

**International Aviation Womens Association  
28th Annual Conference**



# **MONTRÉAL**

**A Global Aviation and Aerospace Hub:  
Leading the Industry into the Future**



**October 19-21, 2016 Hotel Omni Mont-Royal Montréal, Canada**

**[iawa.org](http://iawa.org)**



**Lisa Piccione**  
IAWA President

Bienvenue à Montréal! On behalf of the IAWA Board of Directors and Advisory Board, welcome to the International Aviation Womens Association's 28th Annual Conference and thank you for attending. This week, IAWA's mission to *Connect, Inspire and Lead* brings aviation and aerospace leaders from around the world to Montréal – "A global aviation and aerospace hub leading the industry into the future!"

To kick-off this great week, IAWA Annual Conference attendees have received a warm and enthusiastic welcome from Canadian Prime Minister Justin Trudeau and the entire community. In his welcome message, Prime Minister Trudeau notes that your presence here will "shine a spotlight" on Montréal's many aviation and aerospace innovations. You can read the full message from the Prime Minister in this program.

Our 2016 host city is among global aerospace capitals with four major aviation companies headquartered in Montréal: Bell Helicopter Textron Canada, Bombardier Aerospace, CAE, and Pratt & Whitney Canada. The Canadian Space Agency is also located here. Aéro Montréal notes that approximately 250 specialized aviation and aerospace companies are located around Montréal and that aerospace is Quebec's top manufacturing export. Montréal is definitely on the cutting edge of industry advancements.

Montréal is also the permanent headquarters of the United Nations' International Civil Aviation Organization. Since establishment in 1944, ICAO has fulfilled its mission "to serve as the global forum of States for international civil aviation." As of August 2015, ICAO is led by its first woman Secretary General, Dr. Fang Liu. Dr. Liu is a globally recognized aviation leader with a long list of contributions to the industry and accomplishments. She is truly an inspiration to all women in aviation and aerospace.

IAWA is also proud to note that Dr. Liu serves as a distinguished member of IAWA's Honorary Board and has been extremely involved in bringing IAWA to Montréal in 2016. At Dr. Liu's invitation, we will spend an extraordinary afternoon at the International Civil Aviation Organization headquarters. This is a unique and unparalleled opportunity to see ICAO and meet today's international civil aviation leaders. We thank Dr. Liu and her team for their strong support of IAWA and their work to bring the 28th IAWA Annual Conference delegates to ICAO headquarters.

Dating back to 1928 when Eileen Vollick became Canada's first licensed female pilot, women have been critical to the development of aviation and aerospace in Canada. In fact, during the 1930s, Canadian Elsie MacGill became the first female aeronautical engineer in the world. This is but one of many "firsts" and accomplishments spanning her distinguished career. Dr. MacGill also served as the first woman technical advisor to ICAO in 1946. She was inducted into both Canada's Aviation Hall of Fame and the Canadian Science and Engineering Hall of Fame.

These women were among the industry trailblazers who opened so many opportunities for women in Canada and around the world. IAWA's 28th Annual Conference will build on this foundation to continue to advance women in aviation and aerospace through an ever-expanding global network that promotes strong professional connections and leadership development, and creates enduring bonds with colleagues across all industry sectors and geographic regions.

In 1988, a group of women came together to establish a worldwide organization for women who hold leadership positions across the entire spectrum of aviation and aerospace. Sharon Holahan served as IAWA's first President. In 2016, we are honored to recognize Sharon with IAWA's Aviation Industry Woman of Excellence Award. During Thursday's Boeing Gala dinner, the Woman of Excellence Award will be presented to Sharon with heartfelt gratitude for her vision and commitment to IAWA. More about Sharon and her distinguished career is included in the program.

## President's Welcome



As we come together this week, you will hear from prominent women in the industry about the latest issues and challenges facing aviation and aerospace. Among the critical issues that we will be addressing during the panel sessions are: international trade, supply chain, aviation finance, drones, and air traffic management. Our panel discussions and leadership development opportunities are intended to be interactive, so we encourage you to ask questions and be part of the dialogue. We are also fortunate to have some of the industry's global leaders as our keynote speakers – Marion Blakey, Chairman, President and Chief Executive Officer, Rolls-Royce North America Inc., Brigadier-General M.H.L. (Lise) Bourgon, CSM, CD, Linda Galindo, Motivational Coach and Accountability Author, Galindo Consulting, Inc., Lisa Lisson, President, FedEx Express Canada, and Dr. Valerie Manning, Senior Vice President of Customer Support, Airbus.

For the past year, a dedicated group of volunteers, led by IAWA Conference VP Mairead Lavery, have worked tirelessly on this Conference to identify venues, develop our program and attract an outstanding list of speakers. Please take a moment this week to thank Mairead, IAWA Executive Director Jennifer Miller and Annual Conference Committee members: Gail-Marie Arlegui, Guylaine Audet, Tammy Aziz, Meenakshi Balan, Suzanne Benoit, Jimena Blumenkron, Dagmar Druecker, Chantal Dugas, Caroline Healey, Reneta Kanova, Melissa Monje, Di Reimold, Mylene Scholnick, and Sharon Trainor for their efforts to make this conference a huge success!

I would like to take this opportunity to again thank the companies that support the work of IAWA throughout the year through sponsorship. With the strong support of our sponsors, IAWA is able to provide benefits to our members and to women interested in careers in aviation and aerospace through a wide range of services, including scholarships, receptions and connects all over the world, and, of course, our Annual Conference. We are grateful to all of our sponsors, but want to particularly call out our largest sponsors: Diamond level – The Boeing Company and FedEx; Platinum level – Airbus and Textron; Gold level – CAE, GE Aviation, GECAS, Jackson Walker and Southwest Airlines, Pratt & Whitney and Pratt & Whitney Canada. All of IAWA's 2016 sponsors are listed in our program.

This week, IAWA will introduce several outstanding young women who are IAWA scholarship recipients – and the future of our industry. IAWA is committed to reaching out to the next generation to attract and retain future women leaders in aviation and aerospace through scholarship, internship and mentoring programs. Our scholarship recipients from Embry-Riddle, SMU, McGill and Vaughn will be recognized on the opening day. Since we are in Montréal this year, I would like to note that IAWA has had a long-standing and successful collaboration with Montréal's McGill University. I urge you to reach out to these future leaders and welcome them into the IAWA network. We are delighted to be here with current IAWA scholarship recipients, as well as past recipients who now hold key positions across industry and government.

2016 is an exciting and transformational year for IAWA! In 2015, IAWA's Board of Directors and Advisory Board completed a comprehensive strategic plan review that continues to create additional opportunities for IAWA members to *Connect, Inspire and Lead*. As the industry and technology evolve, IAWA is evolving to meet new challenges. During the conference, we will be unveiling several new or upgraded initiatives that that will enhance how IAWA brings people together in this international industry.

Let me conclude by saying that this conference is a great forum for all of us to exchange ideas and experiences, and to network with industry colleagues from across the globe. I encourage you to take advantage of this wonderful opportunity to also meet new people, make new friends and expand your personal networks – every person that you encounter this week is an industry leader!



October 19–21, 2016

Dear Friends:

I am pleased to extend my warmest greetings to everyone attending the 28th Annual Conference of the International Aviation Women’s Association (IAWA), in Montréal.

This meeting, being held for the first time in Canada, brings together leading women in the aviation and aerospace community. The theme of this year’s conference, “Montréal—a Global Aerospace Hub: Leading the Industry into the Future,” shines a spotlight on the Montréal region’s impressive role as the centre of Canada’s dynamic aviation and aerospace industry. With a cluster of world-leading companies, such as Bombardier, Pratt & Whitney Canada, CAE and Bell Helicopter, Montréal’s aviation and aerospace sector accounts for more than 35,000 jobs and is Québec’s foremost export industry. The area is also home to the Canadian Space Agency, a centre of advanced scientific research, as well as host to the Canadian Space Program.

I would like to commend IAWA for advancing the careers of women in aviation and aerospace. I am sure that the conference program of speakers, panel discussions and exhibits will prove stimulating and informative and that delegates will make the most of this chance to network with their peers in the industry.

On behalf of the Government of Canada, I offer my best wishes for a productive and memorable meeting.

Sincerely,

The Rt. Hon. Justin P.J. Trudeau, P.C., M.P.  
Prime Minister of Canada

## 2016 IAWA Aviation Industry Woman of Excellence Award Recipient: Sharon Holahan



**T**he International Aviation Womens Association (IAWA) is pleased to announce the recipient of the 2016 IAWA Aviation Industry Woman of Excellence Award as Sharon Holahan. 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 Sharon Holahan as the fifth recipient of this award.

Holahan has demonstrated an unwavering commitment to the advancement of women in the aviation industry and to IAWA. She was integral in the creation of the organization and served as the founding President in 1989. Since then Holahan has served in a leadership capacity as a Board member, including as Director at Large, Advisory Board Member, and currently Honorary Board Member. “The core principles that guide us today were established by Sharon and the group who founded IAWA. As IAWA’s first President, she set the standard for all who would follow her. And, her many contributions over the years continue to shape IAWA. We are all grateful for Sharon’s work and enduring commitment to advancing women in aviation and aerospace” said IAWA President Lisa Piccione.

Sharon Holahan is the Director of Claims and an Executive Vice President at Global Aerospace and has the oversight responsibility for airline, manufacturers’ product liability and major litigation throughout Global Aerospace. Before coming to Global, she was an attorney in private practice and an associate editor at Aviation International News. Sharon is a founding member and first president of the International Aviation Womens Association. She is a past Chair of the American Bar Association’s Aviation and Space Law Committee of the Torts and Insurance Section. In 1996 she was selected for membership in the International Who’s Who of Professionals in Aviation. Sharon is a member of the New York and New Jersey Bars, and a non-current private pilot. Sharon received her undergraduate degree from Ohio University and law degree from Western New England School of Law.

Holahan’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.

IAWA proudly awards Sharon Holahan the Aviation Industry Woman of Excellence Award for 2016.





### Katherine Lowe, Southern Methodist University, Dedman School of Law

**K**atherine Lowe is a third-year student at SMU Dedman School of Law in Dallas, Texas. She is the Managing Editor of the Journal of Air Law and Commerce under the SMU Law Review Association. She also participates in the Corporate Law Association, Women in Law, Real Estate Law Association, and Dallas Association of Young Lawyers. She has achieved the Dean's List each semester and is a Dean's Scholarship recipient. She has worked for three law firms and one judge and plans to practice in general corporate affairs or real estate development.

Prior to law school, Katherine graduated *summa cum laude* from Oklahoma State University with a bachelor's degree in Strategic Communications and Political Science. She has received her Girl Scout Gold Award, the highest award in scouting, served as Vice President and President of her sorority, and held leadership roles and memberships in several organizations and honor societies.

Outside of academics and work experience, Katherine enjoys community service and spending time outdoors. She has participated in several community events, including Habitat for Humanity and Race for the Cure, and done pro bono work with Clemency Project 2014. She spends her free time at Lake Texoma with her family or taking walks and exploring Dallas with her friends. For the future, she plans to graduate in May 2017 and begin working as an associate at Winstead P.C. the following September.



### Aissatou Nafi Maiga, Embry-Riddle Aeronautical University

**G**rowing up, Nafi developed an interest and passion for technical science and management fields. She has a natural talent for analyzing problems and drawing possible conclusions. Therefore, she combined those two passions to pursue a Master in Aeronautical science with concentrations in Management and Safety. Coming from West Africa, despite the economic and cultural challenges, Nafi has chosen to be one of those individuals who, no matter how far she was from home, decided to work to the best of her abilities to gain knowledge in a field that was still new to women in Africa. She was eager to reach her career goals and professional aspirations which are to enhance safety through compliance with regulatory requirements and development of proactive safety management systems predominantly in third world countries. She recently completed an internship program at Airlines for America in the safety department where she conducted a research project on safety management systems in the African continent and has previously participated in 2 internships at Miami International Airport in terminal operations, legal and minority affairs. In addition to graduating with a Bachelor degree in Airway Science Management with a 3.96 GPA and with a master degree in Aviation Safety and Management at Embry-Riddle Aeronautical University with a 4.00 grade point average, she holds an Aircraft Accident Investigation Certificate and a Human Factors in Aviation Certificate. She is the current US ambassador of the Young African Aviation Professional Association (YAAPA) and a member of the National Society of Collegiate Scholars and Women in Aviation. Regardless of the several obstacles faced by women in the aviation industry, Nafi is ready to take any opportunity that will assist her in leveraging her experience in the aviation and management domains. The starting point of all achievement is desire!

The 2016 McGill University's Institute of Air and Space Law and Vaughn College of Aeronautics and Technology Scholarship Recipients will be announced during the conference.

## Montréal Conference Organizing Committee



A special **THANK YOU** to the members of this year's conference organizing committee for their hard work and effort in planning the conference.

**Mairead Lavery,**  
IAWA VP Conference  
Export Development Canada

**Gail-marie Arlegui,**  
Air Canada

**Guyline Audet,**  
CAE

**Tammy Aziz,**  
Bombardier Aerospace

**Suzanne Benoit,**  
Aero Montréal

**Jimena Blumenkron,**  
ICAO

**Dagmar Druecker,**  
Air Berlin

**Chantal Dugas,**  
Air Canada

**Caroline Healey,**  
Langlois Kronstrom Desjardins

**Reneta Kanova**

**Melissa Monje,**  
ACI

**Di Reimold,**  
IATA

**Mylene Scholnick,**  
Lenoma LLC

**Sharon Trainor,**  
Bombardier Aerospace

## CONNECT with IAWA

Check out the new IAWA website!

IAWA is excited to announce the launch of its new website.

Visit [www.iawa.org](http://www.iawa.org)



## Join the Conversation!

#bonjourIAWA



GECAS 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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# 28th Annual Conference Program

## October 19, 2016



9:00am – 6:00pm **Conference Registration at the Omni Mont Royal Hotel**

**12:00pm\* – 5:00pm Offsite Trip to ICAO Headquarters**

\*Meet in Omni hotel lobby at 11:30am

12:00pm – 2:00pm **Tour of ICAO building**

1:30pm – 3:00pm **Tea Party – networking amongst women in aviation**

3:00pm – 3:15pm **Opening Remarks**

3:15pm – 4:45pm **Panel Discussion “My Career/Flight Path to ICAO – How I Made it Happen”**

Moderator:

**Nancy Graham**, President, Graham Aerospace International, LLC.

Speakers:

**Mercy Beatrice Awori**, Panelist, Council Representative, Kenya

**Crystal Guseul Kim**, Panelist, Technical Officer, ICAO

**Kirsten Riensema**, Panelist, Air Navigation Commissioner

4:45pm – 5:00pm **Photo contest announcement**

Tea Party Sponsored by



**6:30pm – 7:30pm Speakers' VIP Reception at Le Windsor**

*Invitation Only*

Sponsored by **TEXTRON**

**7:00pm – 8:00pm Opening Reception at Le Windsor**

Sponsored by **FedEx**  
Express

**8:00pm – 10:00pm Grand Opening Dinner at Le Windsor**

Featuring keynote speaker **Lisa Lisson**, President, FedEx Express Canada with opening remarks from Brigadier-General **M.H.L. (Lise) Bourgon**, CSM, CD

Sponsored by **FedEx**  
Express



International Aviation Womens Association  
**28th Annual Conference Program**  
**October 20, 2016**



7:00am – 5:00pm **Conference Registration at the Omni Mont-Royal Hotel**

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

Sponsored by:



**Pratt & Whitney**  
A United Technologies Company



**Pratt & Whitney Canada**  
A United Technologies Company

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

9:30am – 10:45am **General Session: Trailblazers, inspire us to infinity & beyond!**

Pioneers in aviation and business from across the globe share their lessons learned and personal stories of how women CAN have it all.

Moderator:

**Katherine Bennett**, OBE FRAeS, Vice President, Public Affairs, Airbus

Speakers:

**Captain Aysha Alhamili**, United Arab Emirates' Representative to ICAO, First Female Pilot in the UAE and ATPL holder

**Captain Judy Cameron**, Air Canada (Retired), Boeing 777

**Lijia Gao**, Party Secretary and Vice President, Beijing Capital Int'l Airport Co., Ltd.

**Larisa Nepochatova**, Chairman, BUSIN Insurance Company

**Dr. Pauline Yearwood**, Deputy Programme Manager of Transportation, Caribbean Community Secretariat

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

Sponsored by:



11:15am – 12:15pm **General Session: International Trade: Challenges and Opportunities in the Aviation Industry**

This panel will bring together international trade negotiators (including Canadian and U.S. government negotiators), industry representatives responsible for their companies' international trade portfolios, and trade lawyers or consultants to discuss the key regional and global trade issues that will impact the industry in the next 5 to 10 years.

Moderator:

**Christine E. Savage**, Partner, International Trade & Compliance, King & Spalding LLP

Speakers:

**Nathalie Béchamp**, Director of Innovation, Science and Technology Division, Global Affairs Canada

## 28th Annual Conference Program October 20, 2016 (continued)



**Dr. Regula Dettling-Ott**, Vice President EU-Affairs, Lufthansa Group  
**Susan Kurland**, Deputy Commissioner – Air Service Development, Chicago  
Department of Aviation  
**Lori Ward**, Principal, Deloitte & Touche LLP

12:15pm – 1:30 pm

### Lunch

Featuring keynote speaker Dr. **Valerie Manning**, Senior Vice President of Customer Support, Airbus

Sponsored by: **AIRBUS**  
GROUP

1:45 – 3:00 pm

### General Session: Next Generation: Design for Impact

Preparing the next generation for a future in the aviation world requires thoughtful leadership, strategic planning, innovation, and collaboration in all areas.

Moderator:

**Darby Becker**, Government Relations Executive, General Electric

Speakers:

**Stephanie Correa**, Student and IAWA Scholarship Winner, Vaughn College of Aeronautics

**Johanne Gallant**, President and CEO, Fredericton International Airport Authority

**Arielle Meloul-Wechsler**, Vice President, Human Resources, Air Canada

**Alcinda Pereira**, Executive Director, Bestfly Flight Support

3:00 – 3:30 pm

### Coffee & Networking Break

Sponsored by: **KING & SPALDING**

3:30 – 5:00 pm

### General Session: Keep your friends close, your enemies closer, your suppliers closest – Innovation and Risk in Supply Chains

A chance to hear from industry leaders on the latest innovations, challenges and opportunities in supply chains. Discussions will surround different business models – outsourcing, vertical integration, joint ventures and risk management – as well as touch on how smaller companies access the global supply chains that exist on our industry.

Moderator:

**Maria Valerio**, Vice President Supply Chain, Pratt & Whitney Canada

Speakers:

**Suzanne Benoît**, President, Aéro Montréal

**Hélène V. Gagnon**, Vice President, Public Affairs and Global Communications, CAE

**Cynthia Garneau**, President, Bell Helicopter Textron Canada Ltd.

**Alicia Hammersmith**, General Manager, Materials Value Stream, GE Aviation

# 28th Annual Conference Program October 20, 2016 (continued)

**Robyn Perry-Garrison**, Vice President, Supplier Management, Partnering for Success, Boeing Commercial Airplanes

**Sue Spence**, Vice President, Sourcing & Procurement, FedEx Services

6:30 – 7:30 pm

## Drinks & Hors D'Oeuvres at the Omni Mont Royal Hotel

Sponsored by:



7:30 – 9:30 pm

## IAWA's Gala Dinner at the Omni Mont Royal Hotel

Featuring keynote speaker **Marion Blakey**, Chairman, President and Chief Executive Officer, Rolls-Royce North America Inc.

Sponsored by:



The Gala Dinner will also feature the presentation of the 2016 IAWA Aviation Industry Woman of Excellence Award to **Sharon Holahan**.

Women of Excellence Award Sponsored by:



# 28th Annual Conference Program

## October 21, 2016



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

Sponsored by:



### 9:00am – 10:00am **Membership Meeting – Open to all!**

### 10:00am – 11:15am **General Session: Financing Airlines and Operators: Industry CFOs and Bankers Discuss the Long Term Outlook for Profitability**

Hear from industry experts discussing current successes and challenges in navigating airlines and operators' profitability, including key insight on main trends and issues impacting the bottom line.

Speakers:

**Amelia Anderson**, Managing Director & Assistant Treasurer, American Airlines

**Dana Barta**, Executive Director, Aviation Finance Group, Global Capital Markets, Morgan Stanley

**Jessica Gray**, Managing Director and Head of Transportation and Logistics, Wells Fargo

**Candice Li**, Vice-President, Finance and Fleet Management, WestJet

**Sarah Murphy**, Vice President Financial Planning and Analysis, United Airlines

**Laela Pakpour Tabrizi**, Chief Financial Officer, VistaJet Limited

**Betsy Snyder**, Director of Corporate Ratings, Standard & Poor's

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

Sponsored by:



### 11:45am – 12:30pm **General Session: Drones: Challenges and Opportunities From a Variety of Industry and Regulatory Perspectives**

This panel will discuss the challenges and opportunities drones present from the perspective of various industry groups and regulators in the context of a rapidly changing technological, regulatory, liability risk, and insurance environment.

Moderator:

**Mary Rose Hughes**, Partner, PerkinsCoie

Speakers:

**Sharon Holahan**, Executive Vice President, Director of Claims, Global Aerospace, Inc

**Ellen Lord**, President & CEO, Textron Systems

**Kate Reddy**, Counsel, PerkinsCoie

**Dr. Karlin Toner**, Director, Global Strategy, Federal Aviation Administration

**Annalisa Weigel**, Ph.D., Director, Fairmont Consulting Group LLC

# 28th Annual Conference Program

## October 21, 2016



12:30pm – 2.00pm

### Lunch

Featuring keynote speaker **Linda Galindo**, Motivational Coach and Accountability Author, Galindo Consulting, Inc

#### **The Power of Personal Accountability**

Companies that commit to instilling accountability top-to-bottom may be leaving a vital component out that prevents optimizing accountability's power to lower stress while improving customer service, quality of work output and safety. Data predicts that a failure to realize one's Accountability *personally* results in staggering hidden costs to organizations. In this dynamic, immediately useful keynote, Linda Galindo will challenge your view of Accountability and show you ways to harness Accountability's power individually and collectively for high-performance in the work place.

Sponsored by: **BOMBARDIER**  
the evolution of mobility

2:00pm – 3:00pm

### General Session: Hot Topics in Aviation — What Keeps Us Front and Center in Planning and Action

This panel will highlight key issues impacting the global aviation system— environmental concerns, privatized ATC, operations in and near conflict zones, and improving the passenger experience in airports—and strategies to address them.

Moderator:

**Sharon Pinkerton**, Senior Vice President Legislative & Regulatory Policy, Airlines for America

Speakers:

**Jane Hupe**, Deputy Director, Environment, International Civil Aviation Organization (ICAO)

**Deborah McElroy**, Executive Vice President, Airports Council International – North America

**Ruby Sayyed**, Head, ATM Advocacy, International Air Transport Association (IATA)

3:00pm – 3:30pm

### Conference Wrap-Up and Adjournment

3:30pm – 5:00pm

### Closing Farewell Reception at the Omni Mont-Royal Hotel



# CHANGING THE WORLD ONE CENTURY AT A TIME.

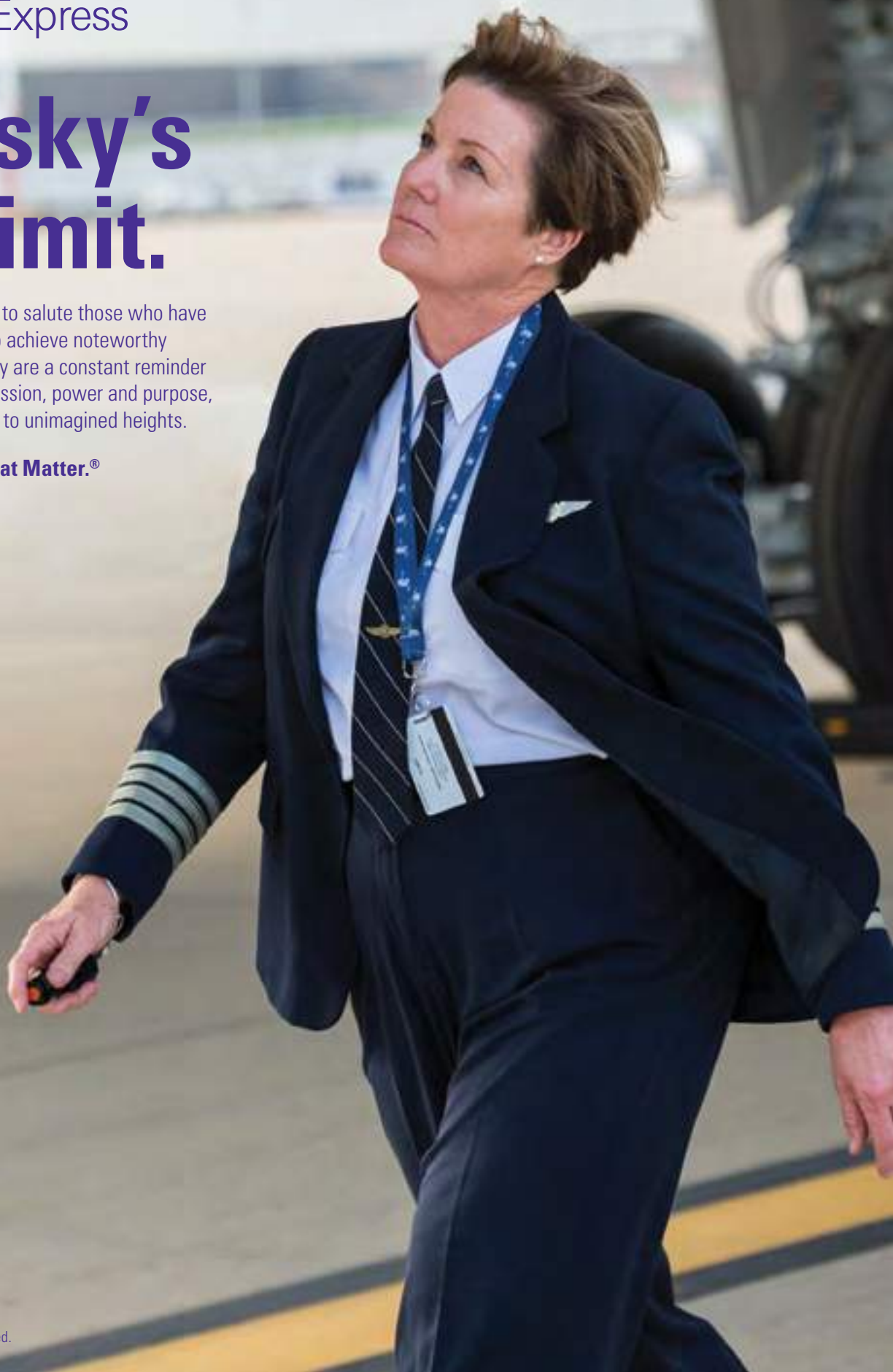
In one century, the talented women and men of Boeing catapulted us from seaplanes to spaceplanes. Boeing is proud to honor the members of the International Aviation Womens Association and their role in advancing women.



# The sky's the limit.

At FedEx, we're proud to salute those who have overcome obstacles to achieve noteworthy accomplishments. They are a constant reminder that when you fuse passion, power and purpose, it's possible to ascend to unimagined heights.

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# Q

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the evolution of mobility



## Offsite trip to the

# International Civil Aviation Organization



**W**ith long standing relationship and as an affiliate of IAWA, the International Civil Aviation Organization (ICAO) will host an event on the first day of the 28th Annual Conference of IAWA to be held in Montréal from 19 to 21 October 2016, an opportunity like no other to connect with the aerospace and aviation community from around the world.

As a part of this event, ICAO, Airports Council International (ACI) and the International Air Transport Association (IATA) are delighted to host a networking tea party to all the registered attendees. So come along to learn about these industry organizations and listen to the history of ICAO, take a tour of ICAO’s facility, feast your eyes on over 90 magnificent artworks donated by different States and take a closer look at the Air Navigation Commission Chamber and the Council Chamber—the

house of one of the governing bodies of this international organization.

This event will provide an avenue to network with professionals and be inspired by female leaders and role models, including Captain Shesta Waiz, Founder and Pilot for the Dreams Soar: a Global Solo Flight initiative for inspiring the next generation of women and men towards Science, Technology, Engineering and Math (STEM). To support Dreams Soar, please visit [DreamsSoar.networkforgood.com](http://DreamsSoar.networkforgood.com).

The networking tea party will then be taken over by a panel discussion on “My Career/Flight Path to ICAO – How I made it happen” at the Assembly Hall. To draw the evening to a close, ICAO will announce the winner of a photo contest conducted over the theme “Gender Equality and Women Empowerment in Aviation”.

Time	Activity	Location
1200-1400 hrs	Tour of ICAO building	Starting at the Atrium
1330-1500 hrs	Tea Party – networking amongst women in aviation Opening remarks by <b>Juliana Scavuzzi</b> , ACI World Closing remarks by IATA	Assembly Hall Foyer
1500-1545 hrs	Opening remarks by: <b>Lisa Piccione</b> , IAWA President <b>Dr. Fang Liu</b> , ICAO Secretary General; and Presentation by <b>Captain Shaesta Waiz</b> , Founder, “DreamsSoar – Global Solo Flight for STEM”	Assembly Hall
1545-1645 hrs	Panel Discussion: “My Career/Flight Path to ICAO – How I made it happen”	
1645-1700 hrs	Overview of the photo contest on gender equality and announcement of the winner – presented by <b>Jimena Blumenkron</b>	

**Panel Discussion:**

**“My Career/Flight Path to ICAO – How I made it happen”**



This panel discussion on “My Career/Flight Path to ICAO – How I made it happen” will include stories of the following inspiring female role models.

**Nancy Graham, Moderator,  
President, Graham  
Aerospace International, LLC.**

Nancy served as the Director of the Air Navigation Bureau at ICAO. Her accomplishments include the overhaul of the Global Aviation Plans, making the audit information of the Universal Safety Oversight Audit Program fully transparent and accessible to all through iSTARS, an online information system – a first in the UN system. Nancy has also been an Executive with the FAA for several years. Nancy holds a Bachelors and Masters degree in Technology Management and serves on the Board of Directors for Singapore Air Traffic Management Centre of Excellence through Nanyang University. Nancy is also the recipient of the 2015 IFSF Laura Tabor Barbour Air Safety Award awarded by International Flight Safety Foundation.



**Crystal Guseul Kim, Panelist,  
Technical Officer, ICAO**

Crystal is a technical officer in the Air-space Management and Optimization section, Air Navigation Bureau. She joined ICAO in 2009 as a management support officer, moving on to become a portfolio manager and is now responsible for providing technical advice and assistance on matters related to ATM. Crystal earned her bachelor's degree of aeronautical science from Korea Aviation University and took graduate studies in Air and Space Law. She is also an ICAO certified USOAP auditor and holds Air Traffic Controller License and Flight Dispatcher License.



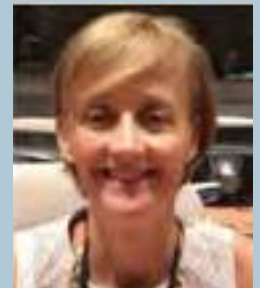
**Mercy Beatrice Awori, Panelist,  
Council Representative, Kenya**

Mercy is also the Secretary for the AFI Group on the Council and also the Vice Chairperson of the Air Transport Committee. Prior to this, Mercy was the Head of Air Transport at the Kenyan CAA. Mercy has authored several articles including one on the Montréal Convention, 1999. Mercy holds a Master of Science in Air Transport Management from Cranfield University and is an alumna of Leiden University and University of Nairobi.



**Kirsten Riensema, Panelist,  
Air Navigation Commissioner**

Kirsten is the UK - nominated Air Navigation Commissioner to the ICAO since January 2015. Prior to this, Kirsten has worked for the UK CAA for 10 years, starting as an aerodrome policy officer. Kirsten also worked for the British Airways for 13 years as a station manager, aircraft dispatcher and ground operations safety expert, learning the business from the ground up. She graduated from Embry-Riddle Aeronautical University (BS Aviation Management, Summa Cum Laude).



# International Aviation Womens Association

## 28th Annual Conference

### Keynote Speakers

#### Brigadier-General M.H.L. (Lise) Bourgon, CSM, CD

Brigadier-general Lise Bourgon joined the military in 1987 under the ROTP training plan and was selected to attend Le College Militaire Royal de St-Jean where she graduated in 1992 with a Bachelor Degree in Business Administration.

Following wings training in Moose Jaw, Saskatchewan in 1994, she was posted to 423 Maritime Helicopter Squadron in Shearwater where she served on HMCS Preserver, NCSM Ville De Quebec and HMCS Toronto. In 1998, she was transferred to 406 Maritime Operational Training Squadron, where she served as a pilot instructor.

Following her promotion to Major in 2001, she was posted to Ottawa in the Directorate of Air Requirements - Maritime as a Project Director working on projects such as the Maritime Helicopter Program and the Self-Defence Program.

She was posted back to 423 Maritime Helicopter Squadron in 2004 to serve as the Detachment Commander on HMCS Montréal. Following OP TRANSFORM, she was appointed as the Wing Plans and Tasks Officer in 2005. She graduated from the Joint Command and Staff Program at the Canadian Force College in Toronto in 2007.

#### Lisa Lisson, President, FedEx Express Canada

As the president of FedEx Express Canada, Lisa Lisson started her career as an associate marketing specialist before becoming one of Canada's most powerful and influential transportation executives.

As the leader of a team of over 6,000 employees, Lisa has helped build FedEx Express Canada into one of the largest courier networks in the country, allowing consumers and businesses to connect across Canada and the entire world with uncompromising speed and reliability.

Lisa has become a renowned public speaker in Canada and the United States for her revealing discussion about becoming the first woman, and first Canadian, president in the history of FedEx. Lisa has acquired insights and advice from raising four children as a single mother following the sudden passing of her husband at a young age, while building a successful career. She shares her story with audiences with openness and frankness.

Since Lisa became president, FedEx Express Canada's brand

Following her promotion to Lieutenant-Colonel, she was appointed the Commanding Officer of 406 Maritime Operational Training Squadron in 2007 and served in Shearwater, NS until July 2009 when she was chosen to be the Executive Assistant to the Chief of the Air Staff in Ottawa, Lieutenant-General André Deschamps.

In June 2011, she was promoted to Colonel and posted as the NATO Liaison Officer at the NATO Air Headquarters in Ramstein, Germany. After only two years in Germany, she was appointed as the new 12 Wing Commander in Shearwater, Nova Scotia. Following her tour as Wing Commander, she was promoted to the rank of Brigadier-general and deployed as the Joint Task Force Commander for OP IMPACT. Upon her return from deployment, she was assigned to Canada Joint Operational Command as the Chief of Operations. In August 2016, she was transferred to the Strategic Joint Staff as Director General Operations.

BGen Bourgon is a graduate of Air Warfare College, holds a Master Certificate in Project Management from George Washington University and a Master in Public Administration from the Royal Military College of Canada. She is married to Martin Roy, and they have two lovely children, Jeremy and Megan.



reputation has been consistently ranked as the best in Canada's transportation industry. Employees have ranked FedEx Express Canada as one of the country's best places to work, with a top-50 ranking on the Aon Hewitt Best Employers in Canada list in every year of her presidency.

Lisa is named on the Women's Executive Network list of Canada's Most Powerful Women: Top 100, a rank she has held for four consecutive years. In 2012, she was awarded the Queen Elizabeth II Diamond Jubilee Medal in recognition of her achievements and work in the community. She is passionate about access to quality healthcare for all children and, in 2013, she joined the Board of the Hospital for Sick Children Foundation.

Lisa holds a Bachelor of Commerce (Hons), University of Guelph and also serves as a Director of the Board for the Business Council of Canada.



## 28th Annual Conference Keynote Speakers



### Dr. Valerie Manning, Senior Vice President of Customer Support Airbus

Valerie Manning has recently moved into the role of senior vice president of Customer Support within Airbus Customer Services, based in Toulouse, France. Previously, Dr. Manning was vice president and head of the Airbus Upgrade Services line of business, leading sale, development and delivery of optional modifications to airframes, cabins, and systems for the in-service Airbus fleet. A thirteen-year veteran of the Airbus Group, Dr. Manning has served within Group headquarters and in North America. Dr Manning has held roles as a consultant with McKinsey & Company and also consulted privately in multidisciplinary optimization and supersonic aircraft design. An active private pilot, Dr. Manning graduated from Princeton University with a B.S in mechanical and aerospace engineering, and earned an M.S. and Ph.D. in aeronautics and astronautics from Stanford. Dr. Manning began her career as an officer in the United States Air Force, and currently serves actively in the USAF reserves.



### Marion C. Blakey, Chairman, President and Chief Executive Officer, Rolls-Royce North America Inc.

Marion C. Blakey joined Rolls-Royce North America Inc. (RRNA) in 2015 as President and Chief Executive Officer. In this role, Ms. Blakey also serves as Chairman of the Rolls-Royce North America Holdings Inc. Board.

Prior to joining Rolls-Royce, Blakey was President and Chief Executive Officer of the Aerospace Industries Association (AIA) where she provided a leading and influential voice for the aerospace and defense industry. From 2002 to 2007, Blakey was Administrator of the Federal Aviation Administration (FAA) where she operated the world's largest air traffic control system and managed 44,000 employees and a \$14 billion budget. Prior to 2002, she held several senior-level positions including Chairman of the National Transportation Safety Board (NTSB) and administrator of the U.S. Department of Transportation's National Highway Traffic Safety Administration.

Ms. Blakey is Chairman of the Board of Trustees for Noblis, a nonprofit science, technology and strategy organization, and is a member of the Alaska Airlines Board of Directors where she serves as Chairman of their Safety Committee. She also chairs the NASA Advisory Council's Aeronautics Committee and serves on an independent Quality Assurance Panel review manufacturing procedures at Takata Corporation, a manufacturer of automotive safety systems and products.

Born in Gadsden, Ala., Blakey received her bachelor's degree with honors in international studies from Mary Washington College of the University of Virginia. She is a member of Phi Beta Kappa, a fellow in the Royal Aeronautical Society and has received numerous honorary degrees and awards, including the National Aeronautic Association's 2011 Henderson Trophy, Aviation Week & Space Technology's 2013 Laureate Award, and the National Aeronautic Association's 2013 Wright Brothers Memorial Trophy.



### Linda Galindo, Motivational Coach and Accountability Author, Galindo Consulting, Inc.

A former radio news personality, Linda Galindo made the shift to consulting, speaking and writing about accountability 20 years ago. With a refreshingly direct and dynamic style, Linda teaches leaders how to bring accountability into their organizations to significantly improve performance most notably in quality and safety. Galindo inspires leaders to empower themselves, and those that follow them, to speak the truth, focus on what matters and be fully accountable for the results they produce. She consults to clients in a variety of verticals including energy, financial, medical devices, transportation, insurance and the arts.

Linda is the author of *The 85% Solution: How Personal Accountability Guarantees Success – No Nonsense, No Excuses* (Wiley, 2009). This "accountability primer" offers a re-framed approach to accountability – inviting everyone to understand that to be effective as a leader there has to be personal accountability whether results are good or bad. She also authored *Way to Grow! Cultivating the Weeds, Daisies and Orchids in Your Organization and*

*Where Winners Live – Sell More, Earn More, Achieve More Through Personal Accountability* (Wiley, 2013).

Galindo has written over one hundred management articles on the topic of accountability and actively blogs The Straight Truth™ on her website [www.lindagalindo.com](http://www.lindagalindo.com). Linda serves as faculty for the Governance Institute and the Institute of Management Studies. She speaks to leadership conferences internationally and is a founding Board Member for the NASBA Center for Public Trust.

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## Captain Aysha Alhamili, United Arab Emirates' Representative to ICAO, First Female Pilot in the UAE and ATPL holder

Capt. Alhamili started her career in aviation when she was 16 years old as a pilot. She is the first Female pilot in the UAE, first UAE representative to the ICAO council, and the youngest Permanent Representative to ICAO in the history of the organization. Since 2009, Capt. Aysha

Alhamili has been the Representative of the United Arab Emirates (UAE) on the Council of the International Civil Aviation Organization (ICAO). Recently she was a runner-up for the position of the Secretary General of ICAO. Capt. Alhamili has achieved great success on an international level. She led more than 80 international air services negotiations to expand the UAE market access. In her role as Head of the UAE Diplomatic Mission to ICAO, she has served as a primary spokesperson for the country and promoted collaborative cooperation towards a collective vision of ICAO in the areas of safety, security, environment and performance management. Capt. Alhamili is influencing the process of consensus building within the organization.

Since her appointment in ICAO she was an advocate of performance management and global aviation capacity building. One of her initiatives was the design, execution and funding of a project on Regionalization of Search and Rescue for the SADEC States in 2009. Capt. Alhamili was the catalyst in starting long-term cooperation between the UAE and developing countries from different regions of the world and has been instrumental in signing MOUs with ACAC, AFCAC and LACAC to further expand the areas of cooperation and capacity building between these organizations and the UAE. Along with her highly professional leading team, Capt Aysha Alhamili's work is driven by creativity and innovation, always adapting the latest management trends.

As the first female pilot in the UAE, Capt. Alhamili's work has inspired many women from the region to pursue careers in aviation. She is an active speaker in national and international venues advocating the role of women in aviation. Recently, she was invited to speak at Harvard Business School, she was the keynote speaker at the opening ceremony of the McGill Model United Nations Assembly (the theme for 2016 was Gender Equity) This came as a recognition for her contribution to the development of gender equality and civil aviation, Capt. Alhamili has received numerous awards. She won the award of the UAE federal personality of 2013, the Trailblazer award, and recently she received the Woman of the Year award from the Air Transport News in addition to many others.

Capt. Alhamili is a believer in continuing education and she attends management courses on a regular basis at the most prestigious institutions such as Harvard Business School, Columbia

University and Rotman School of Management among others. She has a Master of Science in Air Transport Management from City University of London and a degree (BA SBS) in International Studies from Zayed University in Abu Dhabi. She is a holder of a commercial Pilot license, Air Transport Pilot license and a certified instrument-flight instructor with a type rating on the DASH-8. She is a current pilot and enjoys flying for leisure.

## Katherine Bennett, OBE FRAeS, Vice President, Public Affairs, Airbus

Katherine has been with Airbus for 12 years and is Vice President in their Public Affairs Division. She has held roles in Communications and spent over 2 years based at Airbus HQ in Toulouse, France running the global public affairs function.

Katherine's previous employment was with General Motors UK where she headed up their government affairs function and prior to that worked for Hill and Knowlton Public Relations in London. Her time with GM included several months based in the USA.

Katherine was awarded the Order of the British Empire in June 2004 for services to industry and charity. She has served on various boards of public/private enterprises focused on economic development in UK regions and serves on the Council of ADS (the UK aerospace trade association) and of ASD (European aero association).

Based out of London, she is the Director General of the Airbus Intergovernmental Committee across 4 nations in Europe and has specific responsibility for UK Government Relations. In December 2015 she became a Board Member of the International Aviation Womens Association. In March 2016 she was nominated a Fellow of the Royal Aeronautical Society.

Katherine is active in her local community in the West of England, is a church organist and a member of the UK Parliament Choir.



## Captain Judy Cameron, Air Canada (Retired), Boeing 777 Pilot

Judy Cameron became the first female pilot hired by Air Canada, Canada's largest airline, on April 10 1978 at the age of 23. She was the first woman to graduate from Selkirk College's Aviation Technology Program in 1975.

Prior to airline flying, Judy flew smaller aircraft in Slave Lake and Edmonton, Alberta, and Inuvik, N.W.T. Throughout her flying career of 40 years and over 23,000 hours, she has flown the DC-3, Twin Otter, Hawker Siddeley 748, DC-9, Lockheed 1011, Airbus 320, Boeing 767 and 777. Her destinations have ranged from Santiago, Chile to Sydney, Australia, Shanghai, China, Hong Kong, Tel Aviv, Israel and many cities in Europe, including Paris,



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London and Rome. She has also landed at every major airport in Canada and many in the United States. Her most memorable flight was in 1997, when she was promoted to DC-9 Captain.

Judy was the first female captain of a wide-body aircraft at Air Canada in 2006 (the Boeing 767), and in 2010, became the first female Boeing 777 captain in Canada. On May 24, 2015, with much fanfare waiting, Judy made her final flight from Munich back to Toronto Pearson Airport, retiring after 37 years. She has volunteered with “Dreams Take Flight” and “Wings of Courage” and coordinated the silent auction for Canadian Women in Aviation.

For inspiration, she looks to the strong role model of her single mother, who brought her up to believe she could be anything she wished to be and who always encouraged her. Judy has two grown daughters, Carolyn and Kristy that she also raised as a single mother. She lives in Oakville, Ontario with her husband, Ron, a retired Air Canada pilot. Judy is an avid skier, likes hiking, golfing, photography, and riding her red 750 Honda motorcycle. Judy received the 2015 Northern Lights Award for her contribution to Canadian women in Aviation. In addition, she was chosen for Premier Traveler Magazine’s “Most Compelling Woman in Travel 2015” award.



### Lijia Gao, Party Secretary and Vice President, Beijing Capital Int'l Airport Co., Ltd. (BCIA)

Born in May 1964, Mrs. GAO Lijia started her career as the Deputy Director and Associate Professor of the Electronic Engineering Department of Beijing University of Aeronautics and Astronautics (BUAA) in 1989.

Mrs. GAO joined Beijing Capital International Airport in 1997, working in its Computer Center, and in 1999, she was appointed Manager of the IT Department of Beijing Capital International Airport Co., Ltd. (BCIA). In 2001, she served as the Manager of the Planning and Development Department of the Company. Mrs. Gao was designated to be Vice President of BCIA in February 2004. She was appointed Executive Vice President of BCIA in March 2010, and Executive Vice President (President and CEO level) in April 2014 respectively. In August 2016, Mrs. GAO was named Party Secretary and Vice President of the company.

Mrs. Gao is a senior engineer, graduating from the Computer Science Department of Beijing University of Aeronautics and Astronautics (BUAA), with a master degree of engineering. She also has a master degree of Business Administration from China Europe International Business School. Mrs. Gao also serves as a member of the World Airport IT Standing Committee of Airports Council International (ACI).



### Larisa Nepochatova, Chairman, BUSIN Insurance Company

Larisa Nepochatova is a first Lady - Aviation Underwriter in Eastern and Central Europe, as well as one of the few Ladies in Aviation Insurance sector in the world. She is a member of IAWA, Aviation Engineer by education and a PhD in Flight Safety. Larisa delivers lectures on several courses in National Avia-

tion University of Ukraine, serving as an inspiration and a leader to a younger generation who are entering the aviation sector. Larisa is founder of BUSIN Insurance Company -an Aviation Specialty Firm with over 24 years of market expertise. Aviation Insurance needs highly-skilled professionals such as Larisa, who has greatly contributed to the development of Ukraine’s infant aviation industry and brought its Aviation Insurance market up to the global level. Ukraine is the home of the ANTONOV airplane family, renowned for its freighters – An-225 “Mriya” and An-124 “Ruslan” who conjointly set 270 world records. Today Larisa is the Chairman of the Board of Directors of BUSIN Insurance Company (Ukraine, Kyiv).

### Dr. Pauline Yearwood, Deputy Programme Manager of Transportation, Caribbean Community Secretariat

Dr. Pauline Yearwood is the Deputy Programme Manager, Transportation, in the Trade and Economic Integration (TEI) Unit of the Caribbean Community Secretariat, where she is responsible for the provision of policy guidance and technical expertise to the fifteen Member States in the areas of air and maritime transportation, ensuring that transport services are assured and continue to play its vital role in trade, economic development and the integration process. A qualified Aviation Expert with over 25 years’ experience, Dr Yearwood is responsible for the coordination of multi-disciplinary projects identified by the Regional Transportation Commission, for which she provides technical oversight and also leads the governance mechanism.

A Board Member of Caribbean Aviation Safety and Security Oversight System (CASSOS), Dr Yearwood occupied several senior technical positions in the public sector in Barbados where she advised on air and maritime transport matters. In addition to her Caribbean experience, Dr. Yearwood has international experience gleaned through the Centre of Excellence, Centre of Transport Research (CETRA), University of Zilina, Slovak Republic where she traveled extensively within the eight nation contracting parties of Central European Air Traffic Services (CEATS), as an Associate Researcher, as part of an implementation team formulating aviation regulations and air traffic management procedures.

She is a recipient of the Captain A. Gordon Vette Flight Safety Award and also the recipient of the European Commission Technical Fellowship. Dr. Yearwood has a PhD. in Aerospace Engineering (University of Glasgow, Scotland), a MSc. in Airport Planning and Management (Loughborough University, Leicestershire, England) and a BSc. in Aviation Management (Embry-Riddle Aeronautical University, Daytona Beach, Florida, U.S.A). Her expertise is in areas of, Communications, Navigation Surveillance/ Air Traffic Management (CNS/ATM), Human Factors and Safety Oversight. Thesis work, supervised by EUROCONTROL, pertained to the development of a computational quantitative model to analyze and determine the impact and consequential changes in pilots and air traffic controllers operations during applications of airborne separation.



# International Trade: Challenges and Opportunities in the Aviation Industry

## Nathalie Béchamp, Director of Innovation, Science and Technology Division, Global Affairs Canada

Nathalie Béchamp has served as a career diplomat since 1995, and currently is based in Ottawa as Director of the Innovation, Science and Technology Division at Global Affairs Canada (GAC). Previously from 2014 until August 2016, she was Minister Counselor responsible for Commercial and Economic Affairs at the Canadian Embassy in the Russian Federation.

From 2011 to 2014, she was Director of the Investment Promotion Division at GAC, and previously she was the Senior Trade Commissioner at the Canadian Consulate General in New York City from 2007 to 2011. Previous assignments include as Director of Commercial Relations with Europe and Central Asia, Deputy Chief Negotiator on the Canada-EU Trade Agreement and postings to Santiago, Chile and Bangkok, Thailand.

Ms. Béchamp holds a Bachelor of Commerce degree from the University of Ottawa and was a participant in the Governor General's Leadership Conference of Canada in 2008.

## Dr. Regula Dettling-Ott, Vice President EU-Affairs, Lufthansa Group

Prof. Dr. iur. Regula Dettling-Ott, attorney-at-law, joined Lufthansa in 2010 as Vice-President EU Affairs. She is responsible to handle all matters related to aeropolitical and industry affairs at the EU for the Lufthansa Group.

Prior to working for Lufthansa, Regula Dettling-Ott was handling International Relations & Government Affairs at Swiss International Air Lines. Before joining SWISS, she worked as an attorney for many years (partner in a Swiss law firm), specializing in air law including liability matters as well as accident investigations in major air disasters and regulatory matters, such as traffic right issues and airport regulation.

Regula Dettling-Ott lectures on air law at the University of Bern and has published extensively on various subjects in this field.



## Susan Kurland, Deputy Commissioner of Air Services Development, Chicago Department of Aviation

Susan Kurland joined the Chicago Department of Aviation as Deputy Commissioner of Air Services Development for O'Hare and Midway International Airports in May 2016. She brings more than 25 years in executive leadership transportation positions in both the public and private sectors, serving most recently as the Assistant Secretary for Aviation and International Affairs for the U.S. Department of Transportation (USDOT).

As part of the Secretary of Transportation's senior team she directed and implemented economic and competition policy affecting the air transport industry, coordinated the USDOT's international activities, and directed the Department's participation in international aviation negotiations throughout the world. Ms. Kurland led USDOT's decision-making process involving the allocation of international aviation route authority; licensing of air carriers; providing air services to rural communities and grants of antitrust immunity for international aviation alliance activities.

Prior to joining the USDOT, Susan was a managing director at Jefferies & Company, focusing on airport infrastructure and municipal finance projects. She served as Vice President and Deputy General Counsel of U.S. Airways and also led the Federal Aviation Administration's national airports program as Associate Administrator for Airports. During her time as Deputy Corporation Counsel for the City of Chicago, Susan served as general counsel for Chicago's airport system.

Kurland holds degrees from Brandeis University and Boston University School of Law.

## Christine E. Savage, Partner, International Trade & Compliance, King & Spalding LLP

Christine E. Savage is a partner in the International Trade Practice Group in the Washington, D.C., office of King & Spalding. She concentrates her practice on international trade regulation and has experience in export control and sanctions law, antiboycott regulations, national security reviews of foreign direct investment in the United States, trade remedy proceedings, and administrative law and practice.

Christine joined the firm after serving as an attorney-advisor at the United States Department of Commerce during the Clinton Administration where she advised U.S. Government officials on international trade proceedings and policy matters.

Since joining King & Spalding, Christine has focused on assisting



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clients, including those in the aerospace and defense sectors, in ensuring compliance with U.S. export control and sanctions laws. In connection with these matters, Christine has assisted in assessing the impact of foreign participation in international mergers and acquisitions involving sensitive U.S. technology, software, and/or hardware, including obtaining clearance of transactions from the Committee on Foreign Investment in the United States (“CFIUS”); conducted internal reviews of companies’ compliance systems; assisted clients in resolving complex licensing and classification issues; assisted clients in preparing voluntary disclosures of violations of export control, sanctions, and antiboycott laws; and defended clients in government enforcement actions involving these laws. Christine has experience in representing clients’ interests before the Bureau of Industry and Security, the Directorate of Defense Trade Controls, the Office of Foreign Assets Control, the Defense Technology and Security Administration, and CFIUS.

Ms. Savage earned her J.D. from the Catholic University of America, cum laude, and a B.A. from the University of Michigan. She remains a devoted fan of the Maize & Blue.

overall relationships and focuses on achieving results for their important business issues. For over 15 years, she has been part of Deloitte’s consulting and advisory organization where she has served many Fortune 500 clients leading transformative, large-scale projects. Lori’s industry experience includes aviation, aerospace and defense, consumer-oriented businesses, oil and gas and banking.

Lori was previously with KPMG where she led the Strategy & Operations banking practice in the Southeast, and was with IBM Consulting where she managed process reengineering efforts.

Lori is committed to the leadership of women. She helped launch the North Texas chapter of Women’s Energy Network (WEN) as well as led the formation of a regional organization focused on the advancement of women in the retail and consumer projects industry known as Network of Executive Women (NEW) for Texas.

She serves on the board for YMCA Metropolitan in Dallas, and holds a BBA and MBA from Texas Christian University.



### Lori Ward, Principal, Deloitte & Touche LLP

Lori is a practice leader for Strategic Risk Services within the industry sector of Travel, Hospital, Leisure & Services (TH&S) at Deloitte. She has over 25 years of consulting experience and helps clients identify, manage and exploit risk across the enterprise, especially as it relates to improving performance and gaining competitive

advantage. Lori has served the airline industry for much of her career and has recently authored papers on Disruption in Aviation, looking at insider, cyber and third party threats and other changing dynamics causing potential impacts to business operations.

Lori is also responsible for a portfolio of large client accounts in the Dallas/Fort Worth area where she leads

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# Next Generation: Design for Impact



**Darby M.R. Becker, Government Relations Executive, General Electric**  
Darby Becker is in Government Relations at GE, where she lobbies on commercial and general aviation issues before Congress and the Executive Branch.

Darby joined GE in 2009. Previously she worked for United Technologies Corporation where she lobbied on aviation and space issues. Earlier in her career, Darby worked at the General Aviation Manufacturers Association.

Prior to joining GAMA, Darby was Legislative Director for U.S. Representative Jerry F. Costello (D-IL) where she handled the Congressman's Aviation Subcommittee assignment.

She earned her juris doctor at George Mason University Law School in Virginia where she graduated with honors from the school's evening program in 1998. She completed her bachelor's degree in History and Political Science at The Colorado College in 1990. She serves on the board of the Greater Washington Aviation Open, a charity golf tournament.

Darby and her husband have a daughter and son and live in Oakton, Virginia.



**Stephanie Correa, Student & IAWA Scholarship Winner, Vaughn College of Aeronautics**

Stephanie Correa is a dedicated full-time student and aspiring air traffic controller. She is attending Vaughn College of Aeronautics where she is meticulously pursuing her bachelor's degree in airport management. Stephanie has already received an associate's degree from Vaughn college where she dedicates most of her time. Her love of the aviation industry drives

her desire to graduate and be able to make a positive impact in the usually male dominated industry. In doing so, Stephanie finds many ways to give back and help motivate others to follow their love for aviation. She can often be found back at aviation high school where she graduated, speaking to students about their futures. She has also worked with teachers of aviation high school to help create the school's first air traffic control club. Stephanie was also president of Vaughn Colleges Kiwanis Key club. In her spare time after her studies Stephanie spends countless hours in the state of the art air-traffic control lab at Vaughn College. Even though Stephanie has faced much adversity and sharing a male-dominated career field she has never backed down. No challenge is too steep for her determination and desire for aviation. Stephanie is taking the aviation industry by storm and is laying the foundation for others to follow in her footsteps.

**Johanne Gallant, President and CEO, Fredericton International Airport Authority**

Johanne Gallant joined the Fredericton International Airport Authority (FIAA) in March 2015, bringing over 30 years of success in the fields of marketing, sales and international trade to our capital city. Prior to joining the airport Ms. Gallant spent over a decade leading the Greater Moncton International Airport (GMIA) as Director of Airport Commercial Development and Acting President and CEO (2011-2014). Her proven track record of establishing new routes and markets by developing strategic business partnerships with multiple levels of government, other airports, private industries and associations has resulted in significant investments in the local, regional and provincial economy. Ms. Gallant has deep roots in the community, and prior to joining GMIA, she held various positions with the New Brunswick Department of Tourism and Economic Development including Director of Marketing and Trade Sales. A member of the ACI Marketing and Communications Steering Group since 2008, Ms. Gallant is currently Chair of that committee, and is also: a former board member of the Greater Moncton Chamber of Commerce; former Chair of Major Gifts division for the Transportation Discovery Center; and former Chair of the Canada Committee, under the auspice of the Canadian Tourism Commission. A passion for fitness, health, and travel complements her dedication to her job. She has participated in humanitarian missions with her family, which has allowed her to assist with the building of elementary schools and a women's medical clinic in the Democratic Republic of Congo, Africa.



**Arielle Meloul-Wechsler, Vice President, Human Resources, Air Canada**

Arielle Meloul-Wechsler was appointed Vice President, Human Resources in September 2013 with leadership for all aspects of Human Resources including total rewards, pensions, development of people strategy, implementation of culture change initiatives, strategy for all aspects of talent acquisition, training and development for the airline, recognition, occupational health and wellness, disability management as well as linguistic services and diversity. In December 2015, Arielle also assumed overall leadership for liaising with the unions representing 85% of Air Canada's workforce. Prior to being appointed Vice President, she was Senior Director, Human Resources, a role held since July 2011.

Previously, Arielle was Assistant General Counsel and Director of Legal Services. While in the legal department, Arielle's prac-



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tice groups included advising the airline on corporate financing transactions, reorganization or M&A transactions, business outsourcing arrangements, information technology, strategic purchasing and intellectual property. In 2005, she was seconded to Aeroplan where she led the external legal team through Aeroplan's initial public offering.

Prior to joining Air Canada in 1997, Arielle practiced at Davies, Ward, Phillips & Vineberg.

Arielle received her Civil Law degree from the Université de Montréal and has been a member of the Quebec Bar since 1993. Arielle also holds a Bachelor of Science degree in Psychology from McGill University. She is on the Board of Directors of the Airline Personnel Directors Counsel, is a Member of the Conseil du patronat and sits on the Management Pension Committee of Air Canada. In addition to her professional involvements, Arielle is also heavily involved as a fundraiser and volunteer at Selwyn House School and at Miss Edgar's and Miss Cramp's School. She is also on the organizing committee for the St. Mary's Hospital Foundation Ball.

## Alcinda Pereira, Executive Director, Bestfly Flight Support

Alcinda began her professional career at the age of 17, working part-time while finishing her academic studies.

Her family has always been linked to the aviation industry which peaked her interest despite having a degree in the field of International Relations. In 1998 Alcinda got married to Nuno Pereira, a pilot in Luanda Angola, and in 2003 they relocated to Europe where Nuno joined NetJets Europe. In 2004 Alcinda was provided with the opportunity to start working for NetJets in the Flight Support department and a year later in the Maintenance department.

After returning to Angola in 2007, Alcinda and Nuno opened Bestfly – Flight in 2009 to fill a very large gap that existed in providing services to the private aviation sector in their country.

They start the company with only three employees and to date have 254 employees working in Angola in various cities.

In 2012 they opened the Aircraft Management side of the company with one aircraft and now are the largest private company in Angola with 14 aircrafts in management operating worldwide.

In 2012 they launched the first FBO in Angola and built a hangar that was finished in 2015. This facility is unique to the country.

BestFly is also one of the few African companies to be certified by IBAC as an IS-BAO accredited Operator and the only one in Angola



## Keep your friends close, your enemies closer, your suppliers closest – Innovation and Risk in Supply Chains



## Suzanne Benoît, President, Aéro Montréal

Suzanne M. Benoît was appointed President of Aéro Montréal, Québec's aerospace cluster, at its inception in August 2006.

Prior to joining Aéro Montréal, she led the Longueuil Economic Development Agency (LED) as its President and CEO. Before, she led the foreign investment prospecting team in the Americas division of Investissement Québec and previously, she held various executive management positions at Hydro-Québec in the areas of government and institutional relations and industrial and economic development.

She started her career with the government of Canada and had various assignments related to industrial and international cooperation in Ottawa and elsewhere in Canada mainly in the Ministries of Industry and Foreign Affairs and international Trade.

In 2015, the Prime Minister of Canada officially appointed Ms. Benoît as one of three representatives to the APEC Business Advisory Council (ABAC) of the Asia Pacific Economic Cooperation (APEC) forum, one of the most important regional forums in the world.

Ms. Benoît is very active in the field of economic development

both at the national and international level. She also serves on many boards, namely the executive committee and board of directors of the greener aircraft catalyst project (SA2GE), Sous-traitance industrielle Québec (STIQ), the Conseil Emploi Métropole, the Consortium for Research and Innovation in Aerospace in Québec (CRIAQ), and the Comité sectoriel de la main-d'œuvre en aérospatiale (CAMAQ). Ms. Benoît's community involvement is also reflected by her honorary role and participation in charitable organizations.

Ms. Benoît holds a bachelor's degree and Master of Business Administration (MBA) from the University of Ottawa. In 2014, she completed corporate director governance training at McGill University as part of the Institute of Corporate Directors (ICD) program.



## Hélène V. Gagnon, Vice President, Public Affairs and Global Communications, CAE

Hélène V. Gagnon is Vice President, Public Affairs and Global Communications at CAE since February 2015. She manages CAE's

## Keep your friends close, your enemies closer, your suppliers closest – Innovation and Risk in Supply Chains

reputation and strengthens relationships and communications with key internal and external stakeholders worldwide, including CAE's 8,000 employees, media, communities and governments.

Prior to her appointment at CAE, Ms. Gagnon worked for 11 years at Bombardier, the last eight as Vice President, Public Affairs, Communications, Corporate Social Responsibility and Achieving Excellence System for Bombardier Aerospace, the third largest civil aircraft manufacturer. From 2003 to 2007 she was Senior Director of Public Affairs at Bombardier Transportation.

She began her career in 1995 with the law firm Fasken as a specialist in environmental law. In 2000, she joined mining and metallurgy multinational Noranda Inc./ Falconbridge Limited (now known as XStrata) as Director of Public and Corporate Affairs for Québec.

Ms. Gagnon chairs the Board of Directors of Aéro Montréal, Greater Montréal's Aerospace Cluster, for 2015 – 2017. She acted as Chair of the Aerospace Industries Association of Canada's Board of Directors (AIAC) in 2012-2013. She is a member of the Board of Directors of Aéroports de Montréal (ADM). She was appointed as an independent member of the Board of Directors of Hydro Québec in April 2015.

Ms. Gagnon has always been very active in the community. She has been involved in more than 50 organizations over the last 22 years including government advisory boards, pressure groups, cultural and charity organizations and business associations and was appointed to 24 Boards of Directors.

She has been a speaker or panelist around the world on topics like environmental policy, corporate social responsibility, public policy issues, crisis management, issue management and social media. She has garnered more than 50 scholarships, awards, distinctions and excellence prizes notably, the prestigious Canada's Most Powerful Women Top 100™ award from the Women Executive Network in 2007.

A graduate of McGill University with a degree in Civil Law (B.C.L.) and Common Law (LL.B.), Ms. Gagnon also holds a Master's degree in Public Administration and Public Policy from the London School of Economics (M.Sc). She is a member of the Québec Bar and also holds the title of Accredited in Public Relations (APR) from the Canadian Public Relations Society.

### Cynthia Garneau, President, Bell Helicopter Textron Canada Ltd.

Cynthia Garneau was named President of Bell Helicopter Textron Canada, Mirabel in January 2016.

In her current role, Cynthia is responsible for leading all Mirabel operations with a focus on executing an integrated strategy to keep operations competitive and viable in an ever-changing global market.

Cynthia joined Bell Helicopter in 2004 as a Contracts and Compliance Manager at the Mirabel facility. She has held leadership roles of increasing responsibility within Supply Chain Manage-



ment, Public Affairs and Government Relations. Most recently, Cynthia was named the Director of Integrated Business Planning and Production Engineering organization and a key member of the Bell Helicopter Canada leadership team.

Cynthia is a proven aerospace leader with more than 20 years of experience leading complex teams at major original equipment manufacturers. Before joining Bell Helicopter, Cynthia held various leadership and technical roles at Bombardier Aerospace; where she helped launch several major aircraft program initiatives and key negotiations for the Business Aircraft group.

Cynthia earned a Bachelor of Specialized Education as well as a Bachelor of Law, both from Sherbrooke University. She is a lawyer and member of the Québec Bar since 1994. She is also a member of the Board of Directors for both the Aerospace Industry Association of Canada and Aero Montréal, and a member of the Board of Directors for the St-Jerome Regional Hospital Foundation.

### Alicia Hammersmith, General Manager, Materials Value Stream, GE Aviation

Alicia has spent 25 years with General Electric working in the three industrial divisions of Aviation, Transportation and Oil & Gas.

Alicia started her GE career as a co-op in 1991 and then graduated from the Manufacturing Development Program. After completing the program, Alicia progressed through a series of manufacturing, repair development and quality leadership roles within Aviation Services. Alicia moved to GE Transportation in 2002 where she held leadership roles as MBB, Delivery and Global Supply Chain Materials Manager. In 2006, Alicia was promoted to a role leading the Propulsion Center of Excellence (COE). Alicia then moved to the role of Cash Leader with responsibility for driving working capital initiatives including leadership of the Cash Council, materials process improvements and Hyperion Financial Reporting implementation. From September 2010 through July 2014, Alicia joined Measurement & Control to lead the global Inspection Technologies Supply Chain located in Huerth, Germany. She recently relocated to Cincinnati, Ohio as the General Manager for Materials for GE Aviation.

Alicia received her bachelor's degree in Industrial Engineering from the University of Pittsburgh and her MBA from Xavier University in Cincinnati, Ohio.

### Robyn Perry-Garrison, Vice President, Supplier Management, Partnering for Success, Boeing Commercial Airplanes

Robyn Perry-Garrison is vice president, BCA Partnering for Success. In this role she is responsible for integration and execution of 787 and sustaining programs supplier cost reduction.

Previously, Robyn served as vice president of Supplier Management for BDS Mission Systems and Global



## Keep your friends close, your enemies closer, your suppliers closest – Innovation and Risk in Supply Chains

Services & Support (GS&S). In this role, Perry-Garrison leads the BDS Mission Systems supplier teams and holds responsibility for GS&S Supplier Management, as well as the Supply Chain Management Capability Center for GS&S. Perry-Garrison is responsible for developing and leveraging strategic supplier relationships for all GS&S programs. She oversees an organization with more than 1,400 employees at 10 sites across the United States, Australia, and the United Kingdom, providing Supply Chain Management services for more than \$4 billion of material annually.

Prior to that, she served as the vice president of Boeing Military Aircraft (BMA) Supplier Management with responsibility for more than 850 Boeing employees and about \$9 billion in annual product and service procurements with hundreds of strategic and merchant suppliers worldwide.

Since joining the company in 1980, she has held a series of progressively responsible positions, mostly in the finance and supplier management functions.

She holds a Bachelor of Arts degree in business administration with a concentration in Finance from Seattle University, and an Executive Master of Business Administration from the University of Washington.



### Sue Spence, Vice President, Sourcing & Procurement, FedEx Services

Sue joined FedEx in October 2013 as the VP of the newly centralized Sourcing & Procurement group. Her responsibilities include leading a team of over 160 professionals in managing \$13B of spend in op-

erational and services categories, and managing compliance, systems and policies related to the corporation's procurement activities. She also serves as a member of several Industry and University councils in the field of supply management.

Prior to joining FedEx, Sue was employed at United Technologies Corporation for 28 years in positions of increasing responsibility at the aerospace divisions of Pratt & Whitney, Hamilton Sundstrand and Sikorsky Aircraft. She also served as Director of Supply Management at UTC's Corporate HQ, where her team earned Purchasing Magazine's annual Medal of Excellence award, and was chosen as a YWCA Woman Achiever in Business. Her career included positions in both Supply Management, Operations Transformation, Continuous Improvement, and International Trade Compliance.

Sue received her BA in Economics from the University of Connecticut, and an MBA from Rensselaer Polytechnic Institute. She has two daughters attending universities in Boston and New York.



### Maria Valerio, Vice President Supply Chain, Pratt & Whitney Canada

Ms. Valerio began her career at P&WC in 1987 as a planner and later assumed positions of increasing responsibility within Operations, specifically in process control, continuous improvement, quality functions and the manufacture of turbines, compressors,

blades, combustion liners and gas generators. She was appointed General Manager, Campus 1, in 2005, and Director, Canadian Manufacturing, in 2006. In 2009, she was named Director, Strategic Cost Reduction, and was responsible for strategic leadership in the development of cost-reduction initiatives to support the company's growth and financial goals. In 2010, she was named Vice President, Operations, Customer Service.

Ms. Valerio earned an MBA from Queen's University in Kingston, Ont., and bachelor's and master's degrees, both in engineering, from Concordia University in Montréal.



# Financing Airlines and Operators: Industry CFOs and Bankers Discuss the Long Term Outlook for Profitability

## Amelia Anderson, Managing Director & Assistant

### Treasurer, American Airlines

Amelia Anderson is Managing Director, Assistant Treasurer of American Airlines. She was appointed to her current position in January 2014 following the merger of American Airlines and US Airways. Amelia and her team are responsible for execution of American's corporate debt, domestic and international banking, foreign currency repatriations, cash forecasting, and management of American's relationships with banks and rating agencies. This team was recognized as the Airline Treasury Team of the Year for 2011, 2013 and 2014 by the *Airfinance Journal*, and for 2013 by *Airline Economics* magazine.

Amelia holds a BS degree in Finance and Economics from the University of Alabama in Huntsville, and an MBA degree in Corporate Finance from Georgia State University in Atlanta. Before joining US Airways in 2009, Amelia served as Assistant Treasurer and Director of Corporate Audit at Phelps Dodge Corporation, a Fortune 500 copper mining company based in Phoenix, now part of Freeport McMoRan Copper and Gold. Amelia began her career at BellSouth Corporation in Atlanta, a regional Bell operating company now part of AT&T.

Amelia served as Treasurer of the Board of Arizona's Children Association from 2010-2014, and has served on the board of Trustees of the Arizona Opera since 2013. Amelia is a co-founder of Advancing Women in Aviation, a grassroots initiative working with CEOs and other senior aviation executives globally to build engagement and develop tools to promote the development and advancement of women leaders. Amelia and her husband Robert have two daughters ages 12 and 13, and reside in Coppell, Texas.

## Dana Barta, Executive Director, Aviation Finance Group, Global Capital Markets, Morgan Stanley

Dana joined Morgan Stanley in January 2010 as an Associate in Morgan Stanley's Capital Markets (GCM) Division and quickly rose through the ranks. Currently an Executive Director, she is instrumental in not only executing deals, but also a significant contributor to originating business in aircraft, royalty and equipment financings within the Transportation, Pharma and Media & Telecommunications space.

Dana is one of the founders of Advancing Women in Aviation Roundtable (AWAR), a grass roots initiative started in Dublin 2015 and continued in Dublin 2016 during the Aviation Finance Conferences as well as various corporate offices, and which gathers select groups of senior men and women executives to



examine the challenges and opportunities in retaining and advancing talented women in aviation financing industry.

Dana is also a well-known figure in the Aviation Conference circuit, having attended and been a panelist at various AirFinance Journal Conferences as well as the Canadian Airline Investment Forums.

In the aviation space Dana has been involved in all Morgan Stanley EETC transactions since 2010, raising \$26Bn for domestic and international EETCs in 32 transactions. Notable transactions include:

- \$500MM Delta 2015-1 – First “AA” rated tranche since 2007;
- \$714MM Air Canada 2013-1 – First EETC to enjoy the full benefit of Cape Town, awarded the 2013 North American Deal of The Year by the AirFinance Journal as well the 2013 Editorial Award of the Year by Aviation Economics;
- \$663MM American Airlines 2013-1 – First time an airline has issued a EETC while still in bankruptcy; \$2.2Bn American Airlines 2013-2 Refinancing – Largest refinancing, partially while American was in bankruptcy, and involving a tender offer for three prior issued EETCs;
- \$425MM Continental Airlines 2012-3 “Super C”.

Notable transactions outside Aviation include:

- \$1.8Bn American Tower Series 2013-1A, 2A;
- \$1.55Bn Crown Castle Towers Series 2010-4, 5, 6;
- Alvogen: \$150MM secured debt financing by a portfolio of generic drugs.

Beyond her business responsibilities, Dana is a graduate of the GCM Emerging Leaders Program and is part of the Morgan Stanley firm-wide Rising Star Program for both VP and ED levels.

Prior to joining Morgan Stanley, Dana worked at JPMorgan as an Analyst in Structured Credit Products and at Wachovia as an Associate in Structured Equity Products. In these roles, Dana was involved in structuring Synthetic Collateral Debt Obligations and Alternative Investments respectively.

Dana graduated *Magna Cum Laude* from Mount Holyoke College with a B.A. in Economics and Computer Science and from Columbia's MBA – the Executive Program in 2015 with Dean's Honors, sponsored by Morgan Stanley.

Dana was born and raised in Romania and moved to the U.S. to attend college. She lives in New York City with her husband.

## Jessica Gray, Managing Director and Head of Transportation and Logistics, Wells Fargo

Jessica Gray is a managing director and head of the Transportation and Logistics group in Investment Banking and Capital Markets at Wells Fargo Securities. In this role, Jessica leads the expanded IBCM Transportation and Logistics team, which is responsible for investment bank-



## Financing Airlines and Operators: Industry CFOs and Bankers Discuss the Long Term Outlook for Profitability

ing coverage of customers in the rail, road, air, shipping, infrastructure, leasing, and other related sectors of the transportation industry.

Prior to her current role, Jessica led the Commercial Asset Leasing and Finance group at Wells Fargo, which had responsibility for operating lease securitization of commercial assets, as well as for First Union Rail, the fourth largest operating lessor of railcars in the U.S.

Jessica's dealings with transportation leasing clients began through corporate secured lending relationships that the bank had formed out of its specialized lending unit, Lease Finance and Transportation. Over time, the lending unit transformed into a securitization effort on behalf of these clients, pioneering the asset-backed product in the sector.

Jessica earned a BA in finance from the University of Virginia's McIntire School of Commerce.



### Candice Li, Vice-President, Finance and Fleet Management, WestJet

As Vice-President, Finance and Fleet Management, Candice is responsible for all of WestJet's treasury and financial planning and analysis activities, including the financial leadership of WestJet's fleet planning and management activities. With a growing and complex fleet, Candice leads the development and execution of WestJet's fleet plan, oversight of

new aircraft purchases, and handling of sales and lease returns, activities that are critical to the airline's future success.

Candice was previously appointed WestJet's Interim Chief Financial Officer from June 2015 to November 2015. In this role, she was responsible for the areas of Accounting, Financial Reporting, Financial Planning and Analysis, Treasury, Tax, Investor Relations, Internal Audit and Supply Chain. Candice is a Canadian Chartered Accountant (CA), a U.S. Certified Public Accountant (CPA, IL) and has a bachelor of commerce from the University of Calgary.

Previously, Candice served as WestJet's Vice-President, Controller, from October 2012 to May 2015, and as Vice-President, Treasurer from February 2008 to October 2012. Candice joined WestJet as Director of Internal Audit in January 2006. In her pre-WestJet days, Candice held various finance and accounting positions at a semiconductor manufacturer in Santa Clara, California, and began her career at a public accounting firm in Calgary, Alberta.



### Sarah Murphy, Vice President Financial Planning and Analysis, United

Sarah Murphy is vice president of financial planning and analysis for United. In this role, she oversees United's \$33 billion cost structure, manages its business planning functions and leads financial goal setting. These functions include annual and strategic (five-year) operating and capital planning, the 18-month rolling forecast and enterprise financial analysis.

Sarah joined United in 2006 and has held various positions of increasing responsibility, previously serving as the managing director of financial planning and capital planning and the controller for United's administrative divisions. She also served as the managing director of investor relations, and has worked in roles in the Mileage Plus, corporate strategy, revenue management, and customer experience departments.

Prior to United, Sarah worked at Merrill Lynch in its investment banking division. In 2015, Sarah was named as one of Crain's Chicago "40 under 40". She holds a bachelor of science degree from Columbia University School of Engineering and Applied Sciences.

### Laela Pakpour Tabrizi, Chief Financial Officer, VistaJet Limited

Laela has been CFO at VistaJet since July 2015. Prior to this appointment Laela worked for sister-company IALT (International Aircraft Leasing and Trading) where she held the role of Executive Vice President Financial Planning and Analysis (FP&A) and was instrumental in supporting VistaJet's successful US\$300 million unsecured bond first time issuance and first time corporate credit ratings in May 2015. She is responsible for the financial oversight of the VistaJet Group's worldwide business.

Prior to joining IALT and VistaJet, Laela worked in a number of roles at BNP Paribas Corporate & Investment Bank in Paris and New York, where she specialised in Structured Finance including asset-finance, leveraged finance and investment grade corporate finance. This included a formative period in the bank's award winning aviation finance group where she supported airlines and aircraft lessors. This followed internships at Goldman Sachs, the Court of Justice of the European Union and the British Foreign & Commonwealth Office.

Laela holds a Masters Degree in Finance & Strategy from Sciences-Po Paris and a Bachelor of Science Degree in International Relations from the London School of Economics. Currently based in London, Laela speaks several languages and has two children.



### Betsy Snyder, Director of Corporate Ratings, Standard & Poor's

Betsy R. Snyder is a Director in Standard & Poor's Corporate Ratings group. She joined the company in 1990 and specializes in coverage of transportation equipment lessors in all sectors and the airline industry. She also works extensively on Structured Finance transactions related to her areas of specialization.

Prior to joining Standard & Poor's, Betsy was an equity research analyst for Merrill Lynch and L.F. Rothschild.

Betsy holds a bachelor of science degree in Business Administration from Northeastern University and a master of business administration degree in Finance from Fordham University. She is also a Chartered Financial Analyst. Betsy is a Trustee of the ISTAT Foundation and a member of the ISTAT International Appraisers' Program Board of Governors. In addition, she holds membership in several industry-related organizations.



# Drones: Challenges and Opportunities From a Variety of Industry and Regulatory Perspectives

## Sharon Holahan, Executive Vice President, Director of Claims, Global Aerospace, Inc.

ASharon Holahan, Executive Vice President, Director of Claims, Global Aerospace, Inc

Sharon Holahan is the Director of Claims and an Executive Vice President at Global Aerospace and has the oversight responsibility for airline, manufacturers' product liability and major litigation throughout Global Aerospace. Before coming to Global, she was an attorney in private practice and an associate editor at Aviation International News. Sharon is a founding member and first president of the International Aviation Women's Association. She is a past Chair of the American Bar Association's Aviation and Space Law Committee of the Torts and Insurance Section. In 1996 she was selected for membership in the International Who's Who of Professionals in Aviation. Sharon is a member of the New York and New Jersey Bars, and a non-current private pilot. Sharon received her undergraduate degree from Ohio University and law degree from Western New England School of Law.



## Mary Rose Hughes, Partner, PerkinsCoie

Mary Rose Hughes is a corporate commercial litigator. She has extensive experience representing aviation, energy, telecommunications and manufacturing clients in state and federal courts and in state regulatory proceedings and arbitrations throughout the United States. Mary Rose co-founded the firm's electronic discovery practice and has served on the faculty of the Sedona Conference's E-Discovery Negotiation Training Program. Previously, Mary Rose served as the U.S. Department of State Deputy Assistant Secretary of State for Environmental, Health and Natural Resources where she managed international environmental negotiations and chaired the U.S.-Panama Joint Committee on the Environment.



## Ellen Lord, President & CEO, Textron Systems

Ellen Lord was appointed president and chief executive officer of Textron Systems, as well as a member of the Textron Executive Leadership Team, in 2012. In this role, she leads a multi-billion dollar business with a



broad range of products and services supporting defense, homeland security, aerospace, infrastructure protection, and other customers around the world.

Prior to assuming her current position, Lord was senior vice president and general manager of Textron Defense Systems, now Weapon & Sensor Systems. Lord took over leadership of that business after serving three years as the senior vice president and general manager of AAI Corporation, now known as Textron Systems' Electronic Systems, Support Solutions and Unmanned Systems businesses.

Earlier in her career, Lord served as vice president of integration management for Textron Systems, in addition to other business and operations positions. Lord started her Textron career managing proprietary and patented plastics technology for Textron Automotive Technology Center in Dover, New Hampshire.

Lord earned a master's degree in chemistry from the University of New Hampshire, as well as a bachelor of arts degree in chemistry from Connecticut College. She also is a Textron Six Sigma certified Black Belt, specializing in Design for Six Sigma.

Lord is a member of the Center for a New American Security's Task Force on Strategy, Technology and the Global Defense Industry. She serves on the board of directors of the Naval Institute Foundation, the U.S. India Business Council, the Defense Technology Initiative, and vice chair of the National Defense Industrial Association.

## Kate Reddy, Counsel, PerkinsCoie

Kate Reddy is a member of the Product Liability practice at Perkins Coie LLP. Her work focuses on aviation-related litigation, regulatory compliance, risk management and product counseling matters. Her counseling work includes advice on product design issues, warnings, regulatory compliance and product liability prevention. She represents leading companies in the aviation, consumer products and high tech industries in litigation, post-incident investigations, as well as advising on regulatory strategy for pre-market product development.



## Dr. Karlin Toner, Director, Global Strategy, Federal Aviation Administration

Dr. Karlin Toner is the Director of Global Strategy at the Federal Aviation Administration (FAA) Office of Policy, International Affairs & Environment. Toner provides executive leadership in the development, implementation and evaluation of program policies, goals, and objectives for U.S. international aviation. In particular, Toner oversees the development of a data-in-



## Drones: Challenges and Opportunities From a Variety of Industry and Regulatory Perspectives

formed process to enable the FAA to most effectively prioritize future international engagement.

Toner served as the Director of the Joint Planning and Development Office (JPDO) from February 2010 to April 2014. As Director of the JPDO, Toner managed an interagency initiative charged with coordinating aerospace planning and policies for the Next Generation Air Transportation System (NextGen). Toner served concurrently as an advisor to the Secretary of Transportation for NextGen coordination, a role she held since January 2009.

Toner has 20 years of experience with the National Aeronautics and Space Administration (NASA). From August 2006 to December 2008, she served as Director of the Airspace Systems Program at NASA Headquarters in Washington, DC. Prior to this, Dr. Toner held several key positions in aerospace and aeronautical planning and research while working at the NASA Ames Research Center in Moffett Field, California. From July 2005 to August 2006, Dr. Toner was the Associate Director for Aeronautics, charged with developing long-range technical and resource plans for aeronautical projects. Prior to that assignment, she established and managed the Aerospace Operations Modeling Branch which provided a focal point for the modeling and simulation of air traffic operations within NASA.

Toner began her federal career in 1988 when she was recruited as a researcher by NASA. She was also a lecturer in the Aerospace Engineering Department at San Jose State University from 1991 to 1994. Her technical publications include papers on aircraft aerodynamics and design, computational physics, and the analysis of air traffic systems.

Toner holds doctoral and master's degrees in Aerospace Engineering from the University of Florida, along with an honorary doctoral degree in Science and a bachelor's degree in Applied Mathematics from Indiana University of Pennsylvania. Toner earned a NASA Exceptional Achievement Medal, is a recipient of the Robert J. Collier Trophy and is an Associate Fellow of the American Institute of Aeronautics and Astronautics. In 2011, Toner received the University of Florida's Department of Mechanical & Aerospace Engineering Outstanding Alumnus Award and the Distinguished Alumni Award from Indiana University of Pennsylvania.

### Annalisa Weigel, Ph.D., Director, Fairmont Consulting Group LLC

Annalisa Weigel, Ph.D., is currently a Director with Fairmont Consulting Group. She supports growth strategy and market due diligence engagements for a wide variety of sponsors and strategic clients across Fairmont's practice areas and leads the firm's process improvement activities. Annalisa recently served as the CEO of Panoptes Systems, a company focused on creating innovative environment perception products and related services for commercial small unmanned aerial systems, during which she continued her involvement with Fairmont as a Senior Advisor.



Annalisa initially came to Fairmont from the Massachusetts Institute of Technology, where for eight years she was a faculty member researching and teaching in aerospace and defense innovation, continuous process improvement, and systems design. At MIT, she did pioneering work in understanding innovation dynamics in the aerospace and defense sector. She is the author of over sixty journal and conference publications.

Prior to MIT, Annalisa worked at Lehman Brothers in the firm's Macro Equity Strategy research group. She also supported the firm's II-ranked aerospace and defense equity research team. Previously, she was a researcher with MIT's Lean Aerospace Initiative, and prior to that, she worked as a consultant with Adroit Systems Inc. serving clients at the Pentagon and in the national security community.

Annalisa received her Ph.D. in Technology, Management, and Policy from MIT, as well as Bachelor's and Master's degrees in Aerospace Engineering. Studying under a NASA fellowship, she received an MA in Science, Technology, and Public Policy from the George Washington University's Elliot School of International Affairs. Annalisa is a very active member in the aerospace community and currently serves as an elected officer on the Board of Directors of the American Institute of Aeronautics and Astronautics.



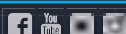
### Pratt & Whitney is proud to sponsor IAWA's 28th Annual Conference.

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# Hot Topics in Aviation — What Keeps Us Front and Center in Planning and Action

## Jane Hupe, Deputy Director, Environment, International Civil Aviation Organization (ICAO)

Jane Hupe is the ICAO's Deputy Director for the Air Transport Bureau who is responsible for the environmental programme of the Organization. Ms. Hupe has been at the forefront of ICAO's efforts to define and promote policies and standards for an environmentally sustainable aviation which encompasses aircraft noise and aircraft engine emissions, local air quality and climate change, sustainable energy and market-based measures. Her responsibilities include directing ICAO environmental activities, and serving as the Secretary of the ICAO Council's Committee on Aviation Environmental Protection (CAEP). Ms. Hupe coordinates aviation and the environment activities with other International Organizations and she is also in charge of the Strategy on assistance and capacity-building of ICAO Member States in this area.

Working with the IPCC as a lead author on aviation-related issues, she received a certificate acknowledging her contribution to the IPCC's award of the 2007 Nobel Peace Prize. Prior to joining ICAO, Ms. Hupe served as advisor on environmental matters to the Brazilian Aviation Authorities for 15 years. Ms. Hupe has a Master's degree in Aviation from the École Nationale de L' Aviation Civile (ENAC), Toulouse, France, and many other post-graduate degrees, including in environmental auditing.



## Deborah McElroy, Executive Vice President, Airports Council International – North America

Deborah McElroy currently serves as Executive Vice President at Airports Council International North America (ACI-NA), the trade association that represents local, regional and state governing bodies that own and operate commercial airports in the United States and Canada. McElroy joined ACI-NA in December 2006 as Senior Vice President, Government Affairs, after working for 19 years with the Regional Airline Association (RAA). She served as RAA president from March 2000 – December 2006.

McElroy assumed her current position as Executive Vice President in June 2014, having previously served as Executive Vice President, Policy and External Affairs and Senior Vice President of Government Affairs. As Executive Vice President she oversees ACI-NA's work in safety, security, environmental, technical operations, economics and research, coordinating policy and



regulatory issues to effectively advance the airport industry agenda.

Prior to joining RAA in 1987, McElroy was employed by the U.S. International Trade Commission as their senior aerospace industry analyst and the U.S. Department of Labor as an international economist.

She currently serves on the Board of Travelers Aid International and the RTCA Policy Board.

A graduate of the University of Maryland, with a degree in economics, McElroy has more than 30 years of experience in aviation, regulatory and trade issues.

## Sharon Pinkerton, Senior Vice President of Legislative & Regulatory Policy, Airlines for America

Sharon Pinkerton was named senior vice president, legislative and regulatory policy for Airlines for America (A4A) in February 2011, and leads policy development on legislative and regulatory matters, working with Capitol Hill and the administration.

Ms. Pinkerton joined A4A as vice president, government affairs in April 2006, where she was responsible for overseeing all aviation-related issues before federal, state and local governments. Before joining A4A, she served as assistant administrator for aviation policy, planning and environment at the Federal Aviation Administration (FAA). Prior to her appointment at FAA, Pinkerton was transportation counsel to House Aviation Subcommittee Chairman John L. Mica (R-Fla.) and served on Capitol Hill for nearly 10 years. She began her professional career at Price Waterhouse.

A native of Vero Beach, Fla., Pinkerton received a Bachelor of Science degree from Cedarville College in Ohio, and earned a law degree from the University of Florida. Pinkerton is also a Certified Public Accountant.

## Ruby Sayyed, Head, ATM Advocacy, International Air Transport Association

Ruby Sayyed, Head of ATM Advocacy, comes with 13 years of experience in the aviation industry. She started her career at Royal Jordanian Airlines as an aircraft Engineer. She then progressed from engineering to operational, safety, and management positions. Prior to joining IATA she worked for airlines located in Jordan. She joined the IATA Middle East and North Africa (MENA) Regional office in 2010 where she led the implementation of safety, flight operations, and Air traffic Man-



agement (ATM) initiatives on a regional basis. During her time in the MENA office, she initiated the work of the Middle East Regional Aviation Safety Group (RASG-MID) in collaboration with ICAO and led the stakeholder engagement initiative with CANSO. In 2014, Ruby joined the ATM Infrastructure team in IATA Headquarters' Office in Montréal, as the Head of ATM Advocacy. In her headquarters' role, she drives the endorsement and implementation of IATA's ATM positions and policies, through engagement and advocacy with industry stakeholders and organizations. She is a holder of a B.Sc. Degree in Electrical Engineering



## Textron is proud

to partner with IAWA in supporting the advancement of women in the aviation industry. By working together, we can encourage, inform and inspire others to achieve their goals.



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### Boeing

Boeing is the world's largest aerospace company and leading manufacturer of commercial jetliners and defense, space and security systems. As America's biggest manufacturing exporter, the company supports airlines and U.S. and allied government customers in more than 150 countries. Boeing products and tailored services include commercial and military aircraft, satellites, weapons, electronic and defense systems, launch systems, advanced information and communication systems, and performance-based logistics and training.

Boeing has a long tradition of aerospace leadership and innovation. The company continues to expand its product line and services to meet emerging customer needs. Its broad range of capabilities includes creating new, more efficient members of its commercial airplane family; designing, building and integrating military platforms and defense systems; creating advanced technology solutions; and arranging innovative customer-financing options.

With corporate offices in Chicago, Boeing employs approximately 160,000 people across the United States and in more than 65 countries. This represents one of the most diverse, talented and innovative workforces anywhere. Our enterprise also leverages the talents of hundreds of thousands more skilled people working for Boeing suppliers worldwide.

Boeing is organized into two business units: Commercial Airplanes and Defense, Space & Security. Supporting these units are Boeing Capital Corporation, a global provider of financing solutions; Shared Services Group, which provides a broad range of services to Boeing worldwide; and Boeing Engineering, Operations & Technology, which helps develop, acquire, apply and protect innovative technologies and processes.



### FedEx

FedEx Express covers every U.S. street address and services more than 220 countries and territories. With more than 640 aircraft, our global network provides time-sensitive, air-ground express service through 375 airports worldwide.

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### Airbus

Airbus Group is a global leader in aeronautics, space and related services.

It comprises Airbus as a leading global manufacturer of highly innovative commercial aircraft, Airbus Defence and Space as the defence and space leader in Europe, providing tanker, combat, transport and mission aircraft as well as space systems, equipment and services, and Airbus Helicopters which offers the world's widest range of civil and military helicopters. Airbus Group is a major partner in the Eurofighter consortium, a stakeholder in the missile systems provider MBDA and a 50% partner in turboprop aircraft maker ATR.

Airbus Group strives to expand its key programmes to support further profitable growth. To gain access to new markets and resources, the Group is expanding its international footprint but remains strongly committed to its home countries within Europe.

In 2015, the Group – comprising Airbus, Airbus Defence and Space and Airbus Helicopters – generated revenues of €64.5 billion and employed a workforce of around 136,600.

**BOMBARDIER**  
the evolution of mobility

### Bombardier

As the world's leading manufacturer of both planes and trains, we've built an extensive and diverse portfolio of winning mobility solutions. Everywhere people travel by land and in the air, a Bombardier product is ready to transport them. From category-defining business jets and commercial aircraft designed for the challenges of today, to sleek high speed trains and public transit that's smarter than ever.

But it's not just our products and services that make us a global leader. The most important success factor is our employees, all 70,900 of them. Together we're focused on making mobility more efficient, sustainable and inviting than ever before.

We call it The Evolution of Mobility.

**TEXTRON**

### Textron

Textron is not only one of the world's best known multi-industry companies, it is a pioneer of the diversified business model. Founded in 1923, Textron has grown into a network of unique and differentiated businesses with a strong presence in the aviation, industrial and defense industries. With total revenues of \$13.4 billion, an employee base of approximately 34,000, and multiple facilities worldwide, Textron serves a diverse and global customer base. Headquartered in Providence, Rhode Island, Textron is ranked 219th on the Fortune 500 list of largest U.S. companies. Textron is recognized for its powerful brands, world-class enterprise processes and talented people. By placing customers first, Textron continues to grow as an industry leader with strong brands such as Bell Helicopter, Cessna, Beechcraft, Hawker, Kautex, Lycoming, E-Z-GO, Textron Systems, Greenlee and TRU Simulation + Training, among others. For more information, visit [www.textron.com](http://www.textron.com).

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CAE is a global leader in the delivery of training for the civil aviation, defence and security, and healthcare markets. We design and integrate the industry's most comprehensive training solutions, anchored by the knowledge and expertise of our 8,000 employees, our world-leading simulation technologies and a track record of service and technology innovation spanning seven decades. Our global presence is the broadest in the industry, with 160 sites and training locations in 35 countries, including our joint venture operations, and the world's largest installed base of flight simulators. Each year, we train more than 120,000 civil and defence crewmembers, as well as thousands of healthcare professionals. [www.cae.com](http://www.cae.com)



### GE Aviation

GE Aviation, an operating unit of GE (NYSE: GE), is a world-leading provider of jet and turboprop engines, components and integrated digital, avionics, electrical power and mechanical systems for commercial, military, business and general aviation aircraft. GE Aviation has a global service network to support these offerings and is part of the world's Digital Industrial Company with software-defined machines and solutions that are connected, responsive and predictive. Headquartered in Cincinnati, Ohio (USA), GE Aviation employs more than 40,000 people and operates manufacturing, overhaul, repair and customer support 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 36,000 jet engines from GE and its partner companies (CFM International and Engine Alliance) are in airline service. An aircraft powered by GE or CFM engines takes flight every 2 seconds.



### 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 2,000 aircraft (~1,784 fixed wing/ ~246 rotary wing) in operation or on order, plus provides loans collateralized on an additional ~380 aircraft. GECAS serves over 270 customers in 80 countries from a network of 26 offices.

## Sponsors Gold



and



### Jackson Walker

For more than 60 years, Jackson Walker has maintained a highly regarded and diverse aviation practice representing aviation insurers, domestic and international airlines (including two of the world's largest airlines), cargo operators, ground handlers, manufacturers of aircraft, engines and components parts, business and general aviation clients, individuals, and airports. We effectively and efficiently handle a variety of aviation related litigation, regulatory and transactional matters for clients around the globe.

Our aviation practice group is staffed by attorneys with substantial aviation knowledge, including attorneys with experience as commercial, military and general aviation pilots. We are recognized by numerous organizations for expertise and outstanding service in representing clients, including in Chambers USA America's Leading Lawyers for Business for Transportation: Aviation Litigation, "Super Lawyers," The Best Lawyers in America, Who's Who of Aviation Lawyers, and Who's Who Legal.

We are a full-service firm of more than 370 attorneys in Austin, Dallas, Fort Worth, Houston, San Angelo, San Antonio, and Texarkana. Jackson Walker is committed to promoting women through our practice, and in the community.

### Southwest Airlines

Dallas-based Southwest Airlines (NYSE: LUV) began service in 1971 and continues to differentiate itself from other air carriers with exemplary Customer Service delivered by more than 50,000 Employees to more than 100 million Customers annually. Southwest operates a network of 98 destinations across the United States and seven additional countries, with service to Cuba expected to begin later this Fall, and has more than 3,900 departures a day. Based on the U.S. Department of Transportation's most recent data, Southwest is the nation's largest carrier in terms of originating domestic passengers boarded and it operates the world's largest fleet of Boeing aircraft. It is the only major U.S. airline to offer bags fly free® and no change fees. Since 1971, Southwest Airlines launched an era of unprecedented affordability in air travel described by the U.S. Department of Transportation as "The Southwest Effect," where low fares spark demand among travelers. With 43 consecutive years of profitability, Southwest is one of the most honored airlines in the world, known for a triple bottomline approach of keen attention to People, Performance and Planet.



and



### Pratt & Whitney and Pratt & Whitney Canada

Pratt & Whitney, a United Technologies Corporation company, is a world leader in the design, manufacture and service of aircraft engines and auxiliary power units.

Frederick Rentschler founded Pratt & Whitney in Hartford, Connecticut, in 1925. Our first aircraft engine transformed the aviation industry. It was the 410-horsepower, air-cooled Wasp, which delivered unprecedented performance and reliability for the time. Pratt & Whitney has been leading change ever since.

Today, Pratt & Whitney develops game-changing technologies such as the PurePower® PW1000G engine, with patented Geared Turbofan™ engine technology, and the F135 engine for the F-35 Lightning II. The company's worldwide large commercial engine maintenance, repair and overhaul network provides innovative services that add value and delight customers around the globe.

## Sponsors

### Silver

#### Freshfields Bruckhaus Deringer



Freshfields Bruckhaus Deringer is a leading global law firm, helping its clients navigate the world's most complex business issues. The firm's transactional, regulatory and risk teams work together seamlessly and build long term relationships that withstand the most high pressure situations. Freshfields lawyers think globally. They know how international issues fit together and understand all the legal, economic and political dimensions. They use their creativity to find the right solution. The firm is renowned for breaking new legal ground in industries from pharmaceuticals to financial services, technology to telecoms, energy to automotive. The firm's 2,800 lawyers are based in 28 key business centers across the United States, Europe, Asia, Latin America and the Middle East. Freshfields' US practice is a key part of this global network, with more than 200 lawyers based in the United States and an additional 250 US-qualified lawyers working in its offices around the world.

#### Katten Muchin Rosenman



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 the 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 has been named to Working Mother magazine's "100 Best Companies" every year since 2007.

#### King & Spalding



Celebrating more than 130 years of service, King & Spalding is an international law firm that represents a broad array of clients, including half of the Fortune Global 100, with 900 lawyers in 18 offices in the United States, Europe, the Middle East and Asia. The firm has handled matters in over 160 countries on six continents and is consistently recognized for the results it obtains, uncompromising commitment to quality, and dedication to understanding the business and culture of its clients.

King & Spalding's international trade group comprises more than 40 practitioners conducting work across the globe. The team represents clients in cutting-edge trade remedy matters, WTO dispute settlement, market access, trade policy, and export and trade sanctions compliance. Chambers USA selected King & Spalding as the recipient of its 2015 Award for Excellence in the field of international trade, the third time since 2009 that the practice has received this award.

#### Perkins Coie



Perkins Coie LLP has 19 offices across the United States and Asia. Our global aviation practice includes fixed-wing aircraft, helicopters, unmanned vehicle systems, space vehicles, engines, navigation systems and component parts. We advise on risk management, represent clients in NTSB and foreign investigations, and defend claims in litigation throughout the world. This practice has been ranked in national Band 1 by Chambers USA and The Legal 500 since 2009. In the most recent 2016 ranking of law firms for Transportation: Aviation: Litigation, Perkins Coie is the only firm in the nation ranked in Chambers' highest Band 1 category.

Perkins Coie has been on FORTUNE magazine's list of "100 Best Companies to Work For" for 14 consecutive years and again named one of the "Best Law Firms for Women" by Working Mother and Flex-Time Lawyers LLC®. It also has received a Gold Standard Certification (2011 – 2015) from The Women in Law Empowerment Forum. In 2015, Fortune Magazine named Perkins Coie the third most female-friendly company in the U.S.

## Sponsors

### Bronze



#### Airlines for America

Airlines for America® (A4A), the principal trade and service organization of the U.S. airline industry, vigorously advocates on behalf of the American airline industry as a model of safety, customer service and environmental responsibility and as the indispensable network that drives our nation's economy and global competitiveness. A4A advocates in favor of crucial policies and measures that promote safety, security and a healthy U.S. airline industry. We work collaboratively with airlines, labor, Congress, the Administration and through international affairs outreach 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. Learn more at [www.airlines.org](http://www.airlines.org).



#### Bersenas Jacobsen Chouest Thomson Blackburn LLP

Bersenas Jacobsen Chouest Thomson Blackburn LLP is an established law firm based in Toronto, Canada that provides in-depth specialist experience and legal services across a broad range of industry sectors. The aviation group represents air operators, including domestic and international air carriers, in regulatory, litigious and commercial matters. Three of the firm's partners have consistently been named in Who's Who Legal: Canada for aviation and transportation law.



#### Borden Ladner Gervais LLP

Borden Ladner Gervais LLP (BLG) is a leading, national, full-service law firm with one of the strongest Aviation practices in Canada. Comprised of a multi-disciplinary team of lawyers with specific expertise in aviation law, we provide clients with insightful, pragmatic solutions. Our comprehensive services include insurance and tort liability, commercial litigation and international and domestic arbitration, drafting and review of contracts, mergers and acquisitions, taxation, competition, and labour and employment. We also assist clients with complex transactions and the financing and leasing of aircraft and aircraft engines, novation of existing leases, sale and leaseback, and all forms of dispute resolution. Our clients include air carriers, charter operators, manufacturers, fixed and rotary wing aircraft operations, FBOs, MROs, airports and their respective insurers.



#### Chorus Aviation

Headquartered in Halifax, Nova Scotia, Chorus was incorporated on September 27, 2010 and is a dividend-paying holding company with various aviation interests including Jazz Aviation LP and Voyageur Aviation Corp. Chorus is traded on the Toronto Stock Exchange under the trading symbol CHR.



#### Clifford Chance US LLP

Clifford Chance is a pre-eminent global law firm with significant depth and range of resources. Our Global Asset Finance Team is a market-leader with over 30 years' experience in cross-border and domestic financing and leasing of transportation assets. We are consistently involved in novel, award-winning deals, including advising on 12 Deals of the Year at the 2016 Airfinance Journal Awards. We have been named Overall Legal Survey Winner by Airfinance Journal for the last three years and are ranked Band 1 by Chambers in Aviation Finance Globally as well as in the US, UK and Asia. Our team includes approximately 70 dedicated asset finance lawyers, led by over 25 specialist partners, working in core teams in New York, London, Hong Kong, Singapore and Abu Dhabi, with lawyers throughout Europe, the Middle East and Asia. The Asset Finance Team works closely with our capital markets, corporate, tax, insolvency, litigation and regulatory practices to provide a sector-focused offering and full service capabilities.



#### Condon & Forsyth LLP

Founded in 1935, Condon & Forsyth LLP is internationally recognized for its expertise in aviation, complex tort, product liability, insurance, regulatory matters, commercial litigation and class actions. 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. 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. We represent clients from all over the world and 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.



#### Deloitte

All the facts and figures that talk to our size and diversity and years of history, as notable and important as they may be, are secondary to the truest measure of Deloitte: the impact we make in the world.

So, when people ask, "what's different about Deloitte?" the answer resides in the many specific examples of where we have helped Deloitte member firm clients, our people, and sections of society to achieve remarkable goals, solve complex problems or make meaningful progress. Deeper still, it's in the beliefs, behaviors and fundamental sense of purpose that underpin all that we do.

With over 150 years of hard work and commitment to making a real difference, our organization has grown in scale and diversity—more than 225,000 people in 150 countries, providing audit, tax, legal, financial advisory, enterprise risk, and consulting services—yet our shared culture remains the same.





## Sponsors

### Bronze

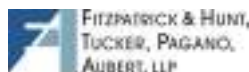
#### Export Development Canada

EDC is Canada's export credit agency, providing financing and insurance solutions locally and around the world to help Canadian companies of any size respond to international business opportunities. As a profitable Crown corporation that operates on commercial principles, EDC works together with private- and public-sector financial institutions to create greater capacity for Canadian companies to engage in trade and investment.



#### Fitzpatrick & Hunt, 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 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. [www.fitzhunt.com](http://www.fitzhunt.com)



#### Holland & Knight

Holland & Knight's Aviation Team, comprised of attorneys and other professionals with more than 75 years of experience in aviation law, advises and represents domestic and international airlines and other aviation clients in connection with legal issues related to every aspect of their business. We regularly counsel clients on aviation industry specific issues, including aircraft accident investigations and litigation, aircraft financing and leasing, aviation regulation and policy, structuring operations, licensing and certification of air carrier operations, business aviation, commercial litigation, NTSB and FAA investigations, product liability issues and safety risk management. Holland & Knight is a global law firm with more than 1,200 attorneys in 27 offices in the United States, Latin America and the United Kingdom.



#### McAfee & Taft

McAfee & Taft is one of the nation's 250 largest law firms as ranked by National Law Journal and one of four U.S. member firms in L2B Aviation, an international association of law firms specializing in providing legal advice to the aviation industry.

Located just miles from the Federal Aviation Administration Aeronautical Center in Oklahoma City, 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. Aviation Group lawyers actively represent local, national and international clients 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.

#### 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 business aviation trade show.



#### Pillsbury

Pillsbury is a full-service law firm with 19 offices worldwide. Its Aviation practice, which advises clients on complex regulatory, enforcement, antitrust & competition, finance, insurance, litigation, and international trade matters, is ranked "Tier 1" in 2016 Chambers USA and Chambers Global. Six Pillsbury lawyers are also cited in Chambers as national leaders in Aviation.



Pillsbury is a leader in the advancement and retention of women in law. It was among the first AmLaw 100 firms to promote women to partner and the first one to elect a woman as chair. Pillsbury has appeared on Working Mother magazine's list of 100 Best Companies for eight years. The NAFE included Pillsbury on its "Top Companies for Executive Women," and the WLEF has certified Pillsbury as a gold-standard firm.

#### Urwantschky Dangel Borst

The law firm Urwantschky Dangel Borst consults and represents German and foreign air carriers and their insurers and reinsurers in all fields of aviation law.



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

We assist our clients in reviewing and designing contracts as well as air transport agreements and General Conditions of Carriage. We assist and consult air carriers in complying with European provisions. We also assist airlines when they are confronted with complaints from consumer protection bodies.

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

## Sponsors

### Bronze



#### Vedder Price

Vedder Price is a thriving general-practice law firm with a proud tradition of maintaining long-term relationships with our clients, many of whom have been with us since our founding in 1952. With approximately 300 attorneys and growing, we provide cost-effective service to clients of all



sizes and in virtually all industries from our offices in Chicago, New York, Washington, DC, London, San Francisco, Los Angeles and Singapore. The Global Transportation Finance Team at Vedder Price is one of the largest, most experienced and best recognized transportation finance practices in the industry, with a worldwide prominence in aviation finance.

#### Airlines Supporter & Sponsor



#### Air Canada

Air Canada is Canada's largest airline and provider of scheduled passenger services in the following markets: Canada, Canada-U.S. transborder, and International to and from Canada. In 2015, Air Canada together with its Air Canada Express regional partners carried more than 41 million passengers, offering direct passenger service to more than 200 destinations on six continents.

Headquartered in Montréal, Air Canada is among the 20 largest airlines in the world, employs 28,000 people, and is a founding member of Star Alliance™.

Air Canada takes pride in being a progressive employer that offers equal opportunities, regardless of gender. Our Board of Directors committed to achieving 25 percent female Board representation by 2017 under the Catalyst Accord – which we achieved in May 2016!

#### Airline Sponsor



#### United Airlines

United Airlines and United Express operate an average of 5,000 flights a day to 336 airports across six continents. In 2015, United and United Express operated more than 1.5 million flights carrying more than 140 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 more than 715 mainline aircraft, and this year, the airline anticipates taking delivery of 21 new Boeing aircraft, including 737 NGs, 787s and 777s. The airline is a founding member of Star Alliance, which provides service to 192 countries via 28 member airlines. Approximately 86,000 United employees reside in every U.S. state and in countries around the world. For more information, visit [united.com](http://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.

#### Airline Sponsor



#### WestJet

We are proud to be Canada's highest-rated airline for customer service, powered by an award-winning culture of care and recognized as one of the country's top employers. We offer scheduled service to 100 destinations in North America, Central America, the Caribbean and Europe. Through our regional airline, WestJet Encore, and with partnerships with airlines representing every major region of the world, we offer our guests more than 150 destinations in more than 20 countries. Leveraging WestJet's extensive network, flight schedule and remarkable guest experience, WestJet Vacations delivers affordable, flexible travel experiences with a variety of accommodation options for every guest. Members of our WestJet Rewards program earn WestJet dollars on flights, vacation packages and more. Our members use WestJet dollars towards the purchase of WestJet flights and vacations packages on any day, at any time, to any WestJet destination with no blackout periods—even on seat sales. For more information about everything WestJet, please visit [westjet.com](http://westjet.com).

## Sponsors Friend

### Baumeister & Samuels

Baumeister & Samuels, P.C. is internationally recognized for its representation of victims and their families in the aftermath of aviation tragedies. The firm litigates in federal and state courts across the United States, and has served in leadership positions on Plaintiffs' Steering Committees and Executive Committees for almost every air disaster over the last thirty years. The firm's goal is to provide each of their clients with the best possible legal representation in an understanding and compassionate manner.



### Chromalloy

Chromalloy has evolved from a gas turbine parts repair business into a leading supplier of advanced repairs, services, and maintenance, repair and overhaul for gas turbines used in aviation and land-based applications. Chromalloy serves the aerospace, military and energy segments with a broad range of services around the globe. Chromalloy is authorized by the FAA and EASA and many other NAAs, and is qualified under ISO and NADCAP. Chromalloy is a subsidiary of Sequa Corporation. With more than 4,000 people in 17 countries, Chromalloy is driven by innovation.



### Condon & Forsyth LLP

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### Cranfill Sumner & Hartzog

Cranfill Sumner & Hartzog LLP (CSH Law) attorneys serve clients statewide and beyond from offices in Raleigh, Charlotte, and Wilmington. Building on more than two decades of representing clients in federal and state courts in NC, CSH Law is redefining the relationship between client and law firm by delivering new levels of client service, information, and innovation. The firm handles cases in 25 practice areas, including alternative dispute resolution, aviation law, business law, civil litigation, commercial litigation, criminal defense, cyber liability and privacy, elder, employment law, family law, insurance law, intellectual property, land condemnation & eminent domain, medical malpractice, premises liability, professional liability, and workers' compensation. For more information, visit [www.cshlaw.com](http://www.cshlaw.com).



### DeBee Gilchrist

DeBee Gilchrist represents clients across the United States and around the world in the purchase, sale, registration, leasing and financing of aircraft, engines and equipment. The firm assists in structuring transactions which involve documents to be recorded by the FAA as registrations, searches and counsel in connection with the International Registry established under the Cape Town Convention.



DeBee Gilchrist serves major and regional U.S. and international air carriers, international, national and regional banking and financial institutions, aircraft and engine leasing companies, air cargo companies, public and private corporations worldwide and aircraft manufacturers, brokers and dealers. The firm regularly serves as special FAA and International Registry counsel to law firms throughout the world.

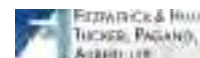
### Eckert Seamans

Based in Washington, DC, Eckert Seamans' cross-disciplinary Aviation Group confronts new and complex legal issues that cross industry sectors, borders and continents. Our attorneys provide our broad client base of domestic and foreign airlines with trusted counsel and representation in regulatory and legislative issues, transactional and corporate matters, litigation, employment and labor relations, intellectual property, tax, and other commercial matters. Our team has experience with all of the relevant federal regulatory agencies, including the DOT, FAA, DOJ, DHS, TSA, NTSB, CBP and USTDA, as well as international agencies in connection with regulatory proceedings, audits and investigations. To learn more, visit us at [eckertseamans.com](http://eckertseamans.com).



### Fitzpatrick & Hunt, Pagano, Aubert, LLP

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### Fornesa Abogados

FORNESA ABOGADOS is a professional firm born of an ambitious project and a definite aim to innovate. The Firm is characterised by its commitment to service and by the practical orientation of the advice it provides. The aim is to build a long term relationship based on trust.

Our scope of practice consists of all the matters pertaining to business: corporate, mergers and acquisitions, contracts, IP, IT real estate, tax, employment, litigation, arbitration and insolvency, as well as aviation.

The Aviation department focuses its activity on the assistance to airlines for the implementation of the increasingly complex EU and domestic legislation, and also advises the aviation authorities in connection with the drafting of the relevant regulations. The department broad experience in the repossession of aircraft within Spain, including repossessions in insolvency scenarios, as well as in the design of strategies for debt recovery.



The firm publishes the monthly Washington Aviation Summary, an executive review of key industry developments started in 1984.

For more information, please visit <http://www.yklaw.com/>.

### Nassar Abogados

NASSAR ABOGADOS is a full service and result-oriented law firm with more than 30 years of experience. The Firm holds a longstanding tradition of excellence in service and legal advice designed according to first-class quality standards.



NASSAR ABOGADOS operates in all jurisdictions in Central America, providing its clients with a regionally standardized service that has become an ally to their business in the region. Our clients recognize our professionals' knowledge, experience, sophistication and understanding of their business, as well as the attorneys' proactive and creative skills in addressing our clients' matters.

Among other practice areas, NASSAR ABOGADOS' services in aviation law in Central America have been awarded and internationally recognized.

### Gordon & Rees

Gordon & Rees was recognized as the fastest growing AmLaw 200 firm in the country. A national litigation and business transactions firm, Gordon & Rees has more than 700 lawyers and 38 offices in 24 states. In 2016, Law360 ranked the firm 53rd on its list of the largest U.S. firms. The American Lawyer ranked the firm at No. 39 on its Diversity Scorecard. Founded in 1974, Gordon & Rees has been recognized as a "Go-To Law Firm" for Fortune 500 companies.



### Pierallini & Associates

Established in 1992, Studio Pierallini is a multidisciplinary law firm based in Rome and Milan.



The Firm has enjoyed global and qualified reputation in aviation for over 20 years, providing expert advice to clients across the whole of the international aviation sector, including aircraft finance and leasing, litigation and dispute resolution, regulatory, employment and corporate issues. The clientele includes Italian and foreign airlines, manufacturers, lessors, financiers, airports, handlers and travel agents.

### Haynes and Boone

Haynes and Boone, LLP is an international corporate law firm with offices in Texas, New York, California, Chicago, Denver, Washington, D.C., London, Mexico City and Shanghai, providing a full spectrum of legal services. With more than 600 lawyers, Haynes and Boone is ranked among the largest U.S.-based firms by The National Law Journal and was named the 2015 Best National Firm for Diversity in North America in the Americas Women in Business Law Awards. The firm focuses on developing partnerships with clients and was named "Aviation Law Firm of the Year – USA" by Finance Monthly.



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### Kirstein & Young

Kirstein & Young PLLC, based in Washington, D.C., offers unique and widely recognized aviation expertise with a focus on federal regulatory, antitrust law, litigation and Congressional issues.

Joanne Young, the Managing Partner, has over 35 years' experience in industry legal practice and has served as President of the International Aviation Womens Association, the International Aviation Club, the Washington Foreign Law Society, and the Women's Bar Association. Ms. Young is a graduate of the Georgetown University Law Center and Wesleyan University.



## Sponsors Friend

### USAIG

United States Aircraft Insurance Group (USAIG) provides a full spectrum of coverage options for owners, operators, manufacturers and maintainers of corporate, private and commercial aircraft. In 1928, our founders –World War I pilots and businessmen David Beebe and Reed Chambers – saw the need for an insurance company that truly understood aviation. We remain a world aviation insurance leader delivering innovative, custom-tailored insurance products and services, including Performance Vector safety programs and Performance Vector PLUS good experience returns. United States Aviation Underwriters, Inc. manages USAIG, maintaining the industry's largest network of underwriting and field claims offices. USAU's wholly owned subsidiary, Toronto-based Canadian Aviation Insurance Managers manages the Canadian Aircraft Insurance Group insurance pool. USAIG is a subsidiary of General Re Corporation, a Berkshire Hathaway company. Follow us on Twitter @USAIG\_CAIG, Facebook & LinkedIn. Please visit our website at: [www.usaig.com](http://www.usaig.com)



### XL Catlin

XL Catlin. We're here to help your business move forward. With an incredible blend of people, products, services and technology, we're looking at risk in a new way. From insurance to reinsurance, we can help you find innovative answers for a changing world.

Powerful analytics, deeper insights, and market-leading technologies. We're open to new ideas and ready to take on difficult challenges — from the most familiar to the most complex.

You need innovative, creative solutions to your risks. We're here to find them.



## Where In The World...Look Where IAWA Went In 2016!

### IAWA Receptions:

Ecuador – January  
Barcelona – February  
Phoenix – February  
Abu Dhabi – March  
New York – March  
Washington, DC –April  
Berlin – June  
Rome – June  
Farnborough – July

### IAWA Connects:

Orlando – January  
London – January  
New York – February  
San Francisco – February  
Shanghai – April  
Montréal – May  
New York – May  
Geneva – May  
Cincinnati – June  
London – June  
Brussels – September



International Aviation Womens Association  
**Vision & Mission**



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

**T**he International Aviation Womens Association (IAWA) is an international organization for women who hold positions of impact in the aviation and aerospace industry. Founded in 1988, IAWA brings together women of achievement and promotes their advancement throughout the world.

Women are assuming greater and more visible roles within the industry. Through annual global conferences and regional receptions and connects, IAWA provides a forum

to share views on matters of importance to the industry, as well as to women in general. Women should have five years' leadership experience in aviation or aerospace to apply for IAWA membership. However, our conference is open to all women in our industry.

IAWA members serve as role models for other women seeking advancement and growth in the industry. We also encourage young women to enter the aerospace industry through IAWA's Scholarship Program.

**Save the Date!**

**IAWA 29TH ANNUAL  
CONFERENCE**

***BERLIN GERMANY***



**HILTON BERLIN  
NOVEMBER 8–10, 2017**

**Conference information  
at [iawa.org](http://iawa.org)**

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International Aviation Womens  
Association, Forest Hill, MD

## International Aviation Womens Association

# 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



### 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.



### 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.



### 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 last edition was held on 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.

### 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.





## PNAAC

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. PNAAC accomplishes this by:

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

PNAAC 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









**International Aviation Womens Association**  
**9 Newport Drive, Suite 200**  
**Forest Hill, MD 21050**  
**+1 443-640-1056**