

Learjet's General Counsel Sees Advance For Women In One Generation

In one generation IAWA member Anne Beaurivage, General Counsel, Learjet Inc., has seen remarkable advances for women in the workplace.

"When I first graduated from law school, I met with one law firm that said it wanted to hire me but they didn't think their clients would be comfortable working with a woman," Anne said in a telephone interview from her office in Wichita, Kansas.

That was back in 1976 when she graduated with her law degree from Notre Dame Law School. Since then, she said, "there are probably a few areas where males dominate but by and large people are used to working with women, negotiating with women." The workplace has changed dramatically for women since 1976, said Anne, who became General Counsel and Secretary of Learjet Inc. in 1997.

Anne, the first female General Counsel for the well-known aircraft manufacturer, runs an office of three attorneys and two assistants, all women, although only by coincidence. "Since I became General Counsel I had three or four male lawyers work for me who have gone on to other opportunities. I extended job offers to a couple of well-qualified males but they didn't want to relocate to Wichita. Just by circumstance, I ended up with three female lawyers," she said.

A Changed World

One of those lawyers, Brenda Mesker, joined Anne for the interview and described an entirely different experience for women in the legal profession almost 25 years after Anne earned her JD.

"Half my class was female," said Brenda, a 2000 graduate of the Washburn School of Law in Topeka, Kansas. "When I started out law firms were very open to women, had managing partners who were female and numerous partners who were female. It wasn't like going into a male-dominated field."

Contrast that experience with Anne's in 1976. "There weren't as many opportunities for women in the legal profession. For the most part women were going into government," and it is for that reason that Anne believes aviation, a heavily government regulated industry, began to open up to women.

"Aviation, while pretty much male dominated (back then), started to open to women because government was open to women. Women had to find different ways to get started in careers, and find credibility in the (aviation) industry."

And it was not just aviation. Anne reflected on her parent's post World War II generation, when many women in the workplace started going back home as men returned from the battlefield. "My generation was the first one where women were going back into the workforce. It wasn't totally accepted. It has completely turned around now.

Continued on page 2



Anne Beaurivage (standing 3rd from left) with her legal team at Learjet, attorneys Amy Wilbur, Dawn Wavle and Brenda Mesker. Seated are Paralegal Linda Meyer-Gosling and Legal Secretary Darlene Mauldin.

Continued from page 1

“Huge progress has been made in 30 years,” she said.

Why?

“There was finally some recognition that fifty percent of the brains are female. Certainly in some areas the law forced some diversity. Probably the economic need for women to work was ultimately a bigger reason.

“Employers needed more workers, families needed two incomes,” Anne said. The growth of women in the workforce “was largely market driven.” In addition, staying home (post World War II) ultimately wasn’t that satisfying. For my generation, staying home with children was wonderful but people intellectually wanted to do something additional.”

Brenda agreed. “If I was going to work, I want to work on something I could use my intellect on and generate money. And law school gave me that opportunity.”

Brenda’s experiences a quarter century later, and her career path, have been much different than Anne’s. “When growing up, I was never directed as a female into a certain career path. For me it was doing whatever you want to do, the world was open to you, you decided what your goal was going to be and you worked toward it.”

One story Anne told summed up the difference in attitudes today from what they were decades ago. A pilot as well as an attorney, a few years out of law school she sold airplanes for a time. She recalls flying into an airport in Minnesota where the weather was marginal. “I shot several approaches before landing and then met the customer who wanted to know how I had gotten there, who had flown me in. It wasn’t in his thought patterns” that she had piloted the plane herself, said Anne.

SPOTLIGHT ON CONFERENCE DIAMOND SPONSORS

(Continuing our series highlighting the business initiatives of Boeing and FedEx Express, Diamond Sponsors for IAWA’s 19th Annual Conference, November 7-9 in Buenos Aires, Argentina, we are proud to include the following articles on modification of products and services, especially in Latin America, required to keep competitive).

Spotlight On Boeing

Answering the Question: What Will Success Look Like?

Designing value into commercial airplane products and services is a complex proposition. Operators, owners, financiers and the traveling public all define “value” a little differently. A successful aviation product or service offering must consider the operational, strategic and business needs of airlines. It must consider the preferences of passengers. It must consider the capital market priorities of investors and financiers. It must meet the needs of communities in such areas as noise and emissions. Defining value in today’s world is challenging enough—but product and service development must also envision how current concepts of value will play out in the years and decades ahead.

For rapidly developing markets like Latin America, the site of this year’s IAWA annual conference (Buenos Aires), the process is further complicated as needs, preferences and requirements are often changing very quickly.

Manufacturers meet customer, passenger and investor needs and desires in several ways: by developing new products that reflect current and future trends; creating derivatives of existing products that improve upon the value of the original; offering feature enhancements to current products; and creating lifecycle services that are unique solutions to operating challenges.

Since the beginning of the jet age, manufacturers have focused on building airplanes that are safe, reliable, fast, range capable, quiet, efficient, and economical. Boeing and others have also sought to offer services that improve the ability of airlines to operate efficiently and successfully.

Technology Advances Lead to Greater Innovation

Recent technological advances have led to greater innovation and refinement. Greater range to serve a wider variety of



Continued on page 3

Continued from page 2

markets. An enhanced passenger experience for market growth. E-enabled technology to increase airplane productivity. Standardization to reduce acquisition, maintenance and transition costs. Such breakthrough improvements as advanced light-weight materials and new propulsion technologies allow airplanes like the 787 Dreamliner to achieve exceptional fuel economy, better environmental performance, and a dramatically new passenger experience. By developing and applying new technology, Boeing has improved the fuel efficiency of its airplanes by 70% over the past 40 years and is committed to improving fuel efficiency and CO2 emissions by 15% for each new generation of airplane.

Some aspects of product and service development remain fairly constant. The global fleet continues to require airplanes to suit the world's widely varied air travel markets—from short range to long range, domestic to international. Accordingly, Boeing airplane families are designed to offer an orderly progression of seating capacities from 100 seats to 450 seats. This allows airlines to select a proven airplane in the size and range that best fits their operating needs and business model.

Ideally, airplanes are designed to be a solid investment value, assets that can be readily transferred from one operator to another. A commercial airplane may have several operators and owners during its long, productive service life. To appeal to the broadest population of potential operators, each family of Boeing airplanes shares common performance characteristics, capabilities, parts, systems, and training requirements. This not only makes it easier for operators to match the right airplane to the right market—it expands opportunities for leasing companies and investors/owners to place airplanes in existing fleets and to transfer airplane ownership more easily.

Product and Service Development Needs Collaboration

Perhaps most importantly, meaningful product and service development or modification does not happen in a vacuum. It is a collaborative endeavor. At Boeing, for example, customers, regulators, airports, and suppliers are often an integral part of the product development team. This deepens understanding of the long-term needs of the market, and allows better-informed decisions about the capabilities and technologies that will help meet those needs.

Success begets success. Boeing's experience over the years shows that engaging airline customers and other stakeholders in the dialogue to improve products and services increases the value of such offerings. And it also strengthens these relationships. For Boeing, such special and enduring relationships, in turn, further foster the ongoing dialogue needed to continue developing the best products and services.

Spotlight On FedEx Express

Positive Aviation Market Outlook – Meeting The Needs of Our Customers:

FedEx has the largest cargo fleet of aircraft in the world, 365 trunk and 303 feeder aircraft and is the second largest airline in the world and, we continue to grow this fleet. There are many pieces of information that come together to make a fit for a new aircraft acquisition. Global fleet growth requirements based on demand forecasting, aircraft availability, passenger to freighter conversion slots and engineering for performance characteristics all must be considered before we acquire an aircraft.

The cargo industry is vastly different from passenger airline business as such, we buy 75% or more of our aircraft used and put them through passenger-to-freighter conversion. This conversion consists of many items including stripping passenger seats, galleys and lavatories, cutting a cargo door in the fuselage while maintaining the structural integrity of the aircraft and adding a cargo loading system to effectively load and off-load containers of packages in the shortest amount of time. Cockpit commonality to the rest of the FedEx fleet is of paramount importance. This standardization with the latest avionics is a high priority for safety, reliability and training. FedEx also incorporates the latest innovative technologies for navigation, communications and surveillance into our aircraft cockpits.

According to our research, by the year 2020, 80% of the goods in the world will be manufactured in a country different from where they are consumed. This compares with 20% today. In an effort to meet this challenge, FedEx is providing faster and better connectivity to the major markets around the world, including expanding our presence in China. FedEx is confident in the Asian growth potential as we predict the intra-Asia airfreight market to grow 8.5% annually over the next 20 years. This is why FedEx initiated a domestic express network within China in May of this year, and in December, 2008 will be relocating the Asia-Pacific hub to Guangzhou, China.

This global cargo growth is one reason why we set a company record in FY'07 (June '06-May '07) for aircraft acquisition deliveries. These acquisitions consisted of 20 aircraft: 8 A300/310s, 3 DC10-30s, 2 MD-11s, 1 727, 4 757s,

Continued on page 4

Continued from page 4

and 2 ATRs. In addition, in 2006, we contracted for more than 50 new and used aircraft to be delivered in the next few years. This includes launching two new aircraft programs, the 757-200Fs (encompassing the Passenger-to-freighter conversion) and the new 777Fs. The 757Fs will replace our 94 aircraft strong 727-200 fleet which will be gradually phased out through 2015. The 777Fs have been ordered to support our international/intracontinental growth. All of these aircraft are pieces of the puzzle that help FedEx reliably deliver “The World On Time.”

Member News



Deborah McElroy

Deborah McElroy Promoted to Executive Vice President Of North American Airport Association

Deborah McElroy, who in December 2006 left as head of the Regional Aircraft Association to join Airports Council International -- North America as Senior Vice President Government Affairs, has been promoted to ACI-NA Executive Vice President, Policy and External Affairs. In this new role, Deborah will work with the government affairs, marketing and communications, safety and security, environmental and technical operations departments, coordinating policy and regulatory issues to effectively advance the airport industry agenda. Deborah had been with RAA for 19 years.

Rachel Clingman Named Co-Partner in Charge Of Law Firm's Houston Office and Chair of Aviation Practice

Rachel G. Clingman has joined the law firm of Sutherland Asbill & Brennan, where she will serve as Co-Partner-in-Charge of the Houston Office and chair of the firm's Aviation Practice Group. Rachel has spent more than 15 years as a commercial defense and aviation attorney.

As chair of the firm's Aviation Practice Group, she will oversee a group of 16 attorneys with national and international experience representing commercial air carriers, aircraft manufacturers and airline financiers in matters including litigation, regulatory and government investigations (including FCPA, FAA, and NTSB), outsourcing and systems integration, international and local tax; mergers, acquisitions and joint ventures; U.S. and cross-border leasing and lease financing; product liability; and intellectual property. In 2007, Rachel received nationwide recognition for her client-centered approach to complex commercial litigation with the BTI 2007 Client Service All-Star Team, an award extended to only 113 attorneys in the U.S.



Rachel Clingman

YOUR ANNOUNCEMENTS: Please send information about your promotions, elections or other changes in your professional life to IAWA (karengriggs@iawa.com) for inclusion in future newsletters.

IAWA's 20th Anniversary

It just doesn't seem that long ago when IAWA first formed but here we are getting ready to celebrate our 20th anniversary.

Special events are being planned to commemorate the event and you can help. We're looking for photographs of past conference, receptions or events to use in our 20th Anniversary Conference Celebration, as well as anecdotes and special recollections of memorable events.

Please send these to Katherine Staton, Vice President, PR/Communications at kstaton@jw.com.