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Business Record

Ref: Letter of Recommendation for Emerging Women of influence Award

It is my pleasure to provide this letter of recommendation for Debarati Ray for being the recipient of the Emerging Women of Influence Award. I have known Debarati for the past several years as she has been not only a high performer in her primary role as a Systems Engineer on our Mitsubishi Regional Jet program, but an active part of the broader employee community at Rockwell Collins. Debarati clearly sees her employment at Rockwell Collins as more than a job. She wants to make a difference and make Rockwell Collins a better, and more inclusive, place for all employees. She has stepped out into numerous leadership roles for the corporation. These include leading our New Hire Employee Network activities, building action plans in response to our Voice of the Employee annual survey, and actively participating in the employee engagement activities across the corporation. All of these activities are in addition to her formal job requirements that involve translating customer requirements into solutions that meet and exceed our commitments.

It is clear that Debarati is not only a vital part of our Rockwell Collins team of today but possesses the leadership qualities that will enable her to continue to grow in her career at Rockwell Collins. It has been my privilege to have Debarati as part of my team and I strongly recommend her for being this year's recipient of this coveted award.

Sincerely,

Kent L. Statler
Executive Vice President & Chief Operating Officer
Rockwell Collins, Commercial Systems