

Consolidation: Growing Gains vs. Growing Pains

How Market Consolidation Impacts Safety



The Voice of Aviation Business



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About NATA

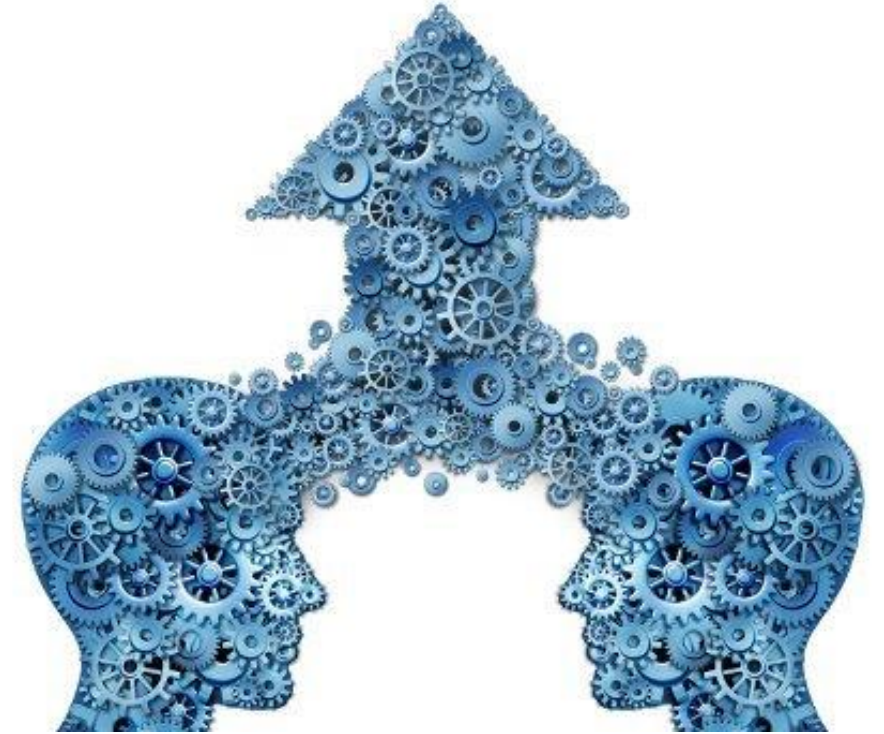
- Has served the interests of the general aviation business community for more than 80 years
- Represents over 3,700 businesses including FBOs, part 135 operators, fractionals, MROs, repair stations, and training providers
- Member driven advocacy reflecting our companies' lines of business
 - Airport Business Committee
 - Environment Committee
 - General Aviation Airports Committee
 - Air Charter Committee
 - Aircraft Maintenance Committee
 - Safety Committee
 - Workforce Development Committee
 - Aircraft Management Committee



Market Consolidation

The shift from small business

- Historic highs in charter activity & historic lows with aircraft inventory
- New users and buyers not previously in the industry
- Flying private now seen as essential rather than just a luxury



Consolidation Gains

Consolidation can provide

- An opportunity to examine advancing diversity, equity, and inclusion efforts
- Ability to tap into knowledge of experienced employees
- Diverse teams to expand corporate best practices



Impact on Recruitment and Retention

Consolidation can assist as larger operators may offer

- Better employment packages
- Expanded training opportunities
- More opportunities for career growth
- Additional resources to ease overburdened workforce

Consolidation Pains

Consolidation can also mean

- Cultural differences to reconcile
- Clashes in the transfer of knowledge and experience
- Uncertainty
- Redundancies in workforce
- Bottom line pitfalls

But Have We Lost Focus?

- Lack of professionalism
- Lackluster leadership
- Less investment in workforce
- Little imagination
- Lowered expectations



FAA SMS Mandate

- NPRM Fall 2022
- Impacts:
 - Mandatory for 135 & 145
 - This will impact FBOs
 - Extensive training will be required
 - Internal and External
 - Third parties and associations



How is a Culture of Safety Being Implemented

- Third party audits
- Industry involvement
- Executive leadership buy-in
- Dedicated safety officer
 - Internal process protocols



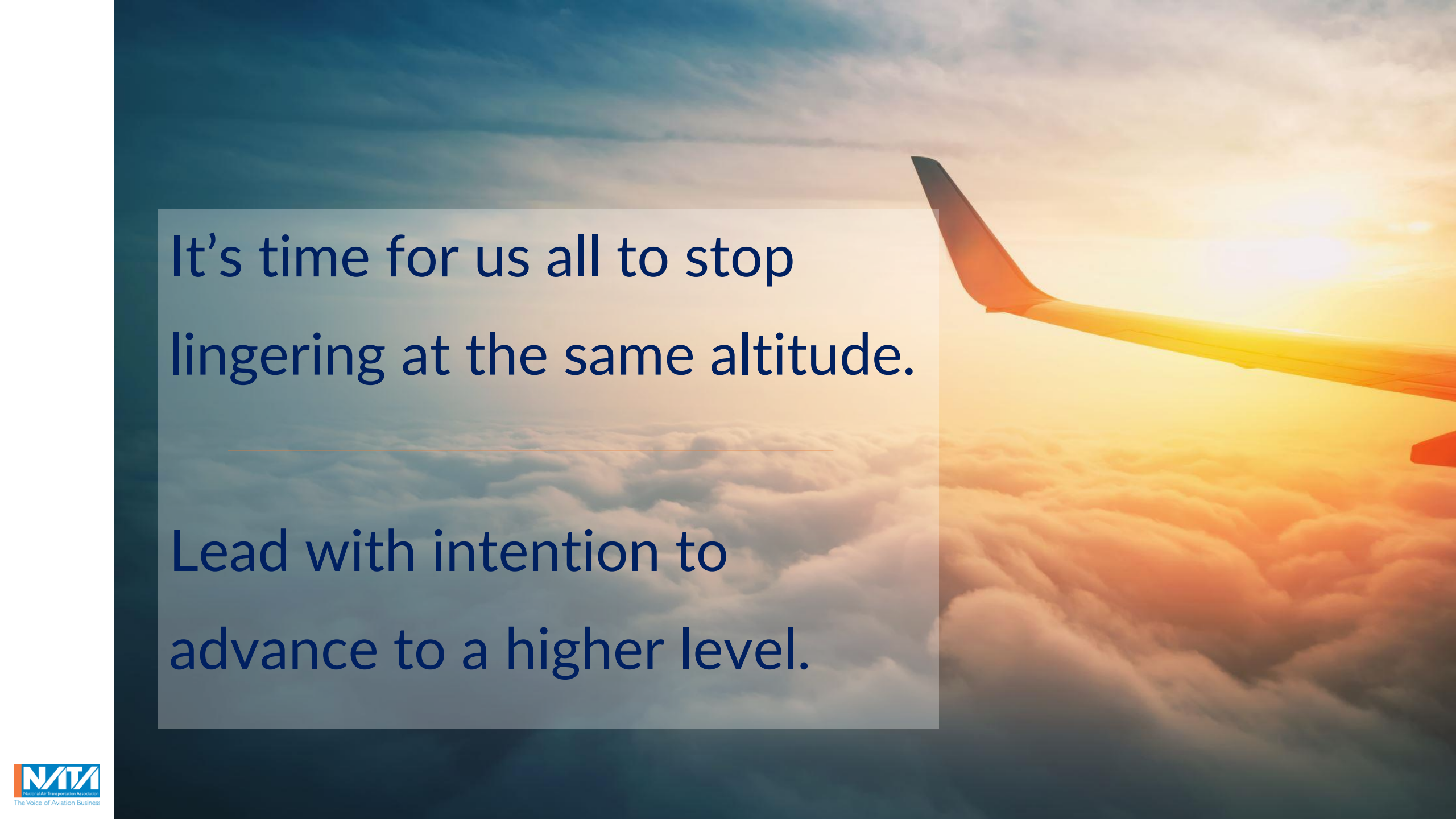
Workforce Challenges

- Industry improving strategies :
 - Compensation and benefits packages
 - Recruitment AND retention bonuses
 - Employee Training
 - Additional staff
 - New Technologies / Fuel quality / Ground handling /
- FAA retirement & Return to work
 - Oversight / Lack of

Building Bridges

- NATA has been in front of its membership to hear what challenges and opportunities are facing them and their communities
- Embrace opportunities to shape discussions, share information, and lay a foundation for success for all aviation businesses





It's time for us all to stop
lingering at the same altitude.

Lead with intention to
advance to a higher level.

Questions?



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