and relationship management.

Emma is also responsible for the management of the non-core handling revenue activities undertaken by marhaba services such as the premium meet and assist, lounges, portage and visa services at Dubai International Airport, Dubai World Central, and Bahrain International Airport.

Emma joined dnata in 2008 in the role of Legal Adviser to dnata Dubai Airport Operations and dnata International. In 2012, Emma joined alpha LSG, dnata's joint venture catering operation with LSG Sky Chefs



Sarah Walker, Partner, King & Spalding LLP

Sarah Walker is a commercial litigator with a wide range of experience in resolving commercial disputes.

Sarah specialises in dispute evaluation and resolution by litigation (High Court, Court of Appeal and House of Lords), arbitration, mediation and negotiation. She also frequently advises her clients on their risk management strategies and procedures and the drafting of contractual mechanisms for dispute resolution.

Sarah's practice focuses on the aviation, defence and aerospace, banking & finance, IT, communication and energy sectors and she regularly advises the firm's clients in these sectors on such matters as large scale project disputes, fraud claims, claims in respect of complex financial instruments as well as other claims for recovery of assets and enforcement of security. Sarah has spent time on secondment at the in-house litigation department of one of the UK's major clearing banks and is familiar with the regulatory, compliance and contentious issues which financial institutions regularly face.



Hot Topics of Risk – Across the Globe Airport Operations

Sarah has also worked on a broad range of arbitration matters, under the auspices of most of the institutional rules, as well as on a number of London based ad-hoc arbitrations. She is admitted as a full member of the Chartered Institute of Arbitrators for a period serving as a committee member for the London Branch of the Chartered Institute. Sarah has been a speaker at conferences for various arbitral institutions, including the Hong Kong International Arbitration Centre (HKIAC), Singapore International Arbitration Centre (SIAC) and the London Court of International Arbitration (LCIA).

Sarah has been cited as an outstanding lawyer by many of the leading global legal directories, commenting:

- Sarah Walker is 'an impressively tough litigator, yet very gracious' — Chambers and Partners 2009
- Sarah Walker has a wealth of litigation arbitration experience. — Chambers and Partners 2010
- Sarah Walker is 'excellent with clients and a fine-all round litigator'. — Chambers UK 2011
- Sarah Walker has 'bags of energy and drive, a real clients' lawyer'. — The UK Legal 500 2012
- Strategic thinker Sarah Walker brings 'boundless enthusiasm' and a 'highly commercial approach to dispute resolution'. She focuses on the aviation, banking and finance and IT sectors. — Chambers and Partners 2012
- Sarah Walker possesses 'legal technical ability and commercial awareness - she gets the balance between those things just right.' — Chambers and Partners 2013
- 'King & Spalding's Sarah Walker is highly rated' — Legal 500 2013
- Sarah Walker 'is particularly experienced in commercial disputes, drawing on her commercial litigation expertise.' - Chambers and Partners 2014

Fetoo Al Zayani, Independent Consultant & Advisor - Insurance & Reinsurance

Fetoo's career spans 34 years in executive management, Underwriting and business development in the regional and international insurance and re- insurance industry. This includes leading roles at regulatory & development authorities in the GCC region.

In 2006, Fetoo was invited by the Qatar government to join the Qatar Financial Centre Authority as a founding member and M.D. in charge of developing the commercial and marketing strategy for the insurance and reinsurance sector at the QFC. In addition to promoting the center in the international market, Fetoo was also instrumental in developing, leading and executing some of the QFCA's major initiatives such as the reinsurance web-based platform 'Qatarlyst' and Qatar Finance & Business Academy (QFBA). She also launched 'Multaq' which became the premier industry event in the region.

From 2003 to 2006, Fetoo was the Head of Business Development for insurance and reinsurance at the Dubai International Financial Centre Authority (DIFCA); where she was also one of the founding team members, responsible for developing the insurance and reinsurance commercial and marketing strategy for the center and played a major role in positioning the DIFC on the international insurance and reinsurance map.

Prior to that, Fetoo spent 22 years in the Arab Insurance Group ("ARIG") where she was managing the largest international aerospace reinsurance portfolio in the MENA region from 1994 to 2002.

In 2009 Fetoo was voted in the top 10 of most influential professionals in the GCC who made an impact on the evolution of the regional insurance and reinsurance market.

In January 2010, Fetoo was presented by international judges with the "Outstanding Contribution" award for driving innovation and promotion of the Gulf insurance market onto the global stage at the Gulf Insurance Review Awards.

Fetoo is currently acting as advisor and board member for some international and regional insurance companies, higher educational establishments, and government authorities. She is also the International Insurance Society's (IIS) Ambassador for Bahrain.



Unlocking our Leadership Potential

Cari Miller, Human Resources Leader Global Sales and Marketing, GE Aviation



Cari Miller is the Human Resources

Leader for the GE Aviation Global Sales and Marketing Team.. Cari first started her career with GE working as a Human Resources Leadership Program intern in 2001 with GE Nuclear in Wilmington, NC. She joined GE Energy in 2002 as a full time HRLP, where she held a Union Relations role in Atlanta, GA. Next, she relocated to Minden, NV where she completed both of her remaining HRLP assignments in an HR integration leadership role and a shop floor supervisor position.

In 2004, she transferred into an HR integration role for the Technology Services Group with GE Aviation in Cincinnati, OH, where she helped build an organization from three different GE businesses and worked to create a new culture and impact organizational change. From there, she took a position in GE Aviation Engineering, where she supported four engineering organizations, driving diversity and talent development. She then moved to Unison-Dayton as the Site HR Leader, where she held HR responsibility for 5 sites and approximately 800 employees, driving new metrics and processes to build better organizational capacity. She then spent 3 years in two different Organization and Talent Development roles, first in the GE Aviation Supply Chain and later, the GE Aviation Systems business before taking on her current position.

Cari graduated from Saginaw Valley State University with a B.A. in Psychology and Management and from Radford University with an M.S. in Industrial Organizational Psychology.

Cari enjoys spending time with her husband, Matt, 6 year old daughter, Kensy and 1 year old, Everly. For fun, they like to travel as a family, and Cari practices interior design on her home and for friends!



Meeting Safety and Security Challenges in Aviation – Today and Tomorrow: Global Aircraft Tracking and Managing Risk in Conflict Zones

Jimena Blumenkron, LL.M., LL.B., Aviation Safety Officer, International Civil Aviation Organization (ICAO)



Jimena Blumenkron worked as a legal clerk in the Supreme Court of Justice of Mexico (2000-04) and as a General Counsel of the Mexican Pilots' Association - Retirement Fund (2004-07), before she obtained her LL.M. in Air & Space Law at McGill (2007-09). She then proceeded to intern at IFALPA (2007-08), then ICAO (2008-09). She has also practiced as an Independent Legal Adviser (2007-11). Jimena joined the ICAO Air Navigation Bureau in 2010 where she remains serving as an Aviation Safety Officer. She is a published author, speaker at international forums, guest lecturer at McGill's Institute of Air and Space Law and President of the McGill Institute of Air and Space Law Association.

Dorothy "Di" Reimold, Head, Global Policy and Procedures, Safety and Flight Operations, International Air Transport Association (IATA)



Di Reimold is the Head of Global Policy and Procedures for Safety and Flight Operations at the International Air Transport Association (IATA). In this role, she is responsible for developing and guiding IATA's policies that influence and support global air traffic management. Di works with key stakeholders from IATA member airlines and other parts of the industry to identify priorities and to ensure that advocacy for critical aviation safety and operational issues is targeted and timely.

Prior to joining IATA in May of 2011 Di was the acting Assistant Administrator for International Aviation at the U.S. Federal Aviation Administration. Di has more than 30 years of executive management experience within the U.S. government and with Fortune 500 companies.

Di holds a Master's degree in Management and Leadership and has studied and served as a guest lecturer at the U.S. Federal Executive Institute in Charlottesville, Virginia. Di is a Board member on both the International Aviation Women's Association and the International Aviation Club.



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TEXTRON



Young Women in Aviation Forum presented by the General Civil Aviation Authority (GCAA)

Amina Ahli, Human Capital Director, General Civil Aviation Authority

UAE GCAA's Human Resources Director, Amina Ahli, has over 15 years of progressive experience augmented by a strong educational background in Human Resources and Business Administration.

She obtained a Master in Management The University of Liverpool in 2015. She also has a Higher Diploma in International Management Cambridge University, United Kingdom, 2009 - 2011, as well as a Bachelor of Science (Computing Information System) Dubai University, UAE, 2000 - 2005.



Dr Nadia received her post-graduate diploma in Aviation Medicine from King's College, University of London, in 2009. In 2013 she received her post-graduate diploma in Occupational Medicine at Manchester University, UK and continued onwards towards her Masters degree in Occupational Medicine which she completed earlier this year. Dr Nadia also serves the General Civil Aviation Authority (GCAA) in the UAE as a member of the standing committee. Additionally, Dr Nadia is also a member of Air Transport Society in USA. Dr Nadia is a keen supporter of women's advancement generally and played a key role in Etihad's celebrations in honour of the inaugural Emirati Women's Celebration Day which took place on 28 August 2015 for Women in Aviation. A regular speaker at international and local conferences and events, Dr Nadia has already earned many achievements and awards in recognition of her work and contribution to Aviation Medicine.

Nahed AlKheily, Vice President, Ancillary Revenue, flydubai

Nahed AlKheily joined flydubai in 2010 and is responsible for the airline's ancillary revenue operations. Nahed began her career with Emirates in December 1994 and held several senior roles with Emirates in Dubai and across their network in South Africa, Iran, Greece and Cyprus. Between 2005 and 2010, Nahed headed Emirates Skywards and Business Rewards Partnerships Programme.



Captain Carol Al Rabadi, A320 TRI, Royal Jordanian Airlines

Captain Carol was born and raised in Jordan by two very Jordanian parents. She graduated from high school in Amman, Jordan and continued her education in the United States graduating with a Bachelor of Science in aeronautical science from Embry Riddle Aeronautical University, Daytona beach, Florida in 1999.



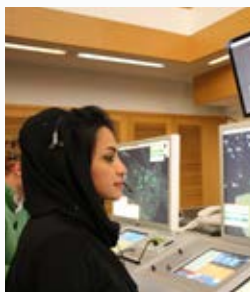
Carol then joined Royal Jordanian, Jordan's national carrier, as a fresh graduate in 1999 and still flies for Royal Jordanian. Carol began her career as a first officer on the A-320, moved on to A-340 operating long haul flights from Amman, Royal Jordanian's hub, to destinations in the United States and the Far East.

Carol successfully completed her upgrade to Captain on the ERJ 175/195, and transferred to the A-320 as Captain a few years ago. She is also a TRI (i.e. simulator and line instructor) and a line check pilot evaluating flights on the line and she has also worked as quality control manager in Royal Jordanian operations.

Captain Carol presented her personal experience as a woman training and working as a pilot as part of the IATA World People Summit in Prague last November and intends to continue motivating young students towards a career in airline operations.

Noufa Al Afeefi, ATC at Sheikh Zayed Center, Abu Dhabi

Noufa Al Afeefi, aged 26 years, is from Abu Dhabi and joined the GCAA in 2007 completing 8 years of service this year. Noufa followed a training programme during her first 3 years of service and graduated to the position of ATCO thereafter. Earlier this year, she obtained her ATC instructor rating in order to become a supervisor.



Noufa has an MSc degree in Air Safety Management from City University, London and has also started her studies in Air Transport Management towards a double-major Masters degree also at City.

Dr. Nadia Bastaki, Vice President Medical Services, Etihad Airways

Dr Nadia Bastaki is an aviation medical specialist and serves as Vice President-Medical & Employee Wellbeing Services at Etihad Airways in Abu Dhabi, UAE. Dr Nadia is the first female UAE national to hold qualifications in Aviation Medicine.



Mona Al Sayegh, Legal Adviser, Emirates Group Legal

Mona joined Emirates in 2005 with a law degree and masters in law from Cardiff University, UK.

Mona qualified as a Solicitor of England and Wales in 2010 and now works primarily on the aircraft finance front.

Mona's (and the rest of the Emirates Group Legal finance team's) work entails mainly the negotiation and preparation of all the finance and regulatory paperwork that enable Emirates' to take delivery of the numerous aircraft that are coming into the ever expanding fleet



Passenger Experience and Innovation

Susanne Reed, Vice President of Communications & Marketing, Thales USA, Inc.

Susanne Reed joins Thales USA as the vice president of communications & marketing, based in the Arlington, VA., headquarters. She is leading Communications and Marketing across the United States for all product and business lines serving the various markets of defense, aerospace, transportation, space and security.

Susanne has acquired strong business acumen credentials over the last two decades while working at several international large scale companies. Thales in the USA and Airbus in France. Susanne's passion is centered around the realization of a marketing impact through strong brand management while fostering internal & external change management within a constantly changing market place. She has been working in several market segments ranging from aerospace, industrial automation, security, transportation and space.

Susanne has a strong international background with long-term work experience residing in several different countries including Germany, the U.S., and France. Susanne has developed her strong leadership and communication skills throughout her various job functions ranging from international sales management, product/industry marketing to more strategic positions in Business Development & Strategy and Corporate Communications.

Susanne grew up in Northern Germany where she undertook her academic education finishing with a master's degree in industrial engineering and a master's degree in business administration. She recently finished an Executive MBA at HEC, Paris, which is the leading MBA School in the world for executive education.



Catherine Baird, Senior Vice President Cabin Crew Training, Emirates Airlines

Catherine has over 25 years of experience in aviation within service delivery and learning and development. She holds a BA in Education commencing her career in education in Melbourne, Australia before moving into aviation with British Airways based in London. Catherine joined British Airways in the era of branding transformation with the launch of products such as Club World. Her career at British Airways included roles within cabin crew, crew training, recruitment and career development and she was involved as a facilitator in a number of cabin service brand and change initiatives such as Mission Atlantic.

In the early 90's the Australian airline Ansett launched their international division and Catherine returned to Australia to head up the cabin crew recruitment and training division. Ansett's international operation was awarded the coveted ITCA Mercury Award for service excellence with the airline's cabin crew cited as exceptional.



Catherine joined the global alliance, Star Alliance as Director of Training & Development based in Germany in 2001. This role consulted across the 15 member (now 28) airlines with a combined employee base of over 405,000, globally working with the heads of learning within the member airlines to drive Star Alliance products and services initiatives to achieve its vision - "To be the leading global airline alliance for the high value international traveller."

In 2003 Catherine moved to the Middle East joining Gulf Air in Bahrain heading up the Learning and Development function. In this role she launched a number of key leadership initiatives including Leadership Development programs for all Gulf Air's Airport Managers globally, Gulf Air's Inflight Leaders, the graduate management program for Bahraini nationals and also partnered with Flight Training on the redesign of Pilot selection for the airline.

In 2005 she moved to Dubai and joined Emirates Airline in her current role as Senior Vice President - Cabin Crew Training. Emirates Airline has a cosmopolitan cabin crew workforce of more than 21,000 comprising over 136 nationalities. With a fleet expansion plan of over 200 wide bodied aircraft (including 120 A380 superjumbo's), the Airline is set to double in crew numbers.

Zuzana Hrnkova, Head of Aircraft Interiors Marketing, Airbus Group

Zuzana Hrnkova has 21 years' experience in aviation business.

After graduating as engineer and private pilot in 1991 from the Air Transport University of Zilina, Slovakia and from the French School of Civil Aviation (ENAC) in Toulouse in 1994, Zuzana joined Airbus in 1994 as a trainee and then as Performance Engineer in the Product Marketing group. In 1998, she moved to the A330/A340 product marketing group where she supported the marketing and entry in service of the A340-500 and A340-600. During this period she discovered a passion for the cabin interior and that remains to the present day.

From 2003 to 2007, Zuzana was Payload Accommodation Manager responsible for explaining Airbus cabin to customers, as well as providing the cabin engineering team with customer and market requirements. She continued her development as Aircraft Interiors Marketing Director from 2007 to 2011 responsible for supporting sales campaigns, as well as supporting Cabin interiors developments and working on market strategy.

Her last assignment in Airbus was Head of Aircraft Interiors Marketing since 2011. She was responsible for leading the Aircraft Interiors Marketing team, covering all current and future Airbus cabins. One of her main tasks was to guide new cabin product developments in order to ensure that cabin design fulfills all passengers' and airlines' expectations.

Since 1st September 2015, Zuzana is appointed as Head of Marketing in ATR, leading the team responsible for Market Strategy, Airline Marketing and Product Development.



Passenger Experience and Innovation

Ailsa Pollard, Senior Vice President, dnata Travel (Consumer) ME&I



Leading the Consumer businesses of dnata Travel in the region, Ailsa is responsible for the continued growth of dnata's travel retail network, and ecommerce and mobile channels, as well as overseeing Emirates Holidays globally.

Ailsa joined the leadership team in 2009. She was involved in the acquisitions of and is on the Board of Directors for Travel Republic, acquired by dnata in 2011, Gold Medal and Stella Travel Services, both acquired in 2014.

Prior to joining the Emirates Group in 2009, Ailsa's previous roles included COO of Leisurecorp, and Director of the Real Estate and Hospitality advisory group at PricewaterhouseCoopers in the Middle East. She started her career as a strategic consultant with Accenture (Andersen Consulting), and also worked in Sainsbury's investment division (a FTSE 100 retail group). She has an Executive MBA from London Business School, and holds a Diploma in Company Direction from the Institute of Directors in the UK.

Helen Woodrow, Vice President Research, Dubai Airports



Helen is currently VP-Research for Dubai Airports, the operator of the world's busiest airport by international passenger numbers Dubai International. Her diverse remit encompasses capacity planning and customer experience strategy for both Dubai International and Al Maktoum International Airports.



On Our 90th Anniversary Pratt & Whitney Salutes IAWA's 27th Annual Conference.

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Women in the Middle East - Where do we go from here?

Naz Nizari, SVP EmQuest, Emirates

As Senior Vice President of EmQuest, a division of the Emirates Group, Naz Nizari is responsible for managing the distribution of Sabre in UAE and Africa.

Naz's career has been an exciting blend of developing, introducing and finally marketing systems that have helped to place the Emirates Groups of companies - all award-winners in their fields - at the leading edge of information technology.

Graduated in computer sciences from the University of Central London. Naz moved to Dubai with her husband. In 1978, she joined the information technology department of DNATA. In those days DNATA was a large travel agency and a growing airport handler.

In the next few years she contributed to DNATA's rapid growth with the introduction of systems for airport ground services, personnel/payroll, financial accounting, cargo handling and multi access reservations system in travel agencies.

After the launch of Emirates in 1985, Naz was involved in the installation of EMIR, the airline's, reservations system, plus its accounting and engineering systems.

In 1988 came a career change of direction when Naz moved away from systems development and into marketing, heading up the IT department's marketing unit. She was immediately plunged into the evaluation exercise along with all Arab member airlines of AACO (Arab Air Carriers Organisation) which led to their selection of GDS system at that time. The Gulf region for which Naz was responsible for the distribution of Galileo to travel agencies and their cutover to the CRS was the first in the Middle East to migrate agents, which now, a few 17 years later, have migrated again to the current GDS, Sabre.

Her portfolio has now expanded to Senior Vice President of EmQuest. Part of Naz's success lies in the development of highly responsive support services with dedicated on site, custom, and classroom training, as well as helpdesk support during and after migration.

The challenges and rewards may change and become more difficult, however, Naz continues to face them with confidence and courage as she gracefully continues to move forward.



UK based clients. Carol's thesis topic is "Private Human Space Flight - the need for a new liability convention" and will be completed this year.

Read law, French and German at Keele University (England) spending a year studying in Amiens, France and Frankfurt am Main, Germany as part of the ERASMUS programme graduating with Honours in 1993. Former Royal Naval Reservist passing out from HMS Raleigh with the Commodore's Prize in November 1996 before spending 5 years living and working in Geneva, Switzerland.

Qualified solicitor (England and Wales), admitted 1 August 2006 and CEDR accredited mediator (January 2010), elected Member of RAeS (October 2010), current member of RAeS Air Law Group Committee (London) and founding Chair of RAeS Air Law Group - Middle East (Dubai, UAE). Carol also serves on the board of directors of the International Aviation Women's Association (IAWA) and recently joined the International Institute of Space Law (IISL).

Since 2007, Carol has lived in Dubai with her husband and spends her free time training for triathlons, sprint and Olympic distance, and traveling.

Her Excellency, Dr. Shaikha Al Maskari, Board of Directors, Arab International Women's Foundation (AIWF)

Her Excellency Dr. Shaikha Al Maskari started her career with ADNOC Group and in 1989 she joined her family petroleum company, Tricon Energy Operations. Under her leadership, Tricon evolved into a conglomerate comprised of multinational firms and government-linked companies. In 2008, HE Dr. Shaikha established Al Maskari Holding (AMH), the privately owned holding company of the Al Maskari portfolio that controls the family's operating subsidiaries, joint venture companies, strategic partnerships, and private equity.

For corporate social responsibility, HE Dr. Shaikha founded the Global Institute of Justice & Technology and the Global Paramedic & Rescue Academy. Both have trained hundreds of UAE Ministry of Interior personnel in advanced police sciences, security, and emergency medical services and have won numerous awards. In 1993, she set up her family charity, United Mercy Foundation (presently operated underneath her family foundation), which sponsors orphans and orphanages, provides food, medical and emergency relief especially in crisis zones, in the Middle East, Africa, and Asia. In 2003 she co-founded the Diyarbakir Microcredit Project in Turkey, which has since successfully launched over 70,000 entrepreneurs.

HE Dr. Shaikha was recognized by *Forbes Middle East* in their 2015 list of 100 Most Powerful Arab Business Women. She has been conferred the WWLCA: "Women Leadership Achievement Award 2015"; by the Australian Trade Minister in 2015: for "Making outstanding contribution to enhancing Australia-UAE relations"; by Arab Woman Awards: "Emirati Businesswoman of the Year 2014"; by Global Thinkers Forum: "Excellence In Business 2014"; by Petroleum Institute and Kuwait University: "For contribution in Offshore Engineering"; by Am/Cham Abu Dhabi: Falcon Award 2013 for promoting UAE-USA trade relations, by Am/Cham MENA: Best Woman Entrepreneur



Carol Anderson, MRaES, Vice President, International Aviation Womens Association (IAWA)

For more than 15 years Carol has worked in the aviation legal sector advising airlines and their insurers on a range of airline specific liability, regulatory and non-contentious matters both in-house at IATA (paralegal), British Airways plc (seconded) and Emirates (legal counsel) as well as in private practice with DLA Piper and Gates and Partners. Carol is currently finalising her advanced LLM in Air and Space Law at the International Institute of Air and Space Law, Leiden University in the Netherlands alongside consultancy assignments to Dubai Aerospace Enterprise, flydubai and



Women in the Middle East - Where do we go from here?

2012; by TIAW World of Difference Award 2012: "For outstanding contribution to the economic empowerment of women", and honored by United States CAPSTONE Military Program for her services in bilateral relations.

HE Dr. Shaikha is Chairperson of Al Maskari Holding (AMH), Emirates & Al Maskari Holdings, Tricon Energy Operations, Singex Global (ME) Pte Ltd, Johnson Controls and Global Communications GmbH (JCGC), and Global Communication Recruitment Services (GCRS). Board memberships include GR Vision Pte Ltd and Property Facilities Services Pte Ltd.

HE Dr. Shaikha also serves on several Boards of non-profit organizations; she is a Board Member of Arab International Women's Forum (AIWF), a Board member of Women For Sustainable Growth (W4SG), a member of the International High Advisory Board of International Cooperation Platform (ICP), and Advisory Board member of Abu Dhabi Music & Arts Foundation (ADMAF) and Emirati-Swiss Friendship Forum.

Her Excellency Dr. Shaikha Al Maskari earned her BA at the University of London, MA and PhD (Geology) at Indiana University, and trained in geophysics with the US Geological Survey.

Mervat Sultan, President, Women in Aviation - UAE Chapter

Ms. Sultan is one of the first women in the Arab World to obtain a FAA GCAA flight dispatch license. She co-founded RamJet Aviation Support, a haute couture aviation support company providing flight support services, in 2001. She has since then successfully handled numerous flights world-wide. Also she co-founded and President for Women In Aviation Middle East Chapter, Women in Aviation, seeks to be the premier gateway for women in the Middle East to achieving lucrative careers and educational opportunities in the aviation and the aerospace industry. Women in Aviation also aims to be a platform to bring successful women who have made their mark in the aviation industry to mentor and be a source of inspiration for women aspiring to be a part of the growing aviation sector. While she's not working Ms. Sultan is passionate about flying and perfecting her flying skills.



GE is a proud supporter of the International Aviation Womens Association and their continued mission of promoting the advancement of women in the aviation and aerospace industry.

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Diamond



The Boeing Company — Boeing is the world's leading aerospace company and the largest manufacturer of commercial jetliners and military aircraft combined. Additionally, Boeing designs and manufactures rotorcraft, electronic and defense systems, missiles, satellites, launch vehicles and advanced information and communication systems. As a major service provider to NASA, Boeing operates the Space Shuttle and International Space Station. The company also provides numerous military and commercial airline support services. Boeing has customers in more than 90 countries around the world and is one of the largest U.S. exporters in terms of sales.

Platinum



Airbus — Airbus is the leading aircraft manufacturer offering the most modern and efficient passenger aircraft family on the more than 100-seat market. Airbus champions innovative technologies and offers some of the world's most fuel efficient and quiet aircraft. Its military division, Airbus Military, is the global leader for military transport, tanker and surveillance airlifters ranging from three to 45 tonnes of payload.

Over the last 40 years, customer focus, commercial know-how, technological leadership and manufacturing efficiency have propelled Airbus to the forefront of the industry. Airbus today consistently captures about half of all commercial airliner orders.

Airbus has sold over 13,000 aircraft to more than 500 customers/operators and has delivered over 7,800 aircraft since it first entered service in 1974. Dedicated to assisting airlines enhance the profitability of their fleets, Airbus also delivers a wide range of customer services in all areas of support, tailored to the needs of individual operators all over the world.

Headquartered in Toulouse, France, Airbus is a truly global enterprise of some 59,000 employees, with fully-owned subsidiaries in the United States, China, Japan and in the Middle East, spare parts centres in Hamburg, Frankfurt, Washington, Beijing, Dubai and Singapore.

As an industry leader, Airbus strives to be a truly eco-efficient enterprise. Airbus seeks to ensure that air transport continues to be an eco-efficient means of transport, delivering economic value while minimizing its environmental impact.

Airbus is an EADS company.





FedEx Express — FedEx Express invented express distribution and remains the industry's global leader, providing rapid, reliable, time-definite delivery to more than 220 countries and territories, connecting markets that comprise more than 90 percent of the world's gross domestic product within one to three business days. Unmatched air route authorities and transportation infrastructure, combined with leading-edge information technologies, make FedEx Express the world's largest express transportation company, providing fast and reliable services for more than 3.6 million shipments each business day.



GE Aviation — GE Aviation, an operating unit of GE (NYSE: GE), is a leading provider of jet and turboprop engines, components and integrated systems for commercial, military, business and general aviation aircraft and has a global service network to support these offerings. Headquartered in Cincinnati, Ohio (USA), GE Aviation employs more than 40,000 people and operates manufacturing, overhaul, and repair facilities worldwide. GE Aviation's technological excellence, supported by continuing substantial investments in research and development, has been the foundation of growth, and helps to ensure quality products for customers. About 30,000 jet engines from GE and its partner companies (CFM International and The Engine Alliance) are in airline service. An aircraft powered by GE or CFM engines takes flight every 2 seconds.

GE Capital Aviation Services (GECAS) — GE Capital Aviation Services (GECAS) is a world leader in aviation leasing and financing. With over 45 years of experience, GECAS offers a wide range of aircraft types including narrow-bodies, wide-bodies, regional jets, turboprops, freighters and helicopters, plus multiple financing products and services including operating leases, purchase/leasebacks, secured debt financing, capital markets, engine leasing, airframe parts management and airport/airline consulting. GECAS owns or services a fleet of over 2,150 aircraft (~1,840 fixed wing/ ~310 rotary wing) in operation or on order, plus provides loans collateralized on an additional ~400 aircraft. GECAS serves over 270 customers in over 75 countries from a network of 26 offices.



Textron Inc. — Textron Inc. is a multi-industry company that leverages its global network of aircraft, defense, industrial and finance businesses to provide customers with innovative solutions and services. Textron is known around the world for its powerful brands such as Bell Helicopter, Cessna, Beechcraft, Hawker, Jacobsen, Kautex, Lycoming, E-Z-GO, Greenlee, Textron Systems, and TRU Simulation + Training.



Emerald



Pratt & Whitney
A United Technologies Company

Pratt & Whitney — Pratt & Whitney provides dependable power to more than 11,000 customers around the world.

Founded 90 years ago, the company's first aircraft engine transformed the aviation industry and Pratt & Whitney has been leading change ever since.

Today, Pratt & Whitney develops game-changing technologies for the future, such as the PurePower® engine, with patented Geared Turbofan™ (GTF) engine technology. Pratt & Whitney has invested more than \$10 billion and 20 years in perfecting the GTF engine and it's paying off. The PurePower engine family has about 7,000 orders and commitments, including options, for five different aircraft platforms: the Mitsubishi MRJ, Airbus A320neo, Bombardier CSeries, Embraer E-Jets E2, and Irkut MC-21.

Pratt & Whitney's large commercial engines power more than 25 percent of the world's mainline passenger fleet. This includes the V2500 engine, which powers 190 airlines and lessors from 70 countries and has accumulated over 125 million flight hours.

Pratt & Whitney has built a long and distinguished record of providing top-of-the-line military engines to 27 armed forces around the world, including the F135 engine for the F-35 Lightning II. More than 7,000 of our engines power front line fighters, such as the F-15 Eagle, F-16 Fighting Falcon, and F-22 Raptor, as well as the C-17 Globemaster III military transport and Boeing's KC-46 Tanker.

Pratt & Whitney Canada powers the largest fleet of business and regional aircraft and helicopters - 50,000 engines in service by more than 10,000 operators in 200 countries.

Gold

dnata

dnata — dnata is one of the world's largest air services providers. Established in 1959, the company ensures the aviation industry operates smoothly and efficiently in 78 airports. Offering ground handling, cargo, travel, and flight catering services in 75 countries across five continents, dnata is a trusted partner for over 380 airline customers around the world. Each day, the company handles over 810 flights, carries over 5,500 tonnes of cargo, assists over 222,000 passengers, books over 19,000 hotel stays, and uplifts over 320,000 meals.

UNITED



United Airlines — United Airlines and United Express operate an average of nearly 5,000 flights a day to 362 airports across six continents. In 2014, United and United Express operated nearly two million flights carrying 138 million customers. United is proud to have the world's most comprehensive route network, including U.S. mainland hubs in Chicago, Denver, Houston, Los Angeles, New York/Newark, San Francisco and Washington, D.C. United operates nearly 700 mainline aircraft, and this year, the airline anticipates taking delivery of 34 new Boeing aircraft, including the 787-9 and the 737-900ER. United is also welcoming 49 new Embraer E175 aircraft to United Express. The airline is a founding member of Star Alliance, which provides service to 192 countries via 28 member airlines. More than 84,000 United employees reside in every U.S. state and in countries around the world. For more information, visit united.com, follow @United on Twitter or connect on Facebook. The common stock of United's parent, United Continental Holdings, Inc., is traded on the NYSE under the symbol UAL.



Clyde & Co International —

Consistently recognized as the world's premier aviation law firm.

CLYDE & CO

We are best known for our handling of major aviation losses and multi-jurisdictional claims but our lawyers also have a wealth of experience handling day to day claims globally. The strength and depth of our aviation practice allows us to handle disputes of all sizes and complexity wherever they may arise. We are experienced in all types of aviation related work, whether in the context of fleet programs, high-value disputes, corporate transactions, commercial contracts, development of aviation infrastructure or major casualties. With industry know-how stretching across the entire sector, we are often at the forefront of developments in aviation law. We offer our clients an unrivaled capability in handling aviation claims. With our global network of offices and legal correspondents, we are able to respond quickly across time-zones no matter where and when an accident occurs or a claim is made. We have extensive experience of advising on a wide range of aviation, space, insurance and reinsurance issues, and resolving disputes in the UK and worldwide.

Condon & Forsyth LLP —

Founded in 1935, Condon & Forsyth LLP is internationally recognized for its expertise in aviation, complex tort, product liability, insurance and commercial litigation. With more than forty attorneys in our New York and Los Angeles offices, we are the oldest and largest specialist aviation law firm in the United States with a varied practice that includes mass tort, insurance, class actions and regulatory matters. Our partners are some of the world's leading experts in the field of aviation law and many have been honorably recognized in international publications such as The International Who's Who of Business Lawyers and Chambers USA. The Legal 500 described the firm as having a "top-notch" team and "a longstanding reputation as a 'go-to firm' for airline defense work."

CONDON / FORSYTH

We represent clients from all over the world on matters arising both within the United States and abroad. We have successfully handled virtually every conceivable legal issue for manufacturers, airlines, and their insurers and have established many of the landmark legal precedents in aviation law, particularly relating to the Warsaw and Montreal Conventions.

Freshfields Bruckhaus Deringer



Freshfields Bruckhaus Deringer

— Freshfields Bruckhaus Deringer LLP is a global law firm with a long-standing track record of successfully supporting the world's leading national and multinational corporations, financial institutions and governments on ground-breaking and business-critical mandates.

Our 2,500-plus lawyers deliver results worldwide through our 27 offices, located in 15 countries, and alongside leading local firms. Our commitment, local and multinational experience and business know-how mean our clients rely on us when it matters most.

Katten Muchin Rosenman LLP —

Katten's award-winning aviation practice serves lessors, manufacturers, financial institutions, airlines, and repair facilities in a wide range of matters, with lender and manufacturer financing and leasing of new and used aircraft, engines and related equipment forming the core of our practice. We regularly represent clients in cross-border transactions, bankruptcy-related matters, and FAA and DOT regulatory compliance. We also represent a wide variety of US and international operators of corporate aircraft in all types of aviation transactions, including purchases, sales and leases, as well as financing and structuring of aviation operations. In addition to assisting with the commercial, legal and tax issues that typically arise in financial transactions in the aviation industry, our attorneys develop innovative structures involving true leases, loan securitization, enhanced equipment trust certificates, pooled aircraft securitizations, asset preservation, credit enhancement and residual value support.

Katten

Katten Muchin Rosenman LLP

Katten has been named to Working Mother's 100 Best Companies list for the past seven years and among the Working Mother and Flex-Time Lawyers "50 Best Law Firms for Women" for the past six years. In addition, Katten has been repeatedly named one of the Top 100 Law Firms for Women by MultiCultural Law magazine.

King & Spalding —

KING & SPALDING

King & Spalding has a team of specialists that have the technical expertise to handle the complexities that are inherent to the aviation and aerospace industry. The team offers substantial expertise in transactional, regulatory and litigation matters affecting their operations.

We have represented the entire spectrum of the aviation and aerospace industry. Among our clients are many of the world's largest companies in the industry, including aircraft, engine and component manufacturers; top cities and airports; major air and cargo carriers; international banks; the world's leading provider of IT business solutions and communication services to the air transport industry; and leasing companies and brokers.

Our aviation & aerospace practice is global in scope with core teams located in Europe, the U.S., the Middle East and Asia. King & Spalding provides many benefits to our aerospace and aviation clients, including a thorough knowledge of the industry; proactive advice on business and legal developments; thought leadership on product ownership, acquisition, development and promotion; understanding of market-leading structures for licensing, joint ventures and other collaborative arrangements; and lawyers who understand the complexities and pitfalls surrounding litigation in the aviation industry across the globe.

The aviation & aerospace practice in the Middle East has over 30 years' experience and is one of very few law firms that are specialists in advising on US Dollar denominated Sukuk issuances by Middle Eastern and sub-continent airlines utilising innovative Shariah compliant structures. The practice in the Middle East has handled a number of privatizations of portions of Saudi Arabian Airlines and represented the winning bidder in the privatization of the cargo and then the catering divisions of Saudia Arabia.



Silver

McAfee & Taft —

Located just miles from the Federal Aviation Administration Aeronautical Center in Oklahoma

City, the law firm of McAfee & Taft has distinguished itself in the field of aviation law as having one of the largest and most experienced FAA aviation groups in the United States.

Recognized as experts in the field, many of the aviation lawyers are featured speakers at regional, national and international aviation conferences on a variety of topics related to aircraft title, finance and regulatory law and related matters, including the Cape Town Convention.



Our Aviation Group actively represents local, national and international clients—from individuals to leaders in industry—on a wide spectrum of aviation matters, including the documentation of aircraft transactions, aircraft title and registration matters, escrow closings, closing and post-recording opinions, and aircraft title insurance.

The firm also has significant experience in assisting a wide variety of clients in the fastest-growing area of practice in the industry—fractional ownership of aircraft. McAfee & Taft attorneys are skilled at balancing tax, securities and FAA regulatory considerations in dealing with fractional programs, time-sharing arrangements, joint ownerships, interchange agreements and operational issues as a way to help clients better utilize their aircraft.

Bronze

Borden Ladner Gervais —

As one of Canada's largest law firms, Borden Ladner Gervais (BLG), has one of Canada's largest and most pre-eminent Aviation Groups with significant depth and range of resources on a national basis. BLG's Aviation Group can provide you with the information and advice you need to fully understand the legal and regulatory aspects of the Canadian aviation industry as they relate to your business.

Our aviation lawyers have expertise and experience advising with respect to a range of aviation-specific legal matters including:

- All forms of litigation involving airlines, general aviation, aerospace products, airports and ground handlers
- All matters relating to aviation insurance
- Airline bankruptcy, insolvency and restructuring proceedings
- Regulatory matters and managing relationships with Transport Canada and the Canadian Transportation Agency

We regularly act for owners, operators, lessors/lessees, manufacturers, and suppliers of aircraft and the full range of aviation products including engines; aircraft maintenance and ground handling service providers; satellite operators; airports; and the insurers, insurance brokers, and lenders for all such entities.

BLG's experience covers the gamut in the aviation industry; from representation of some of the world's largest airlines and aviation insurers, to the representation of small operators and private pilots. We deal on a regular basis with Transport Canada, the Canadian Transportation Agency and the Transportation Safety Board, and have developed strong relationships with those agencies. We know the industry. We know the players. We can quickly develop an understanding of our clients' businesses and tailor practical legal solutions to help solve any problem and navigate through any crisis.

Also, to anticipate your needs in all aspects of the law, members of BLG's Aviation Group work closely with our lawyers in other



specialized areas, including tax, mergers and acquisitions, banking, capital markets, competition, insurance, employment and litigation. Our national team of legal professionals can help you to handle complex commercial transactions, such as financing and leasing of aircraft and aircraft engines to Canadian airlines, including novation of existing leases and, sale and leasebacks. Dispute resolution assistance for union-related issues and contracts are also available.

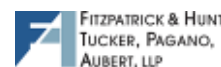
Dentons US LLP —

Dentons is a global law firm driven to provide clients a competitive edge in an increasingly complex and interconnected world. A top 20 firm on the Acritas 2013 Global Elite Brand Index, Dentons is committed to challenging the status quo in delivering consistent and uncompromising quality in new and inventive ways. Dentons was formed by the combination of international law firm Salans LLP, Canadian law firm Fraser Milner Casgrain LLP (FMC) and international law firm SNR Denton. Dentons' clients now benefit from approximately 2,600 lawyers and professionals in more than 75 locations spanning 50-plus countries across Africa, Asia Pacific, Canada, Central Asia, Europe, the Middle East, Russia and the CIS, the UK and the US. The firm serves the local, regional and global needs of a broad spectrum of clients, including private and public corporations; governments and government agencies; small businesses and startups; entrepreneurs; and individuals.



Fitzpatrick & Hunt, Tucker, Pagano, Aubert, LLP —

Fitzpatrick & Hunt is dedicated to the effective, efficient defense of a wide variety of aviation and space litigation, specializing in product and service liability defense, as well as claims prevention. The Firm provides advisory consultation through customized loss prevention seminars and operations audits to




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worldwide insurance markets, product manufacturers, and service providers. With our decades of combined aviation legal and technical experience, our Firm has the experience, depth and agility to efficiently defend our clients in forums throughout the United States and around the world.


GEE — Inspiring Inflight Innovation —

Global Eagle Entertainment Inc. (Nasdaq: ENT)  is a worldwide provider of aircraft connectivity systems, operations solutions and media content to the travel industry. Through the industry's most comprehensive product and services platform, Global Eagle Entertainment provides airlines with a wide range of in-flight solutions. These include Wi-Fi, movies, television, music, interactive software, as well as portable IFE solutions, content management services, e-commerce solutions and original content development. Serving more than 200 airlines worldwide, Global Eagle Entertainment delivers exceptional quality and value to its customers to help them achieve their passenger experience objectives. The company's headquarters are located in Los Angeles, California, with offices and teams located in North America, Asia, the Middle East, Europe, Africa, Oceania and South America.


Holman Fenwick Willan —

Holman Fenwick Willan (HFW) is an  international law firm with a team of 425 lawyers. The firm has presence in Asia, Europe, Latin America and the Middle East through 13 offices, and specializes in all aspects of international commerce. HFW has a pre-eminent global specialist aviation and aerospace practice, acting for organisations throughout the industry. Our areas of aviation expertise includes aviation liability and insurance; transactional and commercial; competition, EU and regulatory; and dispute resolution.


Jackson Walker L.L.P. —

For more than 60 years, Jackson Walker has maintained a substantial practice in aviation law, representing aviation insurers, major airlines with cargo operations, business and general aviation clients, airports, and manufacturers of aircraft, aircraft engines, and component parts. Jackson Walker efficiently handles all forms of aviation-related products liability and contract litigation, including commercial, private, and military accidents, both in the United States and abroad, and additionally represents aviation industry clients in FAA and other regulatory matters. The firm's Aviation practice group is staffed by attorneys and support personnel with substantial aviation experience, including attorneys with experience as air carrier and general aviation pilots. The Aviation group also publishes the *JW Aviation Flyer*, a newsletter dedicated to informing the aviation community about developments in aviation law in Texas and the Southwest. To read more about Jackson Walker's Aviation group, learn about our attorneys, and view newsletters and publications, visit our website. 

Marsh — Marsh is a global leader in insurance broking and risk management.  Marsh helps clients succeed by defining, designing, and delivering innovative industry-specific solutions that help them effectively manage risk. Marsh's approximately 27,000 colleagues work together to serve clients in more than 130 countries. Marsh is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), a global professional services firm offering clients advice and solutions in the areas of risk, strategy, and people. With 57,000 colleagues worldwide and annual revenue exceeding US\$13 billion, Marsh & McLennan Companies is also the parent company of Guy Carpenter, a leader in providing risk and reinsurance intermediary services; Mercer, a leader in talent, health, retirement, and investment consulting; and Oliver Wyman, a leader in management consulting.

NBAA — Founded in 1947 and based in Washington, DC, the National Business Aviation Association (NBAA) is the leading organization for companies that rely on general aviation aircraft to help make their businesses more efficient, productive and successful. The Association represents more than 10,000 companies and provides more than 100 products and services to the business aviation community, including the NBAA Business Aviation Convention & Exhibition, the world's largest civil aviation trade show. 

Pillsbury Winthrop Shaw Pittman —

With decades of experience, Pillsbury's Aviation lawyers advise airlines, airports, aerospace manufacturers, travel distribution clients and corporate entities on complex aviation-related regulatory matters, including administrative adjudication, rulemakings, legislation, enforcement, air service negotiations, antitrust, environmental, export licensing, immigration, customs and tax matters, as well as airline safety, regulatory and aircraft certification matters, accident investigations, and employment matters. We also represent clients, on all continents, in connection with finance matters, including international and U.S. loans, leases, leveraged leases, receivables financings, capital markets securitization and progress payment facilities for new and used aircraft, engines and parts. Our team has the depth of experience to handle all aspects of aircraft hull, liability, war risk and political risk insurance. Few firms have greater experience in aircraft repossession/deregistration insurance, which has served as a commercial substitute for export credit agency guarantees. 

We also act as general counsel to established U.S. and international airlines and to newer carriers in Eastern Europe, South America and Asia. Our lawyers in Washington, DC, New York, London, San Francisco, Houston, Los Angeles and Tokyo are linked by advanced communications technology to offer comprehensive services to the international aviation industry.

Pillsbury's work in the field led the prestigious *Chambers USA Guide* to name us one of the leading aviation regulatory and aviation finance firms in the United States. In addition, six of our Aviation lawyers are cited in *Chambers* as national leaders in the area of aviation regulatory and finance. We are also one of the leading trade finance law firms, based in our large part on our representation of lenders



Bronze

and borrowers in Export Import Bank guaranteed financings of U.S. manufactured aircraft. Chambers also notes, "This well-established aviation regulatory group fields a number of 'experienced, expert lawyers who offer high-quality advice.'"

Pillsbury was among the first major law firms to promote women to partner and was the first AmLaw 100 firm to elect a woman as chair. Pillsbury has appeared on *Working Mother* magazine's list of 100 Best Companies for the past eight years, including one year as the only law firm ever named among the Top 10 companies. Efforts to advance women have earned us outside recognition. The National Association of Female Executives included Pillsbury on its "Top Companies for Executive Women," and the Women in Law Empowerment Forum has repeatedly certified Pillsbury as a gold-standard firm.

Willis Aerospace — Willis Group Holdings plc is a leading global risk



advisor, insurance and reinsurance broker. With roots dating to 1828, Willis operates today on every continent with more than 18,000 employees in over 400 offices. Willis offers its clients superior expertise, teamwork, innovation and market-leading products and professional services in risk management and transfer. Our experts rank among the world's leading authorities on analytics, modelling and mitigation strategies at the intersection of global commerce and extreme events. Find more information at our website, www.Willis.com, our leadership journal, *Resilience*, or our up-to-the-minute blog on breaking news, *WillisWire*. Across geographies, industries and specialisms, Willis provides its local and multinational clients with resilience for a risky world.

Patron

Airlines For America (A4A) — A4A advocates on behalf of our members to shape crucial policies and measures that promote safety, security and a healthy airline industry. We work collaboratively with airlines, labor, Congress and the Administration to improve air travel for everyone. Annually, commercial aviation helps drive nearly \$1.5 trillion in U.S. economic activity and more than 11 million U.S. jobs. Our member carriers and their affiliates transport more than 90 percent of all U.S. airline passenger and cargo traffic, and support the integral role the nation's airlines play in connecting people and goods globally, spur the nation's economic growth and create more high-paying jobs.



A4A also advocates for a National Airline Policy that would enable a strong, healthy and globally competitive U.S. airline industry which is vital for America.

Aviabel — Located in the heart of Europe with offices in Brussels and Amsterdam, Aviabel offers highly professional insurance answers for an aviation world in motion.



As a well-established and respected market player, we are fully dedicated to all lines of insurance for aviation and related risks. We are committed to providing specific and tailor-made insurance solutions for aviation clients which include pilots, manufacturers, airports, airlines, maintenance suppliers and other aircraft operators. Aviabel's financial strength enables it to provide first class security to clients throughout the aviation industry, by means of direct insurance, coinsurance and reinsurance worldwide.

Staffed by a team of aviation insurance and reinsurance experts, our priority is to offer proficient quality service and to immediately fulfill customer and producer expectations.

Clifford Chance — One of the world's pre-eminent law firms with significant depth and range of resources. Clifford Chance was named Law Firm of the Year 2012 by 3 major industry journals: *AirFinance Journal*, *Airline Economic and Global Transport Finance*. The Global Asset Finance group specializes in all areas of leasing and financing involving assets and infrastructure. We are an integrated part of the firm's market-leading Finance practice and work closely with our projects, securitisation, capital markets, tax, insolvency and regulatory groups.



We have core teams located in London, New York, Frankfurt, Hong Kong, Singapore and Tokyo with lawyers in the rest of Europe, the Middle East and Asia who are experienced in cross-border and domestic asset finance work. By bringing together specialist product and industry knowledge, we are perfectly placed to advise on the most complex transactions across the globe. Key industries and sectors include aircraft, rail, structured products, PFI/PPP, infrastructure, defence, shipping and film finance. The team is part of the Firm's Transport & Logistics group. With full service capabilities, we are ideally placed to advise clients from the development of an acquisition or financing structure, drafting of a term sheet, negotiations with transaction parties, documentation through to execution and post-closing matters. We are frequently involved in complex, large volume cross-border financings and restructurings, often within a tight timetable.



Ellyn Slow Consulting — Ellyn Slow Consulting, LLC specializes in aviation risk management



focusing on analyzing and reviewing insurance policies, contracts and emergency response plans. Ellyn has 32 years of experience in the general aviation industry and is a recognized leader for creating the first Hull and Liability Insurance Policy for fractional ownership and the most comprehensive Global Emergency Response Plan for NetJets, Inc. Both of Ellyn's innovative programs became the approved models for the entire general aviation industry. As President of Ellyn Slow Consulting, Ellyn currently advises private business aviation companies in mitigating their risks.

Gordon & Rees Scully Mansukhani —



The fastest-growing firm in the country, Gordon & Rees is a national litigation and business transactional firm with more than 650 lawyers in 35 offices in 22 states. Gordon & Rees is currently the 71st largest law firm in the United States, and ranks No. 21 on the American Lawyer's Diversity Scorecard. Gordon & Rees has been recognized on the "BTI Client Service A-Team" survey in each of the past three years and has been honored as a 2014 "Go-To Law Firm" for Fortune 500 companies. Gordon & Rees was selected for Corporate Counsel magazine's 2014 "Who Represents America's Biggest Companies" list

Kirstein & Young, PLLC — The law firm of Kirstein & Young PLLC, based in



Washington, D.C., offers unique and widely recognized expertise with a particular emphasis on the aviation industry and a focus on federal regulatory and administrative law, antitrust, litigation and Congressional issues.

The firm's regulatory practice specializes primarily on the Department of Transportation and FAA, specifically, licensing of foreign and domestic airlines, competition issues, airport access, enforcement, compliance with consumer protection regulation, flight operations, hazardous materials, slot allocation and safety and security regulation. It also handles related commercial agreements such as aircraft leasing transactions, charter contracts and ground service arrangements. The firm often represents clients on matters before the Departments of State and Homeland Security (including the TSA), as well as the Departments of Commerce and Treasury.

Other areas of expertise include shipping, trucking, rail, international privacy law and biometrics, and food/product safety in the global marketplace.

Managing and Founding Partner Joanne W. Young has over 35 years' experience in industry legal practice and has been elected President of the International Aviation Women's Association, the Washington Foreign Law Society, the Women's Bar Association of the District of Columbia and the International Aviation Club.

The firm has published the Washington Aviation Summary, an executive review of key industry developments, each month since 1984.

Perkins Coie — Perkins Coie has a history



of partnering with our clients to build great companies for more than 100 years. We have had the privilege of representing industry-leading clients like Amazon.com, Microsoft, Boeing, Intel, Google, Starbucks and Honeywell, to name a few. As a firm, we are committed to ensuring each company we serve receives superior client service and excellence in legal expertise. We also strive to provide seamless, end-to-end solutions for our clients by drawing upon our extensive resources in a wide range of practice areas. Our extensive experience advising clients on the full range of legal matters that impact businesses enables us to maximize efficiency and increase value by streamlining delivery time to reduce client costs.

Urwantschky Dangel Borst — The law



firm Urwantschky Dangel Borst — Attorneys at Law — acts for clients nationally and internationally and has offices in Neu-Ulm and Ulm.

We are active in specialist fields of law and we attach great importance to comprehensive and personal support of our clients. We act for our clients both in litigation and out of court. Experience, expertise and commitment are necessary prerequisites with which we successfully counsel and represent our clients.

We have very good professional and personal contacts to other law firms worldwide as well as to tax advisors, authorities, institutions and experts.

In the international field, we are active in commercial law, aviation law and Chinese law. Our clients profit from our comprehensive knowledge, our 50 years' experience in the international legal business as well as from our close cooperation with law firms all over the world.

Since 1955, we have been active in the field of German and international aviation law.

We consult and represent German and foreign air carriers and their insurers and reinsurers in all fields of aviation law and we have acted on almost all major air crash disasters involving Germany and/or German nationals.

Our aviation law team advise on all aspects of national and international aviation liability cases, including legal matters arising out of air crashes, injuries onboard air crafts, passenger claims, damage and loss of cargo and damage to aircraft. Moreover, we also deal with regulatory and financing matters and advise on product liability claims and airport and ground handling issues

We also assist our clients in reviewing and designing contracts. For instance, we are involved in the negotiation and drafting of air transport agreements and General Conditions of Carriage. With regard to the increasing number of EU Regulations and Directives in the aviation field, we assist and consult air carriers in complying with European provisions.

Our experienced and specialist lawyers provide qualified and skilled advice by tailoring our range of services to our clients' needs.



Airline Sponsor

Air Arabia — Air Arabia is the first and largest low-cost carrier in the Middle East and North Africa, offering comfortable, reliable and value-for-money air travel. Established in October 2003, Air Arabia was the first airline to introduce the low-cost carrier concept in the region. Since then, low-cost flights have become the preferred travel choice for millions of customers.



Air Arabia is on a mission to serve all Arab countries and beyond and is constantly undergoing aggressive route expansion, taking advantage of its ideally located hubs in The United Arab Emirates, Morocco, Egypt and Jordan

Over the past eleven years, Air Arabia has successfully managed to create a unique business model that made it possible for a wide segment of local and regional population to travel more for less money. Through continuous market research and customer feedback, the airline provides a range of value added services to millions of passengers who chose to fly with Air Arabia.

The carrier's fleet is fully comprised of the A320, the world's best ever selling commercial jetliner, which is recognized as the benchmark for single-aisle aircraft. All aircraft cabin interiors are

fitted with world-class comfort seats, offering the highest seat pitch of any economy cabin across the globe.

flydubai — From its hub in Dubai, flydubai strives to remove barriers to travel and enhance connectivity between different cultures across its ever-expanding network. Since launching its operations in 2009, flydubai has:



- Created a network of more than 90 destinations, with 23 new routes launched in 2014 and 17 since the start of 2015.
- Opened up 56 new routes that did not previously have direct air links to Dubai or were not served by a UAE national carrier from Dubai.
- Built up a fleet of more than 49 new aircraft and will take delivery of more than 100 aircraft by the end of 2023, all of which will be Boeing 737-800s.

In addition, flydubai's agility and flexibility as a young airline has enhanced Dubai's economic development, in line with the Government of Dubai's vision, by creating trade and tourism flows in previously underserved markets.

Airline Supporter



IAWA 27th Annual Conference Supported by

Local Host



Endorsement Partner



Scholarship Program

The IAWA Scholarship Program supports the professional development of women who intend to follow a career in aviation. IAWA provides scholarships to women students majoring in aviation law, engineering, management, business or finance.

Since 2004, the IAWA Scholarship Committee has worked with four designated universities to identify candidates with a good grade point average, financial need and a passion for a career in the field of aviation. The selected universities are Embry Riddle Aeronautical University, McGill University Graduate School of Air and Space Law, Southern Methodist

EMBRY-RIDDLE
Aeronautical University



Vaughn College
of aeronautics and technology

University Dedman School of Law, and Vaughn College. In addition to these scholarships, IAWA jointly provides the IAWA-ICAO Aviation Scholarship.

Scholarship recipients are welcome to attend all IAWA events and are offered free registration at the IAWA Annual Conference for three years following the year the scholarship is awarded. In addition,

IAWA encourages its scholarship recipients to reach out to IAWA to participate in our Mentoring Program, in which we "match" an IAWA member as a mentor to advise and assist in career development. IAWA also offers an Internship Program providing opportunities with partner organizations such as ICAO, Textron, CIT, and ACI.

Save the Date!

28th Annual Conference • October 19-21, 2016
Montreal, Canada

Conference information at iawa.org



Thank you to the sponsors of the 2015 Connects & Receptions!

Seoul Reception, February 2015



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London Connect, May 2015



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Paris Connect, September 2015



Where In The World...Look Where IAWA Went In 2015!

IAWA Receptions:

- Seoul - February 2015
- Phoenix - March 2015
- Singapore - May 2015
- Geneva - May 2015
- Washington DC - June 2015
- Rome - June 2015
- Paris - June 2015
- Bogotá - August 2015
- Cancun - September 2015
- Prague - October 2015
- Brussels - December 2015

IAWA Connects:

- New York - January 2015
- Orlando - January 2015
- Bonita Springs - March 2015
- Orlando - March 2015
- Dallas - March 2015
- London - May 2015
- Paris - July 2015
- Cincinnati - July 2015
- Washington DC - August 2015
- Paris - September 2015



Vision & Mission

Vision

Connect, Inspire, and Lead – to advance women in the global aviation and aerospace industries field.



Mission

To cultivate and advance women leaders in the aviation and aerospace industries through a global network.

Affiliations

Through IAWA's affiliation program with various industry organizations, IAWA extends its reach and offers its members additional benefits. IAWA's affiliates include:

ACI

Airports Council International is "The voice of the world's airports" and includes 573 regular members operating 1,751 airports in 174 countries and territories, representing over 95 percent of global airport traffic. It is a non-profit organization whose prime purpose is to advance the interests of airports and to promote professional excellence in airport management and operations



Aviation Week

Serving over 1.2 million professionals in 185 countries, Aviation Week

is the largest information and services provider to the global commercial, defense, maintenance/repair/overhaul (MRO), space and business aviation communities and plays a critical role in connecting industry professionals worldwide. Anchored by its flagship Aviation Week & Space Technology, Aviation Week continues to grow and evolve its portfolio to meet the needs of the industry.



ALTA

ALTA (Latin American and Caribbean Air Transport Association) is a non-profit organization, whose more than 40 member airlines represent over 90 percent of the region's commercial air traffic. ALTA coordinates the collaborative efforts of its members in order to facilitate the development of safer, more efficient and environmentally friendly air transport in the Latin America and Caribbean region for the mutual benefit of the association's members, their customers and the industry. ALTA's mission is to coordinate the collaborative efforts of its members in order to facilitate the development of safer, more efficient and environmentally friendly air transport in the Latin America and Caribbean region for the mutual benefit of the association's members, their customers and the industry.



Global Aerospace Summit

The Global Aerospace Summit is an exclusive, invitation only cross-industry forum for C-level executives, senior decision makers and government officials involved in the aerospace, aviation, defence and space industries. The next edition will be held on the 07 -08 March 2016 in Abu Dhabi.

The Summit provides platform that allows international peers to engage in forward looking, strategic debate and address the key challenges facing the aerospace, aviation, defence and space industries. It is an industry led event with the themes, content and outcomes driven by a high level advisory board. The theme for 2016 is one that concerns the whole industry - Innovation.

The Summit won't just be examining how aircraft, launch systems and satellites evolve. It will examine new ways of building and financing them and using new materials and innovative applications for which they will be used. In these cost conscious times, participants will discuss how to deliver more for less as well as look at the major breakthroughs of tomorrow.



Affiliations

IATA

The International Air Transport Association (IATA) is the trade association for the world's airlines, representing some 240 airlines or 84% of total air traffic. IATA supports many areas of aviation activity and helps formulate industry policy on critical aviation issues.



ICAO

A specialized agency of the United Nations, the International Civil Aviation Organization (ICAO) was created in 1944 to promote the safe and orderly development of international civil aviation throughout the world. It sets standards and regulations necessary for aviation safety, security, efficiency and regularity, as well as for aviation environmental protection. The Organization serves as the forum for cooperation in all fields of civil aviation among its 191 Member States.



ISTAT

For over 30 years, the International Society of Transport Aircraft Trading (ISTAT) has been dedicated to fostering and promoting interest and educational opportunities in commercial aviation while providing a forum for those involved in the aviation and supporting industries. ISTAT currently represents more than 3000 members worldwide who are involved in operating, manufacturing, maintaining, selling, purchasing, financing, leasing, appraising, insuring or other activities related to the commercial aviation sector. Today, ISTAT is the premier industry association providing forums for increased networking and educational opportunities within the aviation community.



PNA

The Pacific Northwest Aerospace Alliance is a non-profit organization promoting growth and success of the aerospace industry in the Northwest region of the United States. PNA accomplishes this by:

- Providing frequent networking opportunities
- Promoting and conducting educational seminars
- Informing members of business opportunities and industry changes

PNA promotes the growth of the Pacific Northwest Aerospace Industry, assisting members to be globally competitive through education, access to business opportunities, information on emerging markets and facilitation of key relationships.



RAeS

As the world's only professional body dedicated to the aerospace community, it exists to further the advancement of aeronautical art, science and engineering around the world. Established in 1866, the Society has been at the forefront of developments in aerospace ever since, seeking to:



- Promote the highest professional standards in all aerospace disciplines
- Provide specialist information and act as a central forum for the exchange of ideas
- Play a leading role in influencing opinion on aerospace matters

The Wings Club

The Wings Club was born in New York City on May 15, 1942, in the early days of World War II, when a number of America's aviation leaders decided to band together to find a suitable meeting place where they could gather to help chart the future course of aeronautics. The Wings Club was founded to:



- Maintain a non-profit aviation meeting place in New York City to promote the advancement and development of aeronautics.
- Provide a center for discussion of matters pertaining to aviation.
- Provide members services and facilities to aid them in their aeronautical activities.





IAWA's Conferences Around the Globe



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