

*Chelsea Kokan under supervision from Judith Jayasuriya has written this case solely for the Asper Business Case Competition (ABCC) 2024. The author has no intention to comment on or evaluate the handling of managerial decisions within StandardAero. Photocopying transmitting, distributing or reproduction this case in any form or by any means is strictly prohibited.*

# Supporting StandardAero's Growth: Hiring for the Future

## Growing Pains

Kristen Fitzsimmons is the Director of Talent Acquisition for StandardAero. She joined the company 2 years ago, and has been working since then to create a recruiting strategy that keeps pace with their expanding needs as the company grows. Her mandate is clear: StandardAero needs to recruit an additional 500 mechanics over the next 3 years to support operations at many sites across North America. She acknowledges, "Challenges sourcing mechanic talent is the number one barrier to our company's growth," emphasizing the importance of her team's success to the business as a whole. She is ready to make the changes that are required for success, and has the support of other leaders in the firm. But how should StandardAero focus their efforts to attract and retain the employees they need?

## Company History

StandardAero was founded under the name *Standard Machine Works* in Winnipeg, Manitoba in 1911. The company offered maintenance, repair, and overhaul (MRO) services for automotive engines. Within a decade of the company's inception, the concept of aviation turned from a dream to a reality for the world. The need for engine service catering to aircraft soon followed, and Standard Machine Works was well positioned to fill that need due to the company's expertise in engine MRO. Standard Machine Works began servicing aircraft engines in 1936, and by 1940 the Aero Engine division of the company was operating fully independently as StandardAero.<sup>1</sup>

StandardAero continued to lead in aviation by providing innovation and expertise in rapidly advancing aircraft technologies. As the industry has grown in size and complexity, StandardAero has become OEM certified to provide MRO service for engines from Boeing, Rolls-Royce, GE Aerospace, Honeywell, Pratt & Whitney, Safran, Siemens Energy, Hamilton Sundstrand, Boom Supersonic, and CFM international.<sup>1</sup> In 2023, StandardAero announced the San Antonio location would be the first independent MRO provider able to support CFM's LEAP-1A and LEAP-1B ("Leading Edge Aviation Propulsion") engine MRO - one of the largest in-production engines in aviation history.<sup>2</sup>

StandardAero's services have expanded well beyond commercial aircraft engine MRO. In addition to the commercial line of business, the firm prides itself on comprehensive services in business aviation, military equipment MRO, and extensive expertise in helicopter programs. While engine MRO remains an important part of the company's value proposition, StandardAero has developed the capability to service and customize airframes and avionics, as well as offer engineering solutions to clients.<sup>1</sup>

## StandardAero Today

StandardAero is owned by The Carlyle Group, a global investment firm, since the company was purchased from Veritas Capital for \$5B in 2019. StandardAero has locations spread around the world which offer a variety of services, with some differences in site specializations. As an international firm, StandardAero annual revenues are over \$4B and the company employs nearly 7,000 individuals worldwide at 55 locations<sup>3</sup>, represented in North America, South America, Europe, Asia, Australia, and Africa.<sup>1</sup>

Currently StandardAero headquarters are located in Scottsdale, AZ, USA. The Winnipeg location where StandardAero was founded remains one of the largest sites for operations, and also operates GE Aviation's \$50M aircraft engine testing, research, and development centre which opened in Winnipeg in 2012.<sup>4</sup>

StandardAero is a leader in aircraft MRO innovation, and has partnered with several educational institutions to support research and development in the field. StandardAero works alongside technical colleges and trades schools in locations where they operate to provide hands-on experience to learners and collaborate on research and innovation. In Winnipeg, Red River College announced in 2023 that they have partnered with StandardAero to research cold spray technology in aircraft repair, utilizing robotics technology to support the initiative.<sup>5</sup>

## The Aviation Industry

Trends in the commercial segment of the aviation industry have been dominated by the COVID-19 pandemic in recent years. In 2020, international travel bans were suddenly enacted around the world, and in many areas domestic travel was heavily restricted. As a result, the demand for commercial air travel fell precipitously, and the commercial aviation industry saw economic losses globally.<sup>6</sup> Major airlines responded by limiting flight availability, grounding aircraft, and laying off staff.

The recovery of commercial airlines since travel bans were lifted has been driven by a surging demand for air travel. Now, in early 2024, manufacturers are unable to keep up with demand for aviation products. Major OEMs attempting to meet market demands are finding that their growth is limited by production capacity, which in turn is hampered primarily by challenges in recruiting skilled tradespeople to join the workforce<sup>7</sup>. The push for growth is now fierce for competitors trying to capitalize on market opportunities.

The military aviation industry has also faced turmoil in the pandemic years. Substantial supply chain disruption in recent years has compromised the availability of necessary parts for repair and

manufacture of military aviation equipment. Meanwhile, international conflict has drawn in the involvement of North American military complexes in the wars between Ukraine and Russia, and Israel and Palestine, increasing demand for equipment.

The rapid advance of AI technology is just a part of the technological opportunities on the horizon for aviation. Incorporating cutting edge technology in computing, sustainability, and efficiency into both military and commercial aviation products has become mandatory for industry success, and innovating entirely new technologies is a part of every competitor’s strategy to gain market share.<sup>8</sup> For StandardAero, offering MRO services for aircraft requires that the company understand and work with a wide variety of products. Maintaining relevance as a company means maintaining expertise in the leading technologies from many commercial manufacturers as well as military aircraft production. To achieve and sustain this complex and dynamic knowledge base, StandardAero must maintain teams of industry, scientific, and engineering experts.

The MRO market is anticipated to grow over the next 10 years. While OEM aviation companies often see rapid spikes and declines in demand, MRO services are less influenced by short term changes in political climate and public opinion. However, enduring changes in the industry such as the global supply chain disruptions that began during the COVID-19 pandemic have an impact on MRO providers as well.<sup>9</sup> The MRO sector of the aviation industry is expected to maintain a CAGR of 0.4% over the next ten years. In North America, the number of active engines (19,350 as of early 2024) is expected to grow by 16.7% over the same 10 year time frame.<sup>10</sup>

## Company Growth

StandardAero has an international presence as a reputable and reliable MRO provider, but the demands for service in the North American market in particular are an untapped opportunity for growth as the aviation industry recovers post-pandemic. In 2023, the demand for MRO engine work was so great that by June 2023, all of StandardAero’s capacity to accept engines for MRO was scheduled for the entire calendar year. As Trent Vos, an engineering manager at the Winnipeg site explains, “the sales team has had to start turning customers away”.

Today, StandardAero estimates the need to recruit an additional 500 mechanics into their North American operations over the next 3 years. Accounting for turnover as well as new business expansion, in 2024 alone the mechanic recruitment needs at some of the major sites are as follows:

*Fig 1. Recruitment needs*

Site	Mechanics required in 2024	Aviation Sector
San Antonio, TX	150	Commercial, Military
Winnipeg, MB	60	Commercial
Dallas, TX	50	Commercial
Augusta, GA	25	Business

These recruitment numbers are expected to remain relatively consistent over the next three years, to provide both replacement of attrition as well as the additional 500 new positions.

## Recent Acquisitions

StandardAero has expanded organically as well as through strategic acquisitions, gaining presence in a variety of locations and acquiring expertise outside of the core engine MRO business in order to complement a full service catalogue of offerings. Examples of recent acquisitions include Signature Aviation Engine Repair and Overhaul, purchased in 2021. This acquisition gained StandardAero a strong presence in a number of locations across the US, including Dallas, TX, and integrated the company's workforce to grow numbers and abilities of skilled workers.

Western Jet in Van Nuys, CA is the most recent acquisition of note, purchased in 2023. This marks the 12th acquisition since 2015, and greatly enhances StandardAero's expertise in the field of airframe and structural work<sup>11</sup>. Given this period of rapid growth, StandardAero has now more than ever needed to maintain the ability to meet the expectations and needs of clients, which can only be accomplished through the development of a robust and skilled workforce.

## Recruitment

As demand outpaces the MRO capacity of the existing company resources, a keen interest has developed amongst StandardAero leadership in growing their pool of skilled mechanics. Issues have been identified in both recruitment and retention that must be addressed to achieve the goal of adding 500 mechanics to the company's North American operations over the next 3 years. In StandardAero's experience, candidates for mechanic positions are unlikely to be willing to relocate outside of their region for work. As a result, they compete for talent in many local markets across North America.

One factor that Kristen Fitzsimmons knows has impacted the overall flow of talent into and out of the company is the changing demographics of the workforce. The critical skills of the mechanics that perform much of the MRO work on engines and other specialized aircraft technologies are the core of the value that StandardAero offers its clients. However, many of the mechanics at the North American sites are reaching retirement age. This natural exodus has started an unavoidable drain of talent from the shop floors of StandardAero locations, and replacement of that skill set depends on the younger generations now entering the workforce.

Collectively, intelligent and hard working young people are being encouraged to pursue college education over trades in the United States, with noticeable impact. An NPR review looking specifically at the US market found that applications for trades work by generation Z applicants has decreased by 50% since 2020<sup>12</sup>. StandardAero is seeing this in real time, as recruiting interested mechanics is increasingly challenging. Currently the recruitment of younger workers is often occurring through direct word of mouth. "Many of our staff see StandardAero as a family company. When you look through our staff rosters, you see groups of family names, because the young people joining our company are encouraged by older family members already working with us," Trent Vos indicates. While he sees this organic form of recruitment as encouraging, it simply isn't enough to meet the company's needs for growth.

Entry into the trades remains very clearly divided by sex, as less than 20% of the skilled tradespeople in the field are women. Supported by funding from the government of Manitoba, the Winnipeg site has created a program specifically to train women in gas turbine repair<sup>13</sup>. The program began in 2022 with 15 women, and all successful trainees are offered employment at StandardAero on completion of the program. Thus far, the women that were recruited have been very successful with the company. Recognition of the opportunity to recruit more mechanically inclined women into the field presents an interesting challenge, as overcoming cultural expectations is an additional barrier to recruitment of women into the traditionally male dominated field.

Kristen Fitzsimmons is acutely aware of the challenges with recruiting young talent as well. “We know that this young generation prefers working conditions that we can’t offer to our mechanics. For example, working from home is a top request, but you can’t repair an aircraft engine from home”. Similarly, the younger generation wants to see options for flexibility in scheduling, which can be a challenge for mechanics. StandardAero has internal policies to protect staff safety, such as always having more than one person working at a time, which constrains flexibility. However, StandardAero cannot afford to lose out on this generation’s talent. Some locations have explored altering the weekly schedule to 4 ten-hour shifts per week. Although this represents a different schedule, it remains rigid and has not attracted employees that are looking for flexibility to support work-life balance. How can the needs of the company and the workforce be balanced for mutual gain?

Initiatives to build recruiting momentum have been supported enthusiastically by StandardAero leadership. One of the first programs Kristen tackled at StandardAero was the referral bonus program, in which employees were being rewarded \$250 for referring a successful applicant. Kristen directed an industry review on this policy, after which the bonus was increased to meet competitor standards. The current program awards a total of \$1000 USD to an employee that refers a successful candidate - \$500 on hire, and \$500 after 1 year of the candidate’s employment.

## Training and Candidate Selection

Whether training internally or hiring experienced and skilled mechanics, each new employee is a significant investment. StandardAero has traditionally searched for candidates with training and experience related to the aviation industry. Ideal candidates would have graduated from an aviation maintenance engineering program. Recent years have prompted the candidate search to broaden: many of today’s recruits have some form of mechanical experience, though it may be in an adjacent industry such as automotive. Many applicants are also brought in from another source: military experience in aviation mechanics has been able to bring in expertise both in aviation as well as in military operations and needs.

The dearth of trained and ready applicants has prompted StandardAero to develop an in-house training program at sites that require a high rate of recruitment. As the need for mechanics has outpaced StandardAero’s ability to recruit, basic requirements for candidates have been made as flexible as possible to welcome individuals with a readiness and willingness to learn the trade. Educational qualifications are an asset rather than a requirement, and candidates are assessed for their mechanical aptitude during the hiring evaluation. In San Antonio, all recruits complete a 12 week training course of classroom and practical learning before continuing to build on-the-job knowledge. In total, the time required to train a mechanic is approximately 6 months before being considered fully productive. A

similar training program exists in Winnipeg, where the vast majority of recruits complete the program before joining the operational team. Other sites have similar programs of varying length in development, or are relying on on-the-job training by pairing new workers with experienced mechanics to learn the skills they need. This method of learning by doing works well, but is not scalable to the extent that is needed in today's industry climate.

This approach to growing talent internally is not optional if StandardAero intends to strengthen and build the skilled workforce required to meet demand. However, even as StandardAero invests in training mechanics, the rest of aviation industry competition is aggressively recruiting for these newly knowledgeable individuals.

## Retention

While some of the loss of mechanical talent is occurring due to retirement of the aging workforce, a substantial and concerning part of StandardAero's challenges are related to retention of workers in an incredibly competitive labour market. The overall 1 year attrition rate is estimated to be ~10% as trained mechanics leave for other employers in the industry, with the greatest segment of departing workers being recently internally trained at StandardAero.

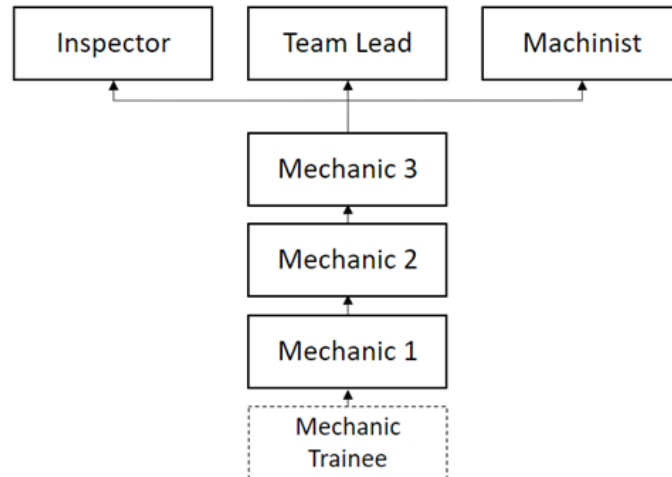
In response to this loss of talent, StandardAero has conducted information gathering initiatives to understand the nature of the problem. The most frequent factor indicated by departing employees is related to financial compensation. In response, StandardAero is in the midst of a project to reband compensation rates to become more competitive. To date, mechanic hourly wages were targeted to be at the 50th percentile across the industry. After the project conclusions are implemented, hourly wages will be raised to the 75th percentile. Mechanic wages generally fall over a substantial range: the Government of Canada job bank identifies industrial mechanic wages ranging between \$21.50 to \$43.80 hourly (median \$31.87/hour)<sup>14</sup>. Even with this substantial financial investment to recalibrate wages, Kristen Fitzsimmons notes that "there will always be companies that can pay more than we can. We need to find ways to attract and retain individuals to our company for other reasons as well."

The competition for talent varies from site to site. Many locations are connected with, or close to, an airport. This means that physical proximity to other industry competitors is inevitable, as OEMs such as Boeing are often "right next door" and tend to pay very well for skilled aviation mechanics. One advantage that StandardAero holds over OEM employers is job stability: while manufacturing demands on OEMs can fluctuate wildly with the global economic climate, MRO services are steadily in demand and cater to reliable segments of the market such as business and military aircraft in addition to commercial.

Many of the companies that are physically present in locations where StandardAero operates are also training mechanics in-house. GE Aviation, for example, offers apprenticeships for new mechanics located in Dallas, TX. Bombardier draws on the same local population as StandardAero (including Dallas, TX and Scottsdale, AZ). Lockheed Martin has a presence in Augusta, GA and San Antonio, TX. Boeing operates in Dallas, Winnipeg, and San Antonio. With these major players looking to grow their own team of employees, StandardAero is forced to compete to retain talent long after employees are hired and trained.

Within StandardAero, mechanics that stay with the company can see career growth along their own personal lines of interest and ability:

Fig 2. Mechanic career ladder at StandardAero



The ability to develop an evolving career path within StandardAero is encouraged, and some of the senior leadership with the company started as skilled tradespeople before gaining additional responsibilities and moving into leadership. Retention of employees long term therefore feeds more than just the mechanical team; if StandardAero can hold on to experienced talent, they are creating the decision makers of the future company.

## Sites

As StandardAero has engaged in rapid expansion via acquisition of other MRO providers, new sites have joined the organization with varying levels of cultural maturity. This poses a challenge for senior leadership, as learning from each new acquisition's strengths offers substantial value to the organization as a whole. However, standardizing the approach to services is required to offer consistent expectations and experiences for clients.

This can be seen, for example, in the Dallas, TX site. This site was acquired as a part of the Signature Aviation acquisition in 2021, and was previously operating under the name Dallas Airmotive. Dallas Airmotive had a strong company culture, and the employees at that location often still refer to themselves as Dallas Airmotive employees. Each site within StandardAero's enterprise has unique strengths and specialties. Some of the sites are specialized to offer services for just one division of the business, and often cater to the local demand for specific MRO needs. This can create varied needs for the knowledge base of the local team. For example, a site catering to a military client may be more interested in recruiting former military employees for their institutional knowledge.

StandardAero's values are integrity, safety, quality, service, accountability, and dependability. Although each location may have its own unique history, it's important to be consistent with these values throughout the company. So far, StandardAero has struggled to effectively communicate and implement

these values at all sites, which are each different in terms of business focus, skill, talent, recruitment, management, and identity. Is there a universal solution to the problems in finding and keeping talented employees that are currently limiting StandardAero's growth across sites?

## Finding a New Approach

Kristen is well aware of the aviation industry's reputation for more traditional and conservative approaches to managing the labour force. "The aviation industry has historically been incredibly risk averse," she explains. Fortunately, StandardAero has a history of pursuing the dynamic growth required to adapt to changes for over 100 years of aviation evolution. Finding the right competitive advantage in recruitment over the rest of the industry will be critical for StandardAero's continued growth trajectory. What next steps should be included in Kristen's 3 year plan?



## **Appendix A: Locations**

### AUSTRALIA

- Brisbane
- Richmond

### BRAZIL

- Belo Horizonte

### CANADA

- AB – Calgary
- BC – Langley
- BC – Richmond
- MB – Winnipeg
- NL – St. Johns
- PE – Summerside

### FRANCE

- Gonesse – Paris

### IRELAND

- Cork

### KENYA

- Nairobi

### NETHERLANDS

- Woensdrecht

### ROMANIA

- Ploiesti West Park
- Romania

### SINGAPORE

- Asian Surface Technologies (AST)

- Seletar

### SOUTH AFRICA

- Lanseria – Johannesburg

### UNITED KINGDOM

- Almondbank – Perth
- Farnborough
- Fleetlands – Gosport
- Portsmouth

### UNITED STATES

- AZ – Phoenix
- AZ – Scottsdale (Corporate HQ)
- CA – Van Nuys
- CO – Broomfield
- FL – Fort Myers
- FL – Hialeah
- FL – Miami
- FL – Miramar (PTS Aviation)
- FL – Navarre (PTS Aviation)
- FL – Opa-locka
- FL – Palm City
- FL – West Palm Beach
- GA – Augusta
- IL – Springfield
- MN – St. Paul
- MO – Chesterfield
- MO – Kansas City
- NC – Concord
- NC – New London
- OH – Cincinnati
- OH – Hillsboro
- PA – Washington
- TN – Maryville
- TX – Dallas (DFW)
- TX – Grapevine / Dallas
- TX – Houston
- TX – San Antonio

## Appendix B: Winnipeg Location



StandardAero | Engine Services

# Winnipeg Facility

## An Industry-Leading MRO Facility

StandardAero's Winnipeg, MB, location is one of North America's leading engine overhaul facilities, its capabilities spanning high-bypass turbofans, turboprops and turboshafts. Located close to Winnipeg International Airport, StandardAero's Winnipeg facilities support operators worldwide with responsive, high-quality engine MRO services, including extensive in-house component repair solutions.

## Extensive Capabilities, Customized to Operators' Needs

StandardAero is a GE Designated Fulfillment Center for the CFM International CFM56-7B and a GE Authorized Service Center (ASC) for the CF34-3/-8, providing comprehensive repair services, fast turn times and long-lasting engines. Our 'repair-rather-than-replace' philosophy drives down costs for operators, protecting your bottom line. Our field service teams also provide on-wing support worldwide, including removal and re-installation.

## StandardAero — The Right Choice

StandardAero's Winnipeg facility holds a wide range of approvals, including Transport Canada AMO, FAA Part 145 and EASA Part 145 approvals, plus ISO 9001:2008, ISO 14001:2004 and ISO 9110:2009 certification. In addition, StandardAero holds local civil aviation authority approval from numerous countries worldwide. No matter where you're located, we're the right choice to keep you flying!

To find out more about our capabilities or a site tour contact your area representative or visit <http://www.standardaero.com>

707 Flight Road  
Winnipeg, MB R3H 1C6, Canada  
Phone +1 (204) 775-9711



[www.standardaero.com](http://www.standardaero.com)

## SITE SUMMARY

### Facility Overview

- GE Designated Fulfillment Center and independent MRO provider for CFM56-7B
- GE Authorized Service Provider and independent MRO provider for CF34-3/-8
- Two dedicated test cells for CFM56 and CF34, correlated to GE's specifications
- In-house component repair, reducing the need for costly replacement parts
- Located close to Winnipeg International Airport (IATA: YWG, ICAO: CYWG)

### Site Capabilities

#### Engine Maintenance, Repair & Overhaul

- **GE Aviation CF34**  
CF34-3, CF34-8
- **CFM International CFM56**  
CFM56-7B

#### Other Engine MRO - Turboprop

- Rolls-Royce AE 2100
- Rolls-Royce T56/501-D

#### Other Engine MRO - Turboshaft

- Pratt & Whitney Canada PT6T
- Rolls-Royce M250/RR300
- Safran Arriel 1 & 2

©2020 StandardAero. All rights reserved.

## Appendix C: Vision, Mission, and Values

**OUR VISION  
IS TO DELIVER  
EXCEPTIONAL AEROSPACE  
SERVICES POWERING  
OUR CUSTOMERS'  
MISSIONS WORLDWIDE.**

**OUR MISSION  
IS TO EXCEED  
CUSTOMER  
EXPECTATIONS  
THROUGH INSPIRED  
TEAMWORK.**

### OUR VALUES

#### **Integrity**

Is widely trusted, honest and credible. Demonstrates strong moral and ethical principles and values. Does the right thing.

#### **Safety and Sustainability**

Commits to staying safe and healthy in the workplace. Focuses on contributing to a more sustainable environment.

#### **Quality and Service**

Strives to the highest standards of product and service quality. Seeks to exceed customer expectations and deliver on schedule.

#### **Accountability and Dependability**

Owens and accepts responsibility for actions and outcomes. Can be relied on to do what is required both on time and accurately.

#### **Teamwork and Communication**

Works collaboratively with team members, embracing diverse viewpoints. Keeps an open dialog to drive outstanding results.

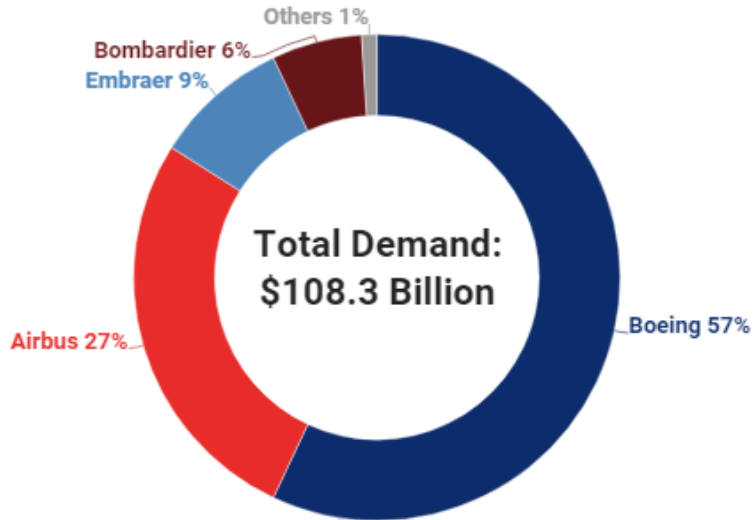
#### **Continuous Improvement and Innovation**

Seeks out ways to constantly raise the Standard and improve work. Looks for new ways to do things differently and better.



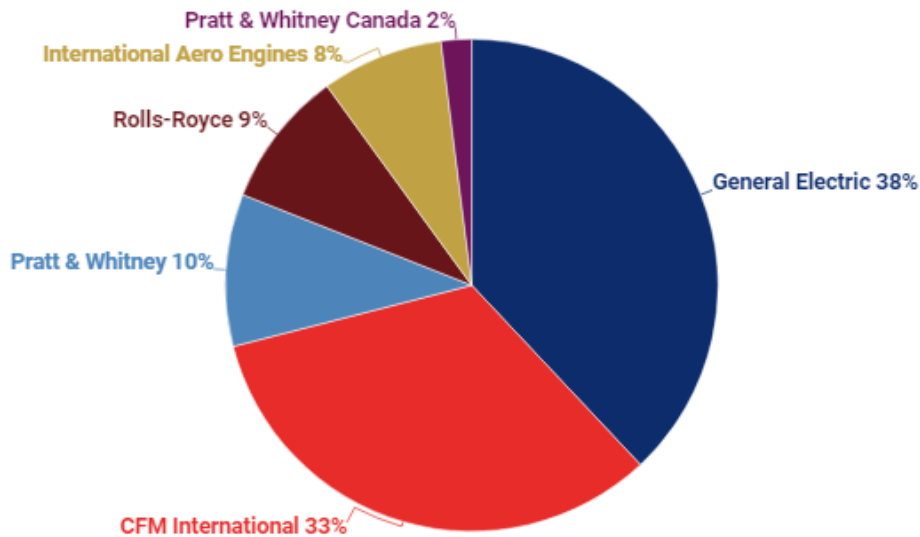
## Appendix D: Engine MRO Demand

### Engine MRO Demand, North America by Aircraft Manufacturer



Source: Aviation Week Network 2024 Commercial Aviation Fleet & MRO Forecast

### Engine MRO Demand by Engine Type Certificate Holder



Source: Aviation Week Network 2024 Commercial Aviation Fleet & MRO Forecast

# **Mechanic Training Program (GTRO: Gas Turbine Repair & Overhaul)**

**StandardAero is one of the largest independent maintenance, repair, and overhaul providers in the aerospace industry. At our plants, our units engage in a variety of work scopes involving trouble-shooting, problem solving, and working together to embody our #1 priority, which is ensuring the safety of our people and our product.**

**At StandardAero, we offer:**

- A clean, safe, and temperature controlled work environment.
- Competitive compensation structures and a total rewards package.
- An opportunity to work with a variety of aircraft engines.
- A variety of shifts and hours.
- Opportunities for horizontal and vertical movement within the organization.

**The responsibilities of the role include:**

- Repair and overhaul of gas turbine engines.
- Inspection of engine modules and engine components.
- Working independently and as a team to achieve maximum quality.
- Completing relevant paperwork to ensure accuracy.
- Observing all applicable safety practices and aviation regulations.

**The requirements for an ideal candidate include:**

- The ability to read and interpret manuals, technical drawings, and blueprints to determine proper operating conditions.
- The ability to follow both written and verbal instructions.
- The ability to lift up to 50lbs without assistance.
- The ability to stand for extended periods of time.

**Mechanic Trainee**

- Basic knowledge and understanding of engines/components.

- Previous experience with routine induction/dismantle of engines/components.
- Minimal experience required.

### **Mechanic I**

- Comprehensive understanding of inspection of complex parts, ability to provide guidance as they arise.
- Read and understand technical manuals.
- Minimum of 2 years job related training/experience.

### **Mechanic II**

- Proficient in induction and dismantle of engines/components.
- Advanced understanding of manuals and technical data.
- Thorough knowledge, can easily find interpret instructions and act as a resource to other mechanics.
- Signs off other mechanics in skills once proficient.
- Preferred Apprenticeship and or/formal training in area(s) of specialty.
- Minimum of 3-5 years aviation maintenance experience

### **Mechanic III**

- Provides guidance to other mechanics with troubleshooting during the assembly, inspection and dismantle process.
- Inspection of unique parts.
- In-depth knowledge of process, manual and aviation regulations.
- Apprenticeship and or/formal training in area(s) of specialty or commensurate experience is preferred.
- Minimum of 6 years aviation maintenance experience.

### **Benefits that make life better:**

- Comprehensive Health and Dental care benefits
- Pension Plan with 100% company match; up to 5%
- Paid Time Off starting on day one
- Bonus opportunities
- Short- & Long-Term Disability
- Life & AD&D Insurance
- Learning & Training opportunities

**Raising the Standard of Excellence since 1911**

With over a century of proven excellence, StandardAero has become an industry leader in MRO services and customized solutions in the aerospace field. Our shared values and learning-based culture inspire our team to exceed their potential and power our customers' missions worldwide. With on-the-job training, advancement opportunities, and excellent benefits, StandardAero invites you to experience a fulfilling and meaningful career with us.

**Inclusivity Is Our Standard**

StandardAero offers equal employment opportunities for all. Our supportive environment celebrates diversity with no room for harassment or discrimination of any kind. We invite you to bring your authentic self to our team and experience our welcoming culture.

---

## References:

1. StandardAero About Us (internet). Scottsdale: Standard Aero; (date unknown; accessed February 5, 2024). Available from: <https://standardaero.com/aboutus/>
2. Bjerregaard, L. StandardAero Leaps Forward on Workforce Development (internet). London: Aviation Week Network; December 18, 2023 (accessed February 5, 2024). Available from: <https://aviationweek.com/mro/workforce-training/standardaero-leaps-forward-workforce-development>
3. Rattler Careers. Learn about StandardAero (internet). San Antonio: St. Mary's University; March 7, 2023 (accessed February 5, 2024). Available from: <https://careercenter.stmarytx.edu/blog/2023/03/07/learn-about-standardaero/>
4. Potential for Up to 50 New Jobs at Research and Technology Development Centre (internet). Winnipeg: Standard Aero; February 15, 2011 (accessed February 5, 2024). Available from: <https://standardaero.com/ge-canada-and-standardaero-to-build-a-new-50m-aircraft-engine-research-and-technology-development-centre-in-winnipeg/>
5. Ready for take-off: RRC Polytech and StandardAero propelling to new heights of aircraft repair (internet). Winnipeg: Red River College Polytech; February 7, 2023 (accessed February 5, 2024). Available from: <https://www.rrc.ca/ar/2023/02/07/ready-for-take-off-rrc-polytech-and-standardaero-propelling-to-new-heights-of-aircraft-repair/>
6. Canadian aviation amid the COVID-19 pandemic: Part 2. Impact on various flying activities (internet). Ottawa: Statistics Canada; June 9, 2022 (accessed February 5, 2024). Available from: <https://www150.statcan.gc.ca/n1/pub/45-28-0001/2022001/article/00004-eng.htm>
7. Polek, G. StandardAero Maintains Growth Trajectory Despite Talent, Parts Shortages (internet). Midland Park: Aviation International News; October 16, 2023 (accessed February 5, 2024). Available from: <https://www.ainonline.com/aviation-news/business-aviation/2023-10-16/standardaero-maintains-growth-trajectory-despite-talent>
8. GE Aerospace, StandardAero supporting power behind Royal Canadian Air Force's Multi-Mission Aircraft Requirement (internet). Winnipeg: GE Aerospace; September 26, 2023 (accessed February 5, 2024). Available from: <https://www.geaerospace.com/press-release/military-engines/ge-aerospace-standardaero-supporting-power-behind-royal-canadian-air>
9. Patel, P. MRO Memo: Engine Shop Visits and the Supply Chain (internet). London: Aviation Week Network; June 8, 2023 (accessed February 5, 2024). Available from: <https://aviationweek.com/mro/supply-chain/mro-memo-engine-shop-visits-supply-chain>
10. Albertson, C. Engine Fleet Growth Will Drive North American MRO Spending. London: Aviation Week Network; January 23, 2024 (accessed February 5, 2024). Available from: <https://aviationweek.com/mro/aircraft-propulsion/engine-fleet-growth-will-drive-north-american-mro-spending>
11. StandardAero Acquires Western Jet Aviation to Expand Business Aviation MRO Capabilities With West Coast Location (internet). Scottsdale: StandardAero; February 2, 2023 (accessed February 5, 2024). Available from: <https://standardaero.com/standardaero-acquires-western-jet-aviation-to-expand-business-aviation-mro-capabilities-with-west-coast-location/>
12. Yang, M. America needs carpenters and plumbers. Gen Z doesn't seem interested (internet). Washington: National Public Radio; January 5, 2025 (accessed February 5, 2024). Available from: <https://www.npr.org/2023/01/05/1142817339/america-needs-carpenters-and-plumbers-try-telling-that-to-gen-z>
13. Province Investing \$285,000 to Assist With Women Transitioning into Manitoba Aerospace Careers (internet). Winnipeg: Government of Manitoba; February 15, 2022 (accessed February 5, 2024). Available from: <https://news.gov.mb.ca/news/index.html?item=53319>
14. Job Bank: Industrial mechanic and Millwright in Manitoba (internet). Ottawa: Government of Canada; January 23, 2024 (accessed February 5, 2024). Available from: <https://www.jobbank.gc.ca/marketreport/wages-occupation/14719/MB;jsessionid=9C0837048EE5D67EE9DCEE81877F0905.jobsearch76>
15. Standard Aero Careers (internet). Scottsdale: Standard Aero (date unknown, accessed February 5, 2024). Available from: <https://www2.deloitte.com/us/en/insights/industry/aerospace-defense/aerospace-and-defense-industry-outlook.html>