

Advancing Women in Aviation Roundtable Luncheon

Dublin, January 19, 2016

Morgan Stanley
Stan

1. Attendees:

Last Name	First Name	Company
Pratt	Davina	Aer Lingus
Gilmartin	Eimear	Aercap
Kelly	Aengus	AerCap
Lawrence	Tamzin	Aercap
Olsson	Anna	AerCap
Tierney	Mairead	AerCap
Kotsovos	Helen	Air Canada
Masciotra	Anna Maria	Air Canada
Clarkin	Sarah	AirCastle
McBride	Vivienne	AirCastle
McDonald	Catherine	AirCastle
O'Callaghan	Paul	AirCastle
O'Callaghan	Jane	AirCastle
Wainshal	Ron	AirCastle
Nelson	Paul	Allen & Overy
Badelska	Irena	Amedeo
Lapidus	Mark	Amedeo
Allen	David	American Airlines
Anderson	Amelia	American Airlines
Bristol	Gregory	American Airlines
Hall	James	American Airlines
Steinberg	Sandra	American Airlines
Weir	Tom	American Airlines
Benitez	Alejandro	Avianca
Yunda Zapatero	Jose Vicente	Avianca
Clifford	Deirdre	Avolon
Clarke Wolf	Anne	Bank of America
Johnston	Jay	Bank of America
Venker	Greg	Bank of America
Kelly	Eoin	Bank of America Leasing
Mamedova	Irada	Bank of America Leasing
Morrissey	Anne	Bank of America Leasing
Kim	George	Barclays
Li	Lisha	Blake, Cassels & Graydon
Papas	Robert	BNP Paribas
Li	Sylvia	BOC Aviation
Bryan	Christine	Boeing
Deboo	Jim	Boeing
Tordoir	Francoise	Brussels Airlines
Molloy	Adrienne	CIC
Diaz	Tony	CIT
Murphy	Kathleen	CIT
Lee	Anyi	Citibank
O'Connor	Meghan	Citibank
Becker	Helane	Cowen
Lam	Le	Debevoise
Wei	Lillian	Deutsche Bank
Paehler	Sibylle	Doric Asset Finance
Spro Johansen	Helene	Doric Asset Finance
Timbrell	Chris	EDC
Sarlo	Adriana	Embraer

Last Name	First Name	Company
Mahmood	Anfal	Ethiad
Thirion	Ricky	Ethiad
Koob	Tory	Freshfields
McLean	Flora	Freshfields
Bradford	Mary	GECAS
Damianos	Chris	GECAS
Dolphin	Caimin	GECAS
Flannery	Sean	GECAS
Sheehan	Lisa	GECAS
Mangan Fahy	Denise	GEEL
Fisher	Justine	Goldman Sachs
Tilton	Radha	Goldman Sachs
Boylan	Donal	HKAC
Ross-Eskell	Murrae	Horizon Executive Search
Scott	Fiona	Horizon Executive Search
Foley	Kevin	J.P. Morgan
Pieroutsakos	Andreas	J.P. Morgan
Hurley	Ursula	JetBlue
Croke	Killian	KPMG
Kenny	Ailbhe	KPMG
Fingeret	Kevin	Latham & Watkins
Smyth	Graeme	Latham & Watkins
Ager	Donna	Maples & Calder
Devillard	Sandrine	McKinsey
Peinado	Arnold	Milbank
Robertson	Elihu	Milbank
Syrett	Jo	Milbank
Barta	Dana	Morgan Stanley
Cahill	Thomas	Morgan Stanley
Griffiths	Wiley	Morgan Stanley
Bedaine-Renault	Bénédicte	Natixis
Cheung	Lily	Natixis
Douady	Louis	Natixis
Razzhivina	Olga	Oriel
Kelly	Marie-Louise	ORIX Aviation
Lessard	Mark	Pillsbury Winthrop
Segor	Craig	Plane View Partners
Prettyman	Mary	Pratt & Whitney
Horan	Kevin	Seabury
Barrett	Peter	SMBC
Swan	David	SMBC
Snyder	Betsy	Standard & Poors
Webber	Steve	Terra Firma Capital
Brinkman	Raquel	Triton Aviation
Blaney	Patrick	University College Dublin
Savage	Cathy	University College Dublin
Fike	Maryanne	Via Capital Partners
Beasley	Adrian	White & Case
Benson	Justin	White & Case
Mor	Louise	White & Case
Weal	Alison	White & Case



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2. Topics for Roundtable Discussion:

1. How would you assess the effect of your company's diversity program(s)?
 - a. Improving opportunities for women to advance
 - b. Mostly just women's networking events that don't include men
 - c. Favoring women at the expense of men
 - d. Not really changing anything
 - e. Other

What could your firm do differently to improve these outcomes?
2. In most organizations, positions with P&L accountability are more likely to lead to the C-suite than are staff positions (e.g., admin, HR, Legal and IT). Women are more likely to occupy staff positions. Should organizations make specific efforts to guide and prepare high-potential women for positions with P&L accountability?
3. 64% of men and 61% of women said they are willing to sacrifice part of their personal lives to reach a top-management position. Do you think this "sacrifice" means different things for men than it does for women?
4. Do men benefit disproportionately from contact with peers and senior leaders through informal networks, shared interests and extra-curricular activities (e.g., sports talk, drinks after work, golf outings)? What are some of the pitfalls of women participating in these activities? What can, or should, be done to improve women's access to informal information channels?
5. Women may be less likely to express ideas as forcefully as their male counterparts. In the normal course of work (i.e., meetings, informal discussions, email traffic, phone calls), should leaders attempt to develop tools to seek out the views and opinions of female team members? What might these tools be?
6. Discuss the effectiveness of formal mentoring programs and informal mentoring. What has your experience been? What do you think are the keys to effective mentoring?
7. What practices or exercises might be useful to increase your own (and your team's) awareness of your unconscious biases?

We would like to thank our generous sponsors for helping make today's event possible.

