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Forward

I am delighted to present a summary of insights and ideas from over 80 executive thought leaders assembled at the White House in April 2013 to discuss strategies for advancing opportunities for women in transportation.

Recognizing the Obama Administration's leadership on empowering women, we convened this stakeholder listening session as an essential step in shaping U.S. input to the larger Asia-Pacific Economic Cooperation (APEC) Women in Transportation effort led by the U.S. Department of Transportation's Office of Aviation and International Affairs. The APEC Women in Transportation initiative draws on the ever-expanding body of research that demonstrates the economic imperative of advancing and empowering women in all sectors of the global economy and is critical to the transportation sector's economic growth, enhanced competitiveness and long-term sustainability.

We hope that leaders from the public, private and non-profit sectors alike find this resource and others that will come from this initiative helpful in shaping policies and practices that will accelerate progress in educating, recruiting, retaining and promoting more women in transportation professions.



Susan L. Kurland
Assistant Secretary for Aviation and International Affairs
U.S. Department of Transportation

Executive Summary

On April 4, 2013 over 80 executive representatives from the U.S. government, private sector, associations and academia convened at the White House to discuss barriers, best practices and actionable strategies for advancing the role of women in the U.S. transportation sector. This forum focused on gathering U.S. stakeholder input to a broader Women in Transportation effort being spearheaded by the U.S. Department of Transportation's Office of Aviation and International Affairs within the Asia-Pacific Economic Cooperation (APEC).

In 2011, the U.S. Department of Transportation called for a special session on women at the 7th APEC Transportation Ministerial. As a result, Transportation Ministers directed the launch of the Women in Transportation effort to identify and implement actions to expand opportunities for women in the transportation sector across the APEC region. The APEC Women in Transportation initiative builds on core principles of the APEC Policy Partnership on Women and the Economy and draws on the growing body of research that demonstrates a positive correlation between increased participation of women at all levels of the workforce and enhanced economic competitiveness, growth and sustainability.

Demonstrating the Obama Administration's commitment to advancing opportunities for women Senior Advisor to the President and White House Council on Women and Girls Chair Valerie Jarrett joined Department of Transportation Secretary Ray LaHood, Department of Human and Health Services Secretary Kathleen Sebelius and DOT Assistant Secretary for Aviation and International Affairs Susan Kurland in providing opening remarks. These speakers highlighted the progress that women have made in the transportation sector, but also emphasized the inequality that remains and called for clear and actionable steps to improve the number of women in the industry. Assistant Secretary Kurland also unveiled the new [Women in Transportation YouTube playlist](#) on the DOT channel and highlighted the new Women in Transportation History online, [interactive collage](#) and [timeline](#).

Next, a cross-sector panel of industry leaders outlined the "business case" for increasing women's participation in the transportation workforce in a discussion moderated by Assistant Secretary for Aviation and International Affairs Susan Kurland. Rebecca Blumenstein, Wall Street Journal Deputy Editor in Chief, and Catalyst Vice-President for Research Jeanine Prime shared some of the latest research on the positive, bottom-line impact of women in the workplace. Lockheed Martin Executive Vice President Sondra Barbour, APTA Chair Flora Castillo and Meridiam Infrastructure's North American Chairman Jane Garvey discussed best practices for effectively promoting gender diversity in an organization. Each member of the panel also provided recommendations for necessary steps to promote more women the transportation industry. A summary of panelist insights is included in this report.

In the final portion of the forum, participants divided into small groups to discuss the business case, challenges and actionable next steps with respect to the APEC Women in Transportation's four pillar

areas: education, access to jobs, retention and leadership. Small group discussion highlights and key action steps for each pillar are included subsequently.

At the forum's conclusion, participants were asked to commit to identifying one new way that they would advance in their circles the issues discussed as a result of forum participation.

Insights from this forum will serve as a basis for discussion with the DOT's partners in APEC at the first APEC Women in Transportation Forum September 4, 2013 during the 8th APEC Transportation in Tokyo, Japan.

Summary of Key Action Items

The following items summarize key action steps that small group discussion participants identified to accelerate positive change and create expanded opportunities for women in transportation. Themes shared in the small group discussion report-outs reflect topics raised throughout the forum. A detailed more detailed summary of small group discussions is included in Appendix II.

Education

- **Integrate further with transportation professional associations** to reach out to schools and engage students early in learning about exciting career opportunities in transportation.
- **Work with schools to develop a curriculum** that includes exposure to a variety of transportation professions.
- **Advocate at the federal, state and local levels for more public and private investment in transportation-related education and training**, particularly for women. Develop industry models to measure the Return On Investment (ROI) of these initiatives.
- **Identify successful examples of education programs that attract transportation professionals** and leverage best practices in working with other organizations.
- **Promote and market the breadth and diversity of career opportunities** in transportation with a special focus on changing perceptions of the transportation sector.
- **Highlight successful women role models** within the transportation sector where women leaders discuss the opportunities, varied career ladders and lessons learned to generate additional visibility on opportunities for women in transportation.
- **Leverage existing partnerships between the public and private sectors to enhance data collection** to continue to build on the business case for increasing women's participation at all levels of the transportation workforce.
- **Create a centralized data tracking system that monitors women's participation and advancement** in the transportation industry and utilize the centralized system to better share best practices, draw comparisons against benchmarks and measure progress over time.
- **Highlight opportunities in the transportation sector through speaking engagements, scholarship programs and internships.**

Access to Jobs

- **Start a "Best Place for Women to Work in Transportation" ranking** (similar to Fortune's annual "Best Companies to Work For" list) focused on the transportation sector and women to promote competition among organizations and to serve as an avenue for sharing best practices.
- **Link performance ratings and compensation of senior executives to achieving diversity requirements** to create a trickle-down, accountability-driven effect throughout the organization.

- **Develop apprenticeship programs** (similar to those for veterans) that create pathways to entry-level positions and commit companies to participate.
- **Demonstrate a commitment to recruiting women as part of an organizational and structural mindset**—evidenced by a diversity recruiting program in place or a track record of hiring women—to attract more women applicants.
- **Create a virtual network on LinkedIn or another site that builds connections and surfaces job opportunities** for women across the industry.
- **Recognize organizations that have a certain percentage of women in their executive leadership team** through an industry award or other means, thereby highlighting career advancement opportunities to potential recruits.
- **Formalize a network of leaders** that are willing to recruit and promote women within each transportation company or organization.

Retention

- **Ensure that women have a strong network and sponsor** to decrease attrition.
- **Focus on succession planning** to increase retention by identifying a diverse list of candidates who could be groomed for advanced opportunities immediately and within the next three to five years.
- **Advertise widely new positions and opportunities** within an organization.
- **Ensure leaders are engaged in diversity and inclusion** through recurrent training and active involvement in diversity programs.
- **Promote workplace flexibility** that includes telecommuting, flexible hours, job sharing and other options that help retain talent with a variety of circumstances and needs to balance.
- **Consider programs for women returning to the workforce**, such as those for retired annuitants – workers with significant skills and experience that could be effectively reapplied.

Leadership

- **Ensure that women get P&L management experience.**
- **Find and encourage senior leadership that will sponsor** high-performing women and further their advancement in the organization.
- **Ensure diversity in team development** and be intentional about pulling women into positions.
- **Organize networking events for mid-level employees with senior management** to provide greater understanding of and connection with other parts of the organization.
- **Highlight industry best practices** that correct pay inequality, recognize accomplishments of women and raise greater awareness of women leaders in the organization.
- **Engage men in the conversation** and ensure that all leadership is involved and committed to diversity goals.

Appendix I: Business Case Panel Discussion Summary

The following text highlights insights raised in a panel discussion moderated by Assistant Secretary Susan Kurland.

[To Rebecca Blumenstein] For years we've been hearing government and private sector leaders alike speak out on the need to advance more opportunities for women in the workforce. With the work that The Wall Street Journal has done on Women in the Economy, what have you found in terms of a business case or bottom-line reason for focusing on this important issue?

- In recent years women are entering the workforce in greater numbers than men.
- However, the “leaky pipeline” problem manifests at every step of a woman’s career path. This is resulting in only about 4% of CEOs being women.
- Studies have found that the economy would be 25% smaller if women hadn’t entered the workforce when they did.
- A key finding has been that surrounding yourself with like-minded people isn’t going to help you grow.

[To Jeanine Prime] I know that much of your research focuses on inclusive strategies that help companies best utilize the talent in their workforce. What does the research say – is there any correlation between gender balance and a company’s performance?

- There is a link between gender balance and company performance. There’s a strong correlation with higher ROA and ROIC, as well as a link to better CSR and higher philanthropic giving.
- Why is there this link?
 - Only if women are considered to have less aptitude than men does it make sense that more men are hired. However, that is not the case, and therefore men are being hired over more qualified women. In effect, you are shutting off 50% of the population. Those companies consider the entire population when hiring will have a higher level of talent than those that don’t.
 - Additionally, studies have found that men can be negatively influenced in the workplace by gender discrimination.

[To Sondra L. Barbour] A recent McKinsey study found that only 4.2% of Fortune 1000 companies have a female CEO. Lockheed Martin is a Fortune 100 company that is defying that statistic. One quarter of your board is female, and women comprise approximately half of your C-suite, including your newly appointed CEO, Marilyn Hewson. What business drivers influenced Lockheed’s decision to take this approach?

- The business case is simple: diversity yields better products.

- Lockheed has a long history of focusing on gender diversity (over 15 years) which has resulted in the diversity seen today.
- There is a conscious effort to have women move around the company be prepared for leadership roles.
- Lockheed started focusing on diversity sooner than most other companies, which is tied to our focus on diversity of thought.

[To Jane Garvey] You have had an extremely successful career in both the private and public sectors and in more than one transportation mode. What's your take on the some of the reasons for engaging women in both sectors?

- Women bring a different perspective to transportation, such as a focus on community impact.
- Earlier it was a legal and moral imperative to hire women, but it wasn't really embraced by the industry.
- It is clear that a larger pool of talent is better for an organization.
- The key question to answer for the transportation industry is: Why are women dropping out and what should businesses do about it?

[To Flora Castillo] In addition to serving as the APTA Board Chair, you are the longest serving New Jersey Transit Board Member. Much of your efforts have focused on diversity, from successfully advocating for the creation of a Chief of Diversity position to ensuring provisions that include women and minorities are represented strongly among employees and contract awardees. How have these strategies had a business effect on the New Jersey Transit Authority's operations?

- We felt it was critical to hire a Chief Diversity Officer who brings focus, structure and awareness to diversity.
- Currently 36% of executive management team is comprised of women.
- Before hiring our Chief Diversity Officer this conscious focus on diversity was not there.

[To Jeanine Prime] Today, women comprise half the U.S. workforce and earn 58% of undergraduate degrees, yet we're not seeing all of that potential realized in the workforce.

A recent McKinsey-Catalyst study showed that we've got a leaky pipeline. While women capture 53% of entry-level positions, when they get to that transition from individual contributor to manager, the number drops to 37%. From there we see a decline to only 26% of vice presidents and only 14% of the executive committee, on average, are women. Then we have the CEO level at 4.2%.

What explains this leaky pipeline? Why do gender gaps exist, and what seems to be working for companies that are closing the gap?

- People point to the idea of the glass ceiling, but actually discrimination happens earlier in the career cycle.
- The gender gap starts post-MBA where women start at lower ranks and salary.
- Therefore focusing on the mid-level career stage is too late.
- What are the common reasons people give for the disparity?
 - “Women have parental responsibilities” – Data does not support this claim because women who aren’t parents face same problems.
 - “There is a gap in ambition” – This is not the case because career management strategies are the same, but men get better payoff.
 - “Women don’t help each other as much as men” – This is not the case either. Women are mentored more than men. It is almost to the point that women are “mentored to death.”
- Studies have found that women who have high-level sponsors are able to close the gap more effectively.
- Having a high contact in the organization that can sponsor you is critical. Men tend to have this much earlier in career and this is where gap needs to be closed.
- Strategies should focus on power structures and how women can tap into the organization’s power structure.
- Having men’s support is critical.
- Leaders must be held accountable for diversity.

[To Sondra L. Barbour] You’ve successfully shifted your gender balance in leadership in the historically male-dominated aerospace and defense industry. What are some of the key elements that have helped Lockheed be successful in closing the gender gap? What helped Lockheed articulate that case internally?

- In talent discussions if no one knows you, your name won’t come up. The problem is that women are generally not known. This is why early-level sponsorship is critical.
- Additionally, organizations need to have deliberate talent planning. Lockheed has “top talent,” “top women talent” and “top diversity talent” discussions. This will ensure that the pipeline is robust.
- Every leader needs to keep this in the forefront.

[To Rebecca Blumenstein] For the past two years The Wall Street Journal has convened a CEO Commission for advancing women to the top – what were some of their salient recommendations?

- Based on the research, The WSJ wanted to figure out what works, and the top recommendations were the same across industries.

- P&L leadership is critical to moving up. Many times not having operational experience is the constraining factor to advancing. Those that do end up moving up tend to stay in support functions because they don't have P&L management experience.
- Organizations must hold CEOs accountable for diversity. Sponsorship is key.
- Women are promoted based on performance whereas men are promoted based on potential. This can be a reason women drop out because they don't have something to look forward to.
- Raising number of women in middle-management levels is important to building a pipeline of available leadership talent.

[To Jane Garvey] It takes more than just skills to get ahead. From your experience, what are some of the qualities that women need most to advance, regardless of sector?

- Women must be prepared, sharp and able pull things together. They must also have the ability to persuade.

[To Flora Castillo] It seems that much of your focus at APTA and the New Jersey Transit Authority has been on investing early in women and successfully bringing them up through the pipeline. Can you talk a little bit about the approaches you've taken and what your business case has been in terms of prioritizing resource investment into programs like the Transit Workforce Academy or Leadership APTA?

- NJ Transit has partnered with vocational schools to expose kids to DOT jobs.

[To all panelists] Before we close, I'd like to do a quick round-robin and ask each of you to share a little from your own experiences. Looking back on your career, what is one of the factors – perhaps something we don't always think about when discussing careers and advancement – that has helped you reach the point where you are today?

- Move abroad. An experience abroad expands your horizons and also may give you responsibility that you otherwise wouldn't have gotten.
- Never worry about title – worry about the work.
- Love what you do.
- Have fun.
- Being comfortable walking into an unknown situation.

Appendix II: Small Group Discussion Summaries by Focus Area

Education

How do we ensure that information on the wide variety of opportunities in transportation reaches women and girls, and how do we provide the training and education that will qualify them for jobs in transportation?

Business Case

What is the business case for schools to include transportation-specific career exploration and training into their curricula?

- Studies have found links between gender diversity and corporate performance. Getting children interested at an early age is critical.
- Exposure to transportation is a national issue. Transportation is vital to the economy and national security.
- The development of curriculum in public schools that focuses on shifting attitudes and knowledge of transportation can be used in several different class types, including social studies, history, etc.
- Transportation affects all levels of schools: K-12, technical and vocational schools, community colleges and 4-year degree universities.

Making the Case

How can we make the case for transportation as a career field of choice to those entering the workforce?

- Leverage the federal government's investment in the STEM (Science, Technology, Engineering, and Mathematics) program to encourage younger women considering their career options to pursue a career in transportation.
- Build awareness and knowledge of educators, parents, guidance counselors, etc. (those influencing students' decision-making) about the breadth and diversity of career opportunities in transportation.
- Advocate at the federal, state and local levels for more public and private investment in transportation-related education and training, particularly for women. Develop industry models to measure the ROI of these initiatives.
- Identify and promote highly visible, women role models, representing all transportation sectors (government, public and private sectors) and modes. Develop a communications and marketing plan to highlight these role models on a national basis that can be replicated regionally or at the local level.

- Encourage more collaboration among industry and universities, community colleges, technical and vocational schools to develop curricula and sponsor research related to the transportation field.
- Emphasize aspects of transportation that are in “trendy” sectors e.g., green technology, social impact, public private partnerships, etc.
- Position transportation as a career and not a job. Promote growth opportunities and job progression.

Best Practices from Other Industries

What can we learn from IT, energy and other industries that target similar populations, such as engineers?

- Many industries are standards-driven and provide professional credentials. Certification is a major benefit for attracting and retaining talented staff.
- Effectively partnering with educational institutions could produce a pipeline of qualified laborers for transportation.
- IT has done well positioning itself as an innovative and dynamic industry – we should do the same in transportation.

Progress

Where have we made the most progress, and how can we apply these lessons across the range of transportation sectors and modes?

- Best practices:
 - A private sector engineering firm adopts a middle school annually to expose the students to careers in transportation. In addition to “shadowing” days, the students also visit the firm’s offices to obtain a first-hand view of operations and management.
 - The Southeast Maritime and Transportation Center brings together educators and industry together to create awareness of maritime careers, as well as challenges teachers to use Maritime STEM (Science, Technology, Engineering and Math) in their classroom.
 - The Great Lakes Maritime Research Institute works with Michigan Tech to develop lesson plans and other educational curricula and resources for teachers.
 - APTA develops resources for educators and public and private sector organizations to prepare and participate in the annual “National Public Transportation Career Day.”
 - The FAA Air Traffic Organization conducts STEM educational workshops for middle and high school students to highlight opportunities in aviation.

Elevator Pitch

The transportation industry is America's circulatory system. The U.S. has a distinct advantage in the transportation industry. However, with increasingly larger number of retirements and a limited pipeline to fill those roles, this advantage can be lost quickly. We need everyone fully engaged in transportation. Careers in transportation are much more diverse than buses and trains. Transportation is about increasing mobility, bringing people together, creating jobs and facilitating trade. Raising awareness of the diverse opportunities in transportation and humanizing the industry will attract more interest in the industry. Preparation for these opportunities begins in the classroom and continues to the university level and beyond. Exposing women to these opportunities early on is critical to getting them interested and involved post-graduation.

Access to Jobs

What are the best ways to recruit more women and to ensure that they have equal access to job opportunities in transportation?

Business Case

As a leader in the transportation field, how do you frame the business case for recruiting and hiring women into your sector?

- The public sector needs to reflect the people it serves. This requires more gender diversity.
- At least 50% of customers of transportation are women. We need to have more women to understand our customers better.

Obstacles

What, if any, cultural biases may prevent women from entering the transportation workforce? What are specific actions that could help mitigate these biases?

- There seems to be a lingering perception that transportation jobs are for men. This perception starts early. This probably started because traditionally transportation jobs were for civil engineers, which were traditionally male-dominated. However, the vast diversity in the jobs available in the transportation sector needs to be marketed better.
- There are not enough women role models in high positions resulting in women not being sure that they can rise to certain leadership positions.
- The mindset for applying for jobs is different. Men will apply for jobs even though they only meet some of the qualifications. Women will not apply for jobs unless they meet all of the qualifications.
- Women are less likely to negotiate salary, benefits, hours, etc. before starting a job. This mindset is common throughout the career arc.

Progress

Where in the transportation industry do you think we have made the most progress in recruiting more women? What have been key elements of these successful recruiting strategies?

- Example shared by a logistics provider that indicates increased diversity over time.
 - The airline business is the oldest line of business for FedEx and is also the most diverse.
 - The ground business is second oldest and is gaining in terms of diversity.
 - The long-haul business is the newest business and has the greatest opportunity for diversity gains.
 - Part of the increase in gender diversity is a function of time.

- Having contacts/sponsors in high positions is also critical.
- CEO and other executives are held accountable to diversity targets.
- FedEx recruits at certain colleges based on their demographics which have helped increase the diversity at entry-level positions.
- The SEC recently required the disclosure of diversity statistics. Investors will begin to factor diversity into their investment decisions.

Elevator Pitch

Transportation is a global industry with the potential to make tremendous economic impact and promote environmental responsibility. Because women make up at least half of our customers, we need the broadest and most comprehensive perspective when making business decisions, hence the need to recruit women into the transportation workforce. Improving access for women in the transportation industry will result in better products, better understanding of customers and the improvement of transportation systems.

Retention

Where have we been successful in retaining women and why? What needs to be done in areas where we haven't been as successful?

Business Case

We consistently hear that retaining women in transportation careers over time is a challenge. What would be the business case for addressing this challenge?

- Studies have found a link between higher gender diversity and higher ROA and ROIC and lower insolvency.
- Retention is important to maintain a competitive edge.
- People with engineering degrees have more options. Competition with other industries is increasing.

Progress

Where do you think we have made the most progress in helping women remain in the transportation industry?

- We have made greatest progress in seeing increased numbers of women in the legal, human resources and government affairs departments.
- Public agencies have done a good job at diversifying.
- Airlines are making progress.
- There seems to be a generational and a time-factor component, as well. With time, organizations are becoming more diverse.

Best Practices

What modes have seen the highest retention, and what can we learn from them and apply to other modes?

- Public Transportation and Transit have women who are in many senior positions.
- In the road and bridge sector, it seems like they are losing leaders on the public side. The number of State DOT Secretaries has gone from 8 to 5 in recent years.
- Retention also depends on the part of the industry you work in. In construction, the days can be very long. This means more attention should be focused on work life balance issues.

Factors for Retention

What factors would encourage women to stay in the transportation field versus taking their skill sets to an industry outside of the transportation sector?

- McKinsey research has found that meaningful work is more important for women than men. Providing women the opportunity to take on more responsibility, such as P&L ownership, having transparency about the type of jobs that are available and having focused career planning discussion are all ways to make work meaningful.
- More importance should be placed on having a sponsor. Men have been found to have sponsors earlier in their career, which then leads to faster career progression. Encouraging a culture of sponsorship for women within an organization is critical.
- Ensuring that leaders are held accountable for diversity and inclusion is another important factor in retention.
- Flexibility is critical. This includes flexible work hours, telecommuting options, the ability to move in and out of the workforce, etc.
- We should also focus on advancing women into mid-level manager positions. Studies have found a higher chance for retention if this level is reached.

Elevator Pitch

There is a direct relationship between corporate success and gender diversity. Companies with higher gender diversity have higher ROA and ROIC. Higher gender diversity also correlates with higher philanthropic giving and CSR activities. Companies with higher gender diversity create more diverse products and have a less risk of insolvency.

Leadership

Where have we made the most progress in promoting women into leadership positions, and what are the key skills and experiences needed to reach these positions?

Business Case

Women in senior level positions across both the private and public sectors of the transportation industry are underrepresented. What is the business case for changing this picture?

- There is a direct link between level of gender diversity and company performance.
- If you do not promote gender diversity, you are losing the talent of 50% of the population. You are not finding the best and brightest employees for your organization. The focus should be on talent, and no gender has a monopoly on talent.
- Diversity of thought promotes less “group think” and thereby reduces risk.

Areas of Progress

Where do you think we have made the most progress in promoting women into senior leadership roles in the transportation industry?

- At least a fifth of the U.S.’s largest airports now are headed by women.
- The trucking industry is making progress. Women are in some leadership positions at many large companies. Women in these positions must be recognized and honored so that can become role models.
- There are also many women small business leaders. They should also be celebrated by the industry. This will help to continue to feed the pipeline.
- High tech industry is more progressive and consequently has been more successful in promoting women into leadership positions.
- The government is more willing to put women in senior leadership positions.
- Men must also be involved in order to make progress in promoting women into leadership positions.

Achieving Gender Balance

What are the key elements for successfully achieving greater gender balance?

- Feeding the pipeline is critical. Education, access to jobs and retention will drive up the number of women in transportation jobs and increase the number of women in leadership positions.
- Having women reach top leadership positions is essential for achieving gender balance. This gives other women a role model and a belief that it is possible to reach senior management positions and increase the likelihood that they will pursue a career in the industry.

- Studies have found that men are more likely to be promoted based on potential whereas women are promoted based on performance. This attitude must be changed so both men and women are being promoted on the same criteria.
- Having regular talent reviews is important to bring and maintain focus on recognizing and promoting women.

Necessary Skills and Experiences

What experiences and skills are needed to reach a senior leadership role that women should focus on developing?

- Women should not hesitate to take tough assignments. Once they succeed they will gain more recognition in the organization and will be exposed to more opportunities. “Do the job to earn the job.”
- Sponsorship is vastly different from mentorship. Sponsors are people higher in the organization willing to vouch for your performance and can get someone’s “foot in the door” for the next step in their career. Studies have found that men have sponsors earlier in their careers as compared to women. Having a sponsor is critical and women must learn how to cultivate sponsors.
- Having P&L experience is essential. Senior management should place women in a position to manage the P&L of critical business of the company. This puts women in a situation where they can prove themselves.
- Negotiation skills are very important for moving up in an organization. Women should look for opportunities to hone their negotiation and deal-making abilities.

Elevator Pitch

The economic viability of our transportation organizations requires the very best in talented leadership at all levels. Our responsibility is to connect and protect in all areas of transportation. We need to fully utilize the human capital available, and women and diversity candidates are a critical necessity to achieve our goals. With more women involved we will create better products and services, better respond to our customers, and have a safer and more efficient industry.

Appendix III: Agenda



APEC Women in Transportation Forum Eisenhower Executive Office Building Room 430 (A,B,C)

April 4, 2013

AGENDA

9:00 a.m. Opening Session

The Honorable Valerie Jarrett, Senior Advisor to the President and Chair of the White House Council on Women and Girls, The White House

The Honorable Secretary Ray LaHood, U.S. Department of Transportation

The Honorable Secretary Kathleen Sebelius, U.S. Department of Health and Human Services

The Honorable Susan Kurland, Assistant Secretary for Aviation and International Affairs, U.S. Department of Transportation

9:30 a.m. Better Business Sense: The Case for Women in Transportation

Assistant Secretary Susan Kurland

Sondra Barbour, Executive Vice President, Information Systems and Global Services
Lockheed Martin

Rebecca Blumenstein, Deputy Editor in Chief, The Wall Street Journal and WSJ Women in the Economy Executive Task Force Member

Flora Castillo, Chair, American Public Transportation Association and New Jersey Transit Board of Directors

Jane Garvey, North American Chairman, Meridiam Infrastructure

Jeanine Prime, Vice President, Research, Catalyst and WSJ Women in the Economy Executive Task Force Member

10:30 a.m. Small Group Discussions

11:30 a.m. Large Group Reflections

Bryna Helfer, Director of Public Engagement, U.S. Department of Transportation

12:25 p.m. Next Steps and Closing Remarks

Assistant Secretary Susan Kurland

Appendix IV: Participant List



APEC Women in Transportation Forum

April 4, 2013

Participants



Valerie Jarrett, Senior Advisor to the President and Chair of the White House Council on Women and Girls, The White House

Secretary Ray LaHood, U.S. Department of Transportation

Secretary Kathleen Sebelius, U.S. Department of Health and Human Services

Susan Kurland, Assistant Secretary for Aviation and International Affairs, U.S. Department of Transportation

Julie Abraham, Director, International Transportation and Trade, U.S. Department of Transportation

Kim Admire, Vice President, Diversity, Inclusion and Equal Opportunity Programs, Lockheed Martin

Betty Amend, Vice President, Human Resources, UPS

Rosie Andolino, Commissioner, Chicago Department of Aviation

Lynette Ashland, President and Convention Exhibit Coordinator, Association for Women in Aviation Maintenance

Sondra Barbour, Executive Vice President, Information Systems and Global Services, Lockheed Martin

Mary Barnicle, Director, Regulatory Affairs, United Airlines

Marion Blakey, President and CEO, Aerospace Industries Association

Rebecca Blumenstein, Deputy Editor in Chief, The Wall Street Journal

Marsha Anderson Bomar, Senior Principal, Stantec

Pam Boswell, Vice President, Program Management and Educational Services, American Public Transportation Association (APTA)

Nancy Butler, Vice President, Government and Federal Affairs, AECOM

Marsha Campos, Chief Operating Officer, Illinois Department of Transportation

Flora Castillo, Chair, American Public Transportation Association and New Jersey Transit Board of Directors

Cathy Connor, Senior Vice President, Federal Government Affairs, Parsons Brinckerhoff

Audrey Copeland, Vice President, Engineering, Research and Technology, National Asphalt Pavement Association

Julie Cunningham, President and CEO, Conference of Minority Transportation Officials (COMTO)

Caroline Daniels, Chairman of the Board and CEO, ATP

Joan DeBoer, Chief of Staff, U.S. Department of Transportation

Shirley Delibero, President, Delibero Transportation Strategies, LLC

Judy Edge, Corporate Vice President, HR, FedEx

Anne Ferro, Administrator, Federal Motor Carrier Safety Administration, U.S. Department of Transportation

Kris Fellrath, Vice President, Business Operations, Boeing

Heather Fernuiik, Senior Advisor to the Assistant Secretary for Aviation and International Affairs, U.S. Department of Transportation

Marcia Ferranto, President and CEO, WTS International

Ellen Fitzsimmons, Executive Vice President, Law and Public Affairs, General Counsel and Corporate Secretary, CSX

Susana Florian, Senior Vice President, International Market Development, Parsons

Jane Garvey, North American Chairman, Meridiam Infrastructure

Trish Gilbert, Executive Vice President, National Air Traffic Controllers Association (NATCA)

Jackie Gillan, Vice President, Advocates for Highway and Auto Safety

Bev Goulet, Chief Restructuring Officer, American Airlines

Barbara Harsha, Executive Director, Governor's Highway Safety Association (GHSA)

Camille Hazeur, Director, Departmental Office of Civil Rights, U.S. Department of Transportation

Karen Hedlund, Deputy Administrator, Federal Railway Administration, U.S. Department of Transportation

Bryna Helfer, Director, Public Engagement, U.S. Department of Transportation

RADM James Helis, Superintendent, U.S. Merchant Marine Academy

Debbie Hersman, Chairman, National Transportation Safety Board

Dana Hook, Board Chair, WTS International

Stephanie Ivey, Assistant Professor, University of Memphis Center for Intermodal Freight Studies

Allison Klein, Vice President, Member Services, American Road & Transportation Builders Association (ARTBA)

Laura Lane, President, Global Public Affairs, UPS

Jennifer Lowe, Vice President, Advocacy and Strategy, Washington, DC Operations, Boeing

David Matsuda, Maritime Administrator, U.S. Department of Transportation

Deborah A. McCurdy, President and Owner, MRAIL Services LLC

Susan McDermott, Deputy Assistant Secretary for Aviation and International Affairs, U.S. Department of Transportation

Joan McDonald, Commissioner, New York State Department of Transportation

Rosa Navejar, President, The Rios Group

Lisa Piccione, Senior Vice President, Government Affairs, National Business Aviation Association

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

Jeanine Prime, Vice President, Research, Catalyst

Cynthia Quarterman, Administrator, Pipeline and Hazardous Materials Safety Administration, U.S. Department of Transportation

Dorri Giles Raposa, Senior Vice President, HDR Engineering, Inc.

Claretta Rideout, Owner, DeQuans Construction, LLC

Beth Rossman, Vice President, Government Relations, Honeywell

Renee Sacks, President, Sacks Communication

Christina Sames, Vice President, Operations, American Gas Association

Richard Saxton, Department Chair Business Administration Curriculum Coordinator
Automotive Technology Program, Community College of Philadelphia

Greta Schettler, Secretary's Office of Global Women's Issues, U.S. Department of State

Ann L. Schneider, Secretary, Illinois Department of Transportation

Mylène Scholnik, President, International Aviation Women's Association

Patrick Sherry, Director, Intermodal Transportation Institute, University of Denver

Bonny Simi, Vice President, Talent, JetBlue

Joanne Smith, Senior Vice President, In-Flight Service and Global Product Development, Delta Airlines

Cathy St. Denis, Associate Administrator for Public Affairs, Federal Highway Administration, U.S. Department of Transportation

Marlise Streitmatter, Deputy Chief of Staff, U.S. Department of Transportation

Beverley K. Swaim-Staley, President and CEO, Union Station Redevelopment Corporation

Karlin Toner, Director, Joint Planning and Development Office and Senior Advisor to the Secretary for NextGen Coordination, Federal Aviation Administration, U.S. Department of Transportation

Polly Trottenberg, Under Secretary for Transportation Policy, U.S. Department of Transportation

Katie Turnbull, Executive Associate Director, Texas Transportation Institute (TTI), Texas A&M University

Arlene Turner, Lead Shepherd, APEC Transportation Working Group

Elizabeth Velez, President, Velez Organization

Ellen Voie, President and CEO, Women in Trucking Association

Vicki Wagonis, President, Technical Women's Organization (TWO), Federal Aviation Administration

Candace Waterman, Chief of Staff, Certification and Program Operations, Women's Business Enterprise National Council

Julie Weber, Vice President, People, Southwest Airlines
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Helena Williams, President, MTA Long Island Rail Road

Greg Winfree, Deputy Administrator, Research and Innovative Technology Administration, U.S. Department of Transportation

Carol Wolosz, Executive Director, Great Lakes Maritime Research Institute, University of Minnesota

Leocadia Zak, Director, U.S. Trade and Development Agency