

Diversity & Inclusion: What About the Men?

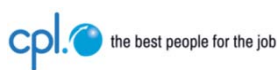
Featuring
Peter Cosgrove
Director, Cpl Resources
Founder, Future of Work Institute

Hosted by
Advancing Women in Aviation Roundtable (AWAR)

*Tuesday, January 23, 2018
noon-2 pm
The Conrad Dublin
Earlsfort Terrace*



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Advancing Women in Aviation Roundtable

Welcome and thank you for joining us.

Thank you to Airline Economics.

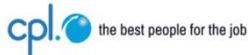


Speakers



Peter Cosgrove is a Director with Cpl the largest Recruitment and outsourcing consultancy in Ireland and Founder of the Future of Work Institute.

He is a regular contributor to the national media on areas of talent, diversity and the future of work. Peter is on the steering committee of the 30% club which promotes gender diversity and on the Board of the mental health charity Aware.



Simon Goodson is Senior Vice President of the Lessors Customer Team within Civil Aerospace at Rolls-Royce

Previously an officer in the British Royal Navy, Simon spent eight years in the structured asset finance markets with Barclays Bank plc and ING Groep NV, before joining Rolls-Royce in 2003.

Between 2003 and 2010, Simon's worked in various roles in Rolls-Royce Capital, the Group's customer financing arm within Treasury, focussing on engine leasing, sales finance and structured finance.



In 2010, Simon joined Investor Relations to head up the Group's activities with institutional shareholders.

In 2014, Simon was appointed Senior Vice President of the Lessors Customer Team within Civil Aerospace. In this role, Simon is responsible for all sales, commercial and customer services activities with lessors, as well as coordinating the transitions of all used Rolls-Royce powered aircraft.

A fluent Spanish speaker, Simon is married with two sons and is a graduate of Liverpool University with a first class honours degree in Hispanic Studies.

AWAR Co-Founders



American Airlines 

Amelia Anderson is Managing Director, Assistant Treasurer of 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, including financing nearly 500 new aircraft in the four years since the merger, while also handling all banking and related treasury operations for the company. The American Airlines team has received numerous industry awards, including being named both Airline of the Year and Treasury Team of the Year by Airline Economics magazine in January 2018.

Amelia is passionate about promoting the advancement of women in business, focusing on all levels of the leadership pipeline. She is a co-founder of the Advancing Women in Aviation Roundtable (AWAR), a grassroots initiative working with CEOs and other senior aviation executives around the globe to build awareness and develop strategies to promote the development and advancement of women leaders. Amelia serves as co-chair of American Airlines' Women's Leadership Program, and she is actively involved in American Airlines' MBA recruiting process, where she focuses on attracting diverse candidates to the company's internship and full-time leadership pipeline. Amelia is a frequent public speaker on the topics of women's leadership and gender diversity, as well as the transformation of commercial aviation. In 2017, Amelia was honored to be named the inaugural recipient of the Aviation Woman of the Year award by Airfinance Journal 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.

Amelia served as Treasurer of the Board of Arizona's Children Association from 2010-2014, and served on the board of Trustees of the Arizona Opera from 2013-2017. Amelia, her husband Robert and their two teenage daughters reside in Coppell, Texas.



Morgan Stanley

Dana A. Barta is the Executive Director, Head of Aviation Finance Team, Global Capital Markets at 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 and Head of the Aviation Finance team, Dana is responsible for originating and executing deals in the Transportation space. Dana has been involved in all Morgan Stanley EETC transactions since 2010, raising \$35Bn+ for domestic and international EETCs. In 2016 Airline Economics has recognised Dana as one of the "40 under 40" to watch.

Dana is one of the founders of Advancing Women in Aviation Roundtable (AWAR), a grass roots initiative started in Dublin 2015 and continued every year since then during the Aviation Finance Conferences as well as at 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.

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 and son.

AWAR Steering Committee Members



Irena Badelska is Head of Business Development and Investor Relations

Irena Badelska is a member of Amedeo's advisory and structuring team in London with primary responsibility for origination, structuring and equity distribution.

Irena has worked with Amedeo's senior management team since 2008 and has been involved in key strategic transactions including the first EETC issue for a non-US airline/lessor since the financial crisis and the launch and development of the UK institutional investor market for aircraft investments.

Irena joined Doric in 2008 having worked in the Corporate Finance and Investment Banking divisions of Citigroup, amongst other leading international investment banks.

Irena was recently acknowledged as one of the 'Forty under Forty' future leaders in aircraft leasing by Airline Economics and is a member of the AWAR Steering Committee, ISTAT, IAWA and the Aviation Club in the UK.



Morgan Stanley

Sarah Briand is Vice President in the Aviation Finance Team, Global Capital Markets at Morgan Stanley

Sarah Briand joined Morgan Stanley in 2009 in the London capital markets division. She transferred to the asset finance group in New York in 2015 before being promoted to Vice President in January 2017. Today, she works with corporations and institutional clients to develop financing solutions across a wide range of assets. In particular, she originates, structures, and distributes structured debt securities, including Enhanced Equipment Trust Certificates ("EETCs") and aircraft ABS.

Sarah is a French citizen and holds a Master of Science in Management from ESSEC Business School. She's also a CFA charterholder since 2013.



Anyi Lee is a Vice President in the Global Structured Debt group at Citigroup based in New York.

Anyi focuses on the aviation sector, originating, structuring and advising on financing and strategic transactions for US and international airlines, leasing companies, manufacturers and buy-side aviation investors.

Since joining the firm in 2014, Anyi has worked on numerous industry award winning transactions across the spectrum of products including Enhanced Equipment Trust Certificates (EETCs), Aircraft ABS, structured portfolio equity sales, term loans, warehouses and secured revolvers. Prior to joining Citigroup, Anyi was an Associate in the Aviation Capital Markets group at Deutsche Bank.

Anyi is a member of the AWAR Steering Committee and an active member of the Women's Bond Club of New York. She holds an MBA from Columbia Business School and graduated magna cum laude with a Bachelor of Science degree in Economics and Political Science from Duke University.



Kathleen Murphy is a Vice President of Aircraft Leasing with Avolon, and is based in Manhattan Beach, CA.

Kathleen's customer base include US and Canadian airlines. Prior to joining Avolon, Kathleen was with CIT Aerospace as Vice President, based in NY and then California. She graduated from Rutgers University with a BA and then MBA, before joining AT&T for 3 years in finance and marketing. Kathleen's career then took her to Manufacturers Hanover as an airline analyst for three years before transferring to CIT Aerospace, which was owned by the Bank.



At CIT, Kathleen started working on restructurings in the midst of an industry downturn. Her focus then shifted to buying and selling loans and leases for CIT portfolio, backleveraging leases with debt from the commercial market, and covering the Asian marketplace from '94-'96. Kathleen has spent the last 15 years managing North American airline relationships and has placed over 50 new and used aircraft over the last 7 years. She joined Avolon when Avolon bought CIT Aerospace in April 2017. She resides in southern California and is involved in Manhattan Beach community clubs. Kathleen is very eager to make significant contributions to attract more females to the aviation industry. She can be reached at kathleen.murphy@avolon.aero.



Murrae Ross-Eskell is Managing Director and Founder of Horizon Executive Search Int'l Ltd.

With over fifteen years experience in executive search, Murrae is a specialist executive search consultant for the Aviation Industry. She has successfully placed people in executive and senior roles across the value chain, including aircraft leasing companies, aviation financiers, airlines, airports and service providers (including MRO, catering and ground handling).

Horizon Executive Search, formed in early 2007, was created with two goals in mind; Firstly, that the focus be solely on the clients' requirements and secondly it would be a search firm that would span not only the various sectors of the aviation industry but also a wider range of personnel levels from board and executive level, to senior and middle management levels across all the functional areas.



The type of roles Murrae has filled extends from middle to senior management in varying functions, across the globe from Asia, Europe and Africa, giving her a wealth of experience.

Murrae is a member of the International Society of Transport Aircraft Traders (ISTAT) and currently sits on the ISTAT Foundation Board as a trustee, along with being the Chair of the Education Committee which includes both the Internship Committee and ISTAT U. Additionally, she is a member of the International Aviation Women's Association (IAWA), as well as the Aviation Club of the UK and the Airport Operators Association (AOA).

Prior to her role at Horizon, Murrae worked at Odgers (Ray &) Berndtson initially as manager of the Global Response Department, and then as an Associate, in the Aviation practice, with particular responsibilities for search, business development and marketing activities.

Murrae's early career was in media production and the education sector.



Fiona Scott is a Senior Consultant with Horizon Executive Search Int'l Ltd. based in Ireland.

With a strong aviation background, Fiona has spent the last 15 years in the industry in a range of commercial, executive search and recruitment roles working with lessors, airlines, aviation banks and private equity clients. Specialising in the aircraft leasing and financing sector, Fiona successfully leads search and recruitment campaigns across all industry functions such as Marketing, Legal, Trading, Finance, Risk etc. typically from VP to C level and on a global basis.

Recently nominated as one of the 'Forty under Forty' in aircraft leasing by Airline Economics, Fiona prides herself on being an active participant in the industry. She is a member of the AWAR Steering Committee and a founding member of PropelHer. She is also a member of ISTAT and the Aviation Club of the UK.



An honours graduate in International Marketing & Languages from Dublin City University, Fiona spent her early career in the FMCG & media sectors.

Advancing Women in Aviation Roundtable

Diversity & Inclusion: What About the Men?

Roundtable Exercises

Select a “captain” who will facilitate the table’s discussion and take notes. Quickly scan to exercises below and choose one for your table to discuss. Your captain should keep you on task and be prepared to report out after lunch.

- 1. Women’s visibility:** It’s sometimes said that women’s facilitative, inclusive people skills make them natural team leaders. However, this facilitative style can also be seen as passive or weak when women are compared to colleagues with more forceful communication styles. Situational examples include women being interrupted or talked over in meetings, women not being allowed to present their own work, etc. Identify two or three actions that men can take to prevent such situations, and help elevate women’s visibility.
- 2. Sponsorship:** Research shows the importance of both mentorship and sponsorship to women’s career advancement, and since men hold the majority of decision-making positions, their active participation is especially critical. Discuss the difference between mentorship and sponsorship. Come up with two or three examples of how table participants have personally experienced sponsorship in the past (giving or receiving). What two or three actions can men take to more actively sponsor talented women in the future?
- 3. Business acumen:** What specific strategies can you undertake to prepare more women in your team/ organization to take on P&L roles, large accounts coverage or other operational roles more likely to lead to the C-suite? What actions you can take to ensure women develop the right business acumen to take on more visible assignments? What can you do to encourage more qualified women to put themselves forward for such roles?
- 4. Rooting out bias:** Given that unconscious bias is just that, unconscious, what are some specific safeguards or process checks that you can implement help your organization overcome the biases we all have? Come up with two or three specific examples of how you can tackle unconscious bias in decisions about promotions and assignments to critical projects or key clients.
- 5. Recruiting:** Organizations often find that real progress in hiring and promoting diverse talent requires broad commitment and well-defined intent. U.S. pro-football’s “Rooney Rule” is an example of such intent. *The Rooney Rule is a National Football League policy that requires league teams to interview minority candidates for head coaching and senior football operation jobs. It is sometimes cited as an example of affirmative action, though there is no quota or preference given to minorities in the hiring of candidates.* Think of 3-4 specific examples on how you might implement “Rooney Rules” or set parameters for inclusion women candidates in your company/team to produce measurable improvement in hiring and promoting diverse candidates?

Advancing Women in Aviation Roundtable

Dublin 2018 Attendees

Full Name	Company
Rachel Hussley	30% Club Board
Mary O'hara	30% Club Board
Meliosa OCaoimh	30% Club Board - Northern Trust
Jane O'Callaghan	Accipiter
Paul Sheridan	Accipiter
Eimear Gilmartin	Aercap
Aengus Kelly	AerCap
Tamzin Lawrence	Aercap
Liz Barry	Airbus
Sarah Clarkin	AirCastle
Vivienne McBride	AirCastle
Catherine McDonald	AirCastle
Maria McElhinney	AL Goodbody
Paul Nelson	Allen & Overy
Irena Badelska	Amedeo
Paul Kent	Amedeo
Gabriella Lapidus	Amedeo
Mark Lapidus	Amedeo
Angeliki Vourlioti	Amedeo
Amelia Anderson	American Airlines
Patrick Guiltinan	American Airlines
James Hall	American Airlines
Joy Robinson	American Airlines
Raquel Brinkman	Avi8
Marzena Forsberg	Avinco
Steven Graham	Avolon
Lynn Guiney	Avolon
John Higgins	Avolon
Jim Morrison	Avolon
Kathleen Murphy	Avolon
Domhnal Slattery	Avolon
Priscilla Branco	Azul
Shawn Cepeda	Bank of America
Jay Johnston	Bank of America
John Lewis	Bank of America
Anne Morrissey	Bank of America
Greg Venker	Bank of America
Carolanne Cunningham	Bank of America
David Jeshiva	Barclays
Kellianne Kelly	Barclays
George Kim	Barclays
Henry Sham	Barclays
Brian Wallace	Barclays
Donald Gray	Blake, Cassels & Graydon
Auriol Marasco	Blake, Cassels & Graydon
Robert Papas	BNP Paribas
Andrew Stratos	BNP Paribas
Graham Cooley	BOC Aviation
Sylvia Li	BOC Aviation

Full Name	Company
Steven Townend	BOC Aviation
Francoise Tordoir	Brussels Airlines
Rose Neale	Castlelake
Evelyn Au	CDB Leasing
Ayn Moldave	CDB Leasing
Adrienne Molloy	CIC
Maeve Lawrence	Citi
Anyi Lee	Citibank
Meghan O'Connor	Citibank
Matt Simonetti	Citibank
Emily DiStefano	Clifford Chance
Helene Becker	Cowen
Michelle Gallagher	CPL
Cormac Louglin	CPL
Christopher Camia	Credit Suisse
Dan Melaugh	Credit Suisse
Paul Brusiloff	Debevoise
Le Lam	Debevoise
Jaeyong So	Debevoise
Andy Nelson	Delta
Lukasz Laski	Deutsche Bank
Franziska Pontow	Deutsche Bank
Tetyana Orlova	DLH
Sibylle Paehler	Doric Asset Finance
Lisa Lyons	Dubai Aerospace Corporation
Jennifer Moulton	Dubai Aerospace Corporation
Lucia Ainsworth	DVB Bank
Gill Driscoll	DVB Bank
Ryan Smith	EDC
John Slattery	Embraer
Tom Barrett	Engine Lease Finance Corporation
Maria Frost	Engine Lease Finance Corporation
Brenda Nichols	Engine Lease Finance Corporation
Joseph O'Brien	Engine Lease Finance Corporation
Simone De Wit-Huijs	Etihad
Anfal Mahmood	Etihad
Lucianna Middleton	Falko Regional Aircraft
Lindsay Watson	Falko Regional Aircraft
Lucy Wraith	Falko Regional Aircraft
Stephanie Sanford	FPG Amentum
Fintan Smyth	FPG Asset & Investment Management
Celine Zeng	Freshfields
Mary Bradford	GECAS
Alec Burger	GECAS
Laura Burke	GECAS
Renee Chmiel	GECAS
Virginia Connolly	GECAS
Sean Flannery	GECAS
Declan Kelly	GECAS

Advancing Women in Aviation Roundtable

Dublin 2018 Attendees

Full Name	Company
John Ludden	GECAS
Jeanette Pinard	GECAS
Shairon Sexton	GECAS
Lisa Sheehan	GECAS
Denise Mangan Fahy	GEEL
Jochen Baltes	GOAL
Jared Ailstock	Goldman Sachs
Justine Fisher	Goldman Sachs
Murrae Ross-Eskell	Horizon Executive Search
Fiona Scott	Horizon Executive Search
Mylene Scholnick	ICF
Toby Bright	Jackson Square Aviation
John Yanney	Jackson Square Aviation
Ursula Hurley	JetBlue
Killian Croke	KPMG
Marjan Riggi	Kroll
Kevin Fingeret	Latham & Watkins
Graeme Smyth	Latham & Watkins
Donna Ager	Maples & Calder
Stephen O' Donnell	Maples & Calder
Mary O'Neill	Maples & Calder
Leslie Kurshan	Marsh
Margaret Clandillon	MC Advisory Services
Catherine Deane	McCann FitzGerald
Georgina O'Riordan	McCann FitzGerald
James Pascale	Milbank
Elihu Robertson	Milbank
Hidenori Imanishi	Mitsubishi Aircraft Corporation America, Inc.
Eddie Jaisaree	Mitsubishi Aircraft Corporation America, Inc.
Hossein Amir-Aslani	Morgan Stanley
Dana Barta	Morgan Stanley
Sarah Briand	Morgan Stanley
Ian Wolkoff	Morgan Stanley
Olivier Trauchessec	MUFG
Bénédicte Bedaine-Renault	Natixis
Lily Cheung	Natixis
Oliver Delay	Natixis
James Geldenhuys	Nedbank
Marie-Louise Kelly	ORIX Aviation
Paul Jebely	Pillsbury Winthrop
Melissa Jones-Prus	Pillsbury Winthrop
Mark Lessard	Pillsbury Winthrop
Charlotta Otterbeck	Pillsbury Winthrop
Aditya Mahajan	Plane View Partners
Craig Segor	Plane View Partners
Mary Prettyman	Pratt & Whitney
Steven Webber	Private Investor
Jill Carswell	Rolls-Royce
Simon Goodson	Rolls-Royce

Full Name	Company
Dominic Horwood	Rolls-Royce
Hannah Painter	Rolls-Royce
Marie-Pierre Dhers	SkyWorks Capital
Matt Landess	SkyWorks Capital
Peter Barrett	SMBC Aviation Capital
Catharine Ennis	SMBC Aviation Capital
David Swan	SMBC Aviation Capital
Hart Fessenden	SMBC Bank
Victoria Gasymova	SMBC Bank
Shin Watanabe	SMBC Bank
Charlie Milner	Southwest
Chris Monroe	Southwest
Betsy Snyder	Standard & Poors
Jing Xie	Standard & Poors
Torry Berntsen	Standard Chartered Bank
Tracy Clarke	Standard Chartered Bank
Susan Hayes	Standard Chartered Bank
Mimi Kuo	Standard Chartered Bank
Meghan Montana	Standard Chartered Bank
Lisa Rooney	Standard Chartered Bank
Takahashi Danjo	Sumitomo Mitsui Trust Bank
Mitsuru "Brian" Koguchi	Sumitomo Mitsui Trust Bank
Gail Mort	Thomas Cook
Theresa Oldham	Thomas Cook
Mahoko Hara	Tokyo Century Corporation
Patricia Verheijen	TUI Travel
Gerry Laderman	United Airlines
Mark Davies	University College Dublin
Cathy Savage	University College Dublin
Mehtap Cevher Conti	Vedder Price
Kevin MacLeod	Vedder Price
Maryanne Fike	Via Capital Partners
Tony Diaz	Virgo Investment Group, LLC
Louise Mor	Watson Farley & Williams LLP
Justin Benson	White & Case
Alison Weal	White & Case
Alan Geraghty	Wilmington Trust
Elaine Lockhart	Wilmington Trust
Caroline Magee	Wilmington Trust
Cliona O'Faolain	Wilmington Trust
Chris Sponenberg	Wilmington Trust

