



NATIONAL MEDIATION BOARD

445 12th St. SW, Suite 2500
Washington, DC 20024

In the Matter of the Application of
the

INTERNATIONAL BROTHERHOOD
OF TEAMSTERS, AIRLINE DIVISION
and ASSOCIATION OF FLIGHT
ATTENDANTS-CWA, AFL-CIO

alleging a representation dispute
pursuant to Section 2, Ninth, of
the Railway Labor Act, as
amended

involving employees of

REPUBLIC AIRWAYS, INC. / MESA
AIRLINES, INC.

53 NMB No. 30

CASE NO. R-7690
(NMB File No. CR-7275)

FINDINGS UPON
INVESTIGATION –
SINGLE CARRIER
DETERMINATION

September 1, 2026

This determination addresses the applications filed by the Association of Flight Attendants-CWA, AFL-CIO (AFA-CWA) and the International Brotherhood of Teamsters, Airline Division (IBT) (collectively the Organizations). The Organizations ask the National Mediation Board (NMB or Board) to investigate whether Republic Airways, Inc. (Republic) and Mesa Airlines, Inc. (Mesa) (collectively the Carriers or Combined Carrier) are operating as a single transportation system for the craft or class of Flight Attendants.

The investigation establishes that Republic and Mesa constitute a single transportation system.

PROCEDURAL BACKGROUND

On April 20, 2026, pursuant to the NMB's Merger Procedures and NMB Representation Manual (Manual) Section 19.3, the Carriers notified the Board that, in the fourth quarter of 2025, the parent holding companies of Mesa and Republic entered into an Agreement, Plan of Conversion, and Plan of Merger (Merger Agreement) under which the two parent companies combined into a single entity, Republic Airways Holdings, Inc. The Flight Attendants are represented by IBT at Republic under the Board's certification in NMB Case No. R-6225, and represented by AFA-CWA at Mesa under the Board's certification in NMB Case No. R-6499. *See Republic Airlines, et al.*, 41 NMB 109, 118 (2014); *Mesa Airlines*, 24 NMB 217 (1997); *Mesa Airlines*, 31 NMB 244 (2004) (transferring AFA's certification to represent Flight Attendants at Mesa Airlines to AFA-CWA).

On April 29, 2026, IBT and AFA-CWA filed applications and a position statement alleging a representation dispute involving the craft or class of Flight Attendants at the Combined Carrier. AFA-CWA notes that it is not acting as an Intervenor in this case and agrees that its certification should be transferred to the IBT. The Board assigned Eileen M. Hennessey to investigate and requested that the Carriers provide information regarding their operations. On May 29, 2026, the Carriers submitted the requested information and a position statement.

ISSUE

Are Republic and Mesa operating as a single transportation system? If so, what are the representation consequences?

CONTENTIONS

The Organizations and the Combined Carrier take the position that Mesa and Republic are a single transportation system for purposes of representation and collective bargaining for the Flight Attendants craft or class.

FINDINGS OF LAW

Determination of the issues in this case is governed by the Railway Labor Act (RLA or Act), as amended, 45 U.S.C. § 151, *et seq.* Accordingly, the Board finds as follows:

I.

Republic and Mesa are common carriers as defined in 45 U.S.C. § 181, First.

II.

IBT and AFA-CWA are labor organizations and/or representatives as defined in 45 USC § 151, Sixth, and § 152, Ninth.

III.

45 U.S.C. § 152, Fourth, gives employees subject to its provisions, “the right to organize and bargain collectively through representatives of their own choosing. The majority of any craft or class of employees shall have the right to determine who shall be the representative of the craft or class for purposes of this chapter.”

IV.

45 U.S.C. § 152, Ninth, provides that the Board has the duty to investigate representation disputes and to designate who may participate as eligible voters in the event an election is required. In determining the choice of the majority of employees, the Board is “authorized to take a secret ballot of the employees involved or to utilize any other appropriate method of ascertaining the names of their duly designated and authorized representatives . . . by the employees without interference, influence, or coercion exercised by the carrier.”

STATEMENT OF FACTS

Background

On April 4, 2025, the parent holding companies of Republic and Mesa entered into the Merger Agreement under which the parent companies combined to form Republic Airways Holdings, Inc. (RAH) with the objective of creating the Combined Carrier (consisting of pre-merger Republic and pre-merger Mesa). The merger was completed on November 25, 2025.

As noted above, IBT is the collective bargaining representative of the Flight Attendants at pre-merger Republic and AFA-CWA represents the Flight Attendants at pre-merger Mesa. According to the Combined Carrier, as of May 29, 2026, the total number of employees covered by the applications was 2,962. Mesa employs 625 Flight Attendants and Republic employs 2,337 Flight

Attendants.

Common or Overlapping Ownership

Following the merger, Republic and Mesa are now wholly-owned subsidiaries of RAH. Common shares of RAH are publicly traded on NASDAQ under the ticker symbol “RJET.” Prior to the merger, Mesa Air Group, Inc., Mesa’s parent, was publicly traded under the ticker symbol “MESA,” which converted to “RJET” upon consummation of the merger.

RAH made its first filing with the Securities and Exchange Commission as the parent of both carriers on December 1, 2025. Consolidated reporting began on March 19, 2026, with the filing of RAH’s Form 10-K. RAH issued its first earnings release and investor update for the Combined Carrier on March 4, 2026, describing the merger. A second earnings release and investor update was issued on April 29, 2026.

Combined or Common Management, Corporate Officers, and Board of Directors

RAH is led by a Board of Directors that also serves as the Board of Directors for Republic and Mesa. The Board is composed of the five incumbent Directors from RAH and one Director from Mesa’s former Board of Directors.

The Carriers have combined their executive leadership and management teams to the extent allowed by Federal Aviation Regulations. Mesa executive leadership positions have been eliminated and other management positions have been consolidated. The executive leadership of Republic has been appointed to serve in their same leadership positions at Mesa. David Grizzle retired as Chief Executive Officer (CEO) on June 15, 2026 but remains as Chairman of the Board. Matt Koscal was initially appointed as Mesa’s President and Chief Commercial Officer and became its President and CEO upon Grizzle’s retirement. Joe Allman became Executive Vice President and Chief Financial Officer on June 15, 2026. Paul Kinstedt became Executive Vice President and Chief Operating Officer on June 15, 2026. Chad Pulley, serves as Mesa’s Senior Vice President, General Counsel and Corporate Secretary.

Republic executives have assumed the leadership of their respective counterparts at Mesa. Elizabeth Mottley serves as Vice President, Human Resources at the Combined Carrier. In addition, the following executives perform their respective roles for both Republic and Mesa: Tonya Gilbert, Vice President, Strategic Operations; Scott Hornback, Vice President, Finance and Accounting; Drew Skaff, Vice President, Supply Chain; Steve Hood, Vice President, Properties & Facilities; Matt Belanger, Vice President, Information Technology and Chief Information Officer; and Thomas Duffy, Vice President, Maintenance and Engineering.

Mesa Associates in the Finance, Legal, Supply Chain, Information Technology, Crew Planning, Training Logistics, Strategic Operations, Crew Qualifications, and Human Resources departments, as well as some Airport Operations Associates, have been transferred to Republic. They have been issued Republic badges and have been assigned identification numbers in Republic's system. Some Associates will remain employed by and carry the badge of their respective carrier until a single operating certificate (SOC) is issued, such as Vice President of Flight Operations, Director of Maintenance, Chief Pilot, Vice President of Safety, Designated Employer Representative.

The Combined Carrier has also established an Integration Management Office (IMO) led by Matt Belanger, Tonya Gilbert, Thomas Duffy, Elizabeth Mottley, Tara Kamm, and Teresa Griffin. The IMO reports directly to the executive leadership team of the Combined Carrier. The IMO has completed a specific integration plan, establishing the foundation for integration planning.

When the merger is completed, the Combined Carrier's headquarters will be located in Carmel, Indiana at pre-merger Republic's headquarters. Mesa's Corporate and System Operations Control departments have already been relocated to Republic's Carmel, Indiana headquarters.

Labor Protections and Interim Agreements

Republic, Mesa, IBT, and AFA-CWA entered into a Merger Transition Agreement (MTA) on October 19, 2025. The MTA set forth a process for reaching a joint collective bargaining agreement (JCBA) and for Seniority List Integration. The parties reached agreement on the JCBA on December 11, 2025, and the JCBA was ratified on January 22, 2026 with an amendable date of October 12, 2027.

The parties agreed to use Republic's 2022-2027 Flight Attendant collective bargaining agreement as the foundation for the JCBA. While many of the articles of the JCBA, such as compensation, per diem rates, uniforms, and the commuter policy, have been implemented at Mesa, further JCBA implementation is ongoing. Because the Republic agreement served as the foundation of the JCBA, most JCBA provisions are in place there; however, instructor and pay changes were implemented at Republic immediately after ratification. A new schedule adjustment period that is already in effect at Mesa was implemented at Republic in August 2026 and boarding pay changes were effective July 22, 2026.

The MTA provided that the IBT and AFA-CWA would merge the seniority lists, and that the single seniority list would be provided to the Combined Carrier no later than 30 days after ratification of the JCBA. The IBT and AFA-CWA presented an Integrated Seniority List on April 21, 2026.

The IBT also represents Republic's Pilots and Mechanics and Related Employees. See *Republic Airlines, et al.*, 38 NMB 245 (2011), *Republic Airways*,

53 NMB 109 (2026). On March 20, 2026, the Board issued a decision in a case involving IBT's application to represent Republic's Mechanics and Related Employees. *Republic Airways*, 53 NMB 64 (2026). At that time, Republic conceded that it and Mesa were not yet operating as a single transportation system. *Id.* at 67. When IBT's application was filed, there had been no JCBA's reached for the Combined Carrier's Pilots or Flight Attendants and it appears that significant progress in that area has occurred since then.

Centralized Labor and Personnel Operations

The labor relations function at the Combined Carrier is managed jointly and is led by Senior Vice President and General Counsel, Chad Pulley, who serves as the lead for all crafts and classes at both carriers. Teresa Griffin, Associate General Counsel, is responsible for the current implementation of the JCBA between the Carriers and the Flight Attendants and overseeing the labor integration of both Carriers. Elizabeth Murphy, Associate General Counsel, and Director of Labor, is responsible for labor relations for Pilots, Flight Attendants, and Dispatchers at Republic.

Common Personnel Policies and Employee Communications

Human Resources management for the Carriers has been combined and the Combined Carrier is developing and implementing a single set of personnel policies that will govern all employees. The combined Whistleblower, Social Media, Securities Trading, Code of Business Conduct and Ethics, and Drug and Alcohol Policies have been implemented. A common performance management process for non-represented employees is under development.

All locations of the Combined Carrier held joint merger-day celebrations, town halls, and other events. The Combined Carrier continues to host town hall events with combined leadership. The Combined Carrier also has developed and implemented management training about the merger transition to all Combined Carrier leaders.

Combined Schedules and/or Routes

Republic and Mesa are regional air carriers performing flying for mainline partner airlines. They do not control routes or pricing, and do not market or sell tickets to passengers.

Standardized Uniforms

Mesa Flight Attendants were scheduled to receive Republic Flight Attendant uniforms beginning in July 2026. The Combined Carrier will phase out distribution of new Mesa Flight Attendant uniforms by the end of 2026.

Common Marketing, Markings or Insignia

As regional carriers, the Carriers do not have consumer branding or aircraft livery. Unlike mainline airlines, Republic and Mesa do not have airline lounges or passenger loyalty programs

The Combined Carrier's messaging regarding the merger and integration has been predominantly industry-facing and internal rather than public-facing. Republic and Mesa did publish several press releases related to the merger, including a press release at the time the merger was announced on April 7, 2025 and another when it was completed on November 25, 2025. Republic's November 25, 2025, press release noted, "[B]ringing Republic and Mesa together . . . makes us a stronger and more capable partner for our customers, will create new job and career opportunities for our people, and offers a compelling investment opportunity in an essential industry."

In a March 3, 2026 press release announcing Republic's "Q4 and Full Year 2025 Financial Results," the carrier stated that the merger was completed as of November 25, 2025, "with Mesa Air Group, Inc. continuing as the surviving corporation . . . renamed [as] Republic Airways Holding Inc." This press release also contained a message from the Republic CEO and Chairman of the Board welcoming "the over 1,600 new associates from Mesa to the Republic family."

RAH has created common investor relations, media, and customer websites. Rjet.com and investor.rjet.com were launched on November 25, 2025. Mesa's website and social media announce the merger with Republic.

Integrated Essential Operations

Complete operational integration of all functions, including flight operations, will occur after the Federal Aviation Administration (FAA) issues a SOC to the Combined Carrier. The Combined Carrier states that this is expected to take place no later than June 2028. In addition, the Integration Management Office is responsible for preparing for the SOC, consolidating and staffing back-office teams, and supporting operational stability across both carriers while the SOC is pending.

In the interim, Republic and Mesa have implemented a plan to integrate operations which includes developing and submitting an FAA Transition Plan, consolidating airport locations, system and schedule planning and revenue management, combining Flight Operations Manuals, and developing emergency response procedures

The Combined Carrier submitted a Transition Plan to the FAA on December 16, 2025 with five to six revision cycles. The Combined Carrier, recently started the execution of the first revision cycle with the Combined Carrier's receipt of its FAA Operations Specification A502. The A502 is a

regulatory document issued to air carriers undergoing corporate consolidation that outlines the FAA approved transition plan, allowing merging airlines to operate under common ownership while harmonizing processes toward a SOC.

System planning, schedule planning, and revenue management have been consolidated under a common executive leadership team. The Carriers state that Republic's procedures and Flight Operations Manuals will be used for the Combined Carrier. To ensure that both Carriers are available to provide assistance to each other in the event of an emergency, the Carriers have developed Emergency Response Procedures.

As discussed above, Republic and Mesa, as regional carriers, do not have gates, ticket counters, operations offices, or other airport facilities that would require consolidation at stations. Some duplicative airport facilities have been combined, such as a shared crew room at Washington Dulles International Airport.

DISCUSSION

The Board's Authority

The Board is authorized under 45 U.S.C. § 152, Ninth to investigate disputes arising among a carrier's employees over representation and to certify the duly authorized representative of such employees. The Board has exclusive jurisdiction over representation questions under the RLA. *See General Comm. of Adjustment v. Missouri-Kansas-Texas R.R.*, 320 U.S. 323 (1943); *Switchmen's Union of N. Am. v. NMB*, 320 U.S. 297 (1943). In *ALPA v. Texas International Airlines*, 656 F.2d 16, 22 (2d Cir. 1981), the court stated, "the NMB is empowered to . . . decide representation disputes arising out of corporate restructurings."

Single Transportation System

Manual Section 19.4 provides that: "Any organization or individual may file an application, supported by evidence of representation or a showing of interest . . . seeking a determination whether a single system of transportation exists."

In *Trans World Airlines/Ozark Airlines*, the Board cited the following indicia of a single transportation system:

[W]hether a combined schedule is published; how the carrier advertises its services; whether reservation systems are combined; whether tickets are issued on one carrier's stock; if signs, logos and other publicly visible indicia have been changed to indicate only one carrier's existence; whether personnel with public contact were held

out as employees of one carrier; and whether the process of repainting planes and other equipment, to eliminate indications of separate existence, has been progressed.

Other factors investigated by the Board seek to determine if the carriers have combined their operations from a managerial and labor relations perspective. Here, the Board investigates whether labor relations and personnel functions are handled by one carrier; whether there are a common management, common corporate officers and interlocking Boards of Directors; whether there is a combined workforce; and whether separate identities are maintained for corporate and other purposes.

14 NMB 218, 236 (1987).

The Board finds a single transportation system only when there is substantial integration of operations, financial control, and labor and personnel functions. *See, e.g., Alaska Airlines/Hawaiian Airlines*, 52 NMB 195 (2025); *Alaska Airlines/Virgin America*, 44 NMB 25 (2017); *Southwest Airlines/AirTran Airways*, 43 NMB 120 (2016); *Delta Air Lines/Northwest Airlines*, 36 NMB 36 (2009). Further, the Board has noted that a substantial degree of overlapping ownership, senior management, and boards of directors is critical to finding a single transportation system. *See Precision Valley Aviation/Valley Flying Serv.*, 20 NMB 619 (1993). The Board's criteria for substantial integration of operations do not require total integration of operations. *See, e.g., American Airlines/US Airways*, 41 NMB 174 (2014); *Atlantic Southeast Airlines/ExpressJet Airlines*, 38 NMB 224 (2011); *US Airways/America West Airlines*, 33 NMB 49 (2006).

Because Mesa and Republic are regional airlines operating under agreements with mainline partners, some of the common indicia of a single transportation system, specifically, those dealing with how the Carriers are held out to the public, are not present here. Nonetheless, the Board finds that the integration of the carriers is substantial and ongoing since the merger's completion in the fourth quarter of 2025.

The Carriers are commonly owned by RAH, with a single board of directors that is identical for the parent corporation and each of the subsidiary carriers. Pre-merger Republic's headquarters serves as the headquarters for the Combined Carrier. Except as required until the FAA issues a SOC, the Carriers have common executive management. The Combined Carrier's finances are under the control of a single Chief Financial Officer and are reported on a consolidated basis. Labor Relations are the responsibility of a single executive.

The IBT and AFA-CWA have ratified a JCBA and significant articles have been implemented. An integrated Flight Attendant Seniority List has been

presented. The Combined Carrier is working toward common personnel policies under the direction of a single Vice President for Human Resources. The FAA has approved the Transition Plan submitted to it by the Combined Carrier and an SOC is expected within 18 to 24 months. The Carriers have issued communications notifying the public that Mesa and Republic are merging into a single airline with fully integrated operations. In press releases issued since the merger closed, the Combined Carrier has highlighted its joint operations and referred to pre-merger Mesa employees as members of “the Republic family.” The Combined Carrier operates common customer and investor relations websites. Mesa Flight Attendants have begun transitioning to Republic uniforms and the issuance of Mesa Flight Attendant uniforms will be phased out by the end of 2026.

Based upon the application of the principles to the facts established by the investigation, the Board finds that Republic and Mesa are a single transportation system for representation purposes for the craft or class of Flight Attendants.

CONCLUSION

The Board finds that Republic and Mesa are operating as a single transportation system for representation purposes under the RLA. Accordingly, the applications in File No. CR-7275 are converted to NMB Case No. R-7690. Pursuant to Manual Section 19.6, the investigation will proceed to address the representation of the craft or class of Flight Attendants. Any Intervenor has 30 days from the date of this determination to file an application supported by a showing of interest of at least 50% of the single transportation system in accordance with Manual Sections 19.601. The participants are reminded that under Manual Section 19.7, existing certifications remain in effect until the Board issues a new certification or dismissal.

By direction of the NATIONAL MEDIATION BOARD.

A handwritten signature in black ink, appearing to read "Maria-Kate Dowling".

Maria-Kate Dowling
General Counsel