



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

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.

54 NMB No. 1

Case No. R- 7697
(NMB File No. CR-7282)

FINDINGS UPON
INVESTIGATION –
SINGLE CARRIER
DETERMINATION

October 8, 2026

This determination addresses the application filed by the International Brotherhood of Teamsters, Airline Division (IBT). IBT asks 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 Mechanics and Related Employees.

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. (RAH). The Mechanics and Related Employees at Republic are represented by IBT. *See Republic Airways*, 53 NMB 109 (2026) (NMB Case No. R-7676). The Mechanics and Related Employees at Mesa are not represented.

On August 3, 2026, IBT filed an application and a position statement alleging a representation dispute involving the craft or class of Mechanics and Related Employees at the Combined Carrier. The Board assigned Andres Yoder to investigate and requested that the Carriers provide information regarding their operations. On August 28, 2026, the Carriers submitted the requested information and a position statement. On September 21, 2026, IBT submitted a response to the Carriers' statement.

ISSUES

Are the Carriers operating as a single transportation system for the Mechanics and Related Employees craft or class? If so, what are the representation consequences?

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 is a labor organization and/or representative as defined in 45 U.S.C. § 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

Republic and Mesa are regional air carriers that fly for mainline partner airlines. Both fly for United Airlines as United Express, while Republic also flies for American Airlines as American Eagle, and for Delta Air Lines as Delta Connection.

On April 4, 2025, the parent holding companies of the Carriers entered into the Merger Agreement to form RAH with the objective of creating the Combined Carrier (consisting of pre-merger Republic and pre-merger Mesa). The merger of the Carriers was completed on November 25, 2025. According to the Carriers, as of August 28, 2026, Republic employed 711 Mechanics and Related Employees, and Mesa employed 175—for a total of 886.

On September 1, 2026, after IBT filed this application, the Board determined that Republic and Mesa were operating as a single transportation system for Flight Attendants. *See Republic Airlines/Mesa Airlines*, 53 NMB 124 (2026) (NMB Case No. R-7690).

Common or Overlapping Ownership

Republic and Mesa became wholly-owned subsidiaries of RAH following the November 25, 2025 merger. 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,” but since the merger has been converted to “RJET.”

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 earnings releases and investor updates for the Combined Carrier on March 4, 2026, April 29, 2026, and July 30, 2026.

Combined or Common Management, Corporate Officers and Board of Directors

RAH is led by a single Board of Directors that also serves as the Board of Directors for the Carriers. The Board of Directors is headed by David Grizzle and includes Ellen N. Artist, Matt Koscal, Mike Lenz, Ruth Okediji, Barry Ridings, and Jim Sweetnam.

The executive leadership at Republic and Mesa are the same, except for those positions that are required to be separate by Federal Aviation Administration (FAA) regulations—including those at 14 C.F.R. § 119.65, which address management requirements for operations. As of June 15, 2026, those shared leaders included Matt Koscal, President and Chief Executive Officer; Joe Allman, Executive Vice President and Chief Financial Officer; Paul Kinstedt, Executive Vice President and Chief Operating Officer; and Chad Pulley, Senior Vice President, General Counsel, and Corporate Secretary. Republic's various departmental vice presidents have assumed leadership at both Republic and Mesa.

The Combined Carrier has established an Integration Management Office (IMO) led by a number of departmental vice presidents; Tara Kamm, Director of Treasury; and Teresa Griffin, Associate General Counsel. The IMO, which reports directly to the common executive leadership team, has already completed a specific integration plan.

The Combined Carrier's headquarters is located at Republic's headquarters in Carmel, Indiana. The functions of the headquarters are being merged, with the first relocations being Mesa's Corporate and System Operations Control Associates.

Centralized Labor and Personnel Operations

The labor relations function at the Combined Carrier is managed by Pulley, who serves as the lead for all crafts and classes. Labor Consultant Rose Doria is responsible for labor consulting across all crafts or classes for integration purposes; Griffin oversees labor integration; and Associate General Counsel and Director of Labor Elizabeth Murphy is responsible for daily labor relations.

The Combined Carrier has agreed to, or negotiated over, joint collective bargaining agreements (JCBAs) for crafts or classes that are covered by collective bargaining agreements at pre-merger Republic and pre-merger Mesa. On December 11, 2025, the Combined Carrier, IBT, and the Association of Flight Attendants-CWA agreed to a JCBA for Flight Attendants. The JCBA was ratified on January 22, 2026, and the parties are now implementing it. The Combined Carrier, IBT, and the Air Line Pilots Association are also currently in JCBA

negotiations for Pilots.

Human resources management at the Combined Carrier has been consolidated under Vice President of Human Resources Susan Mottley.

Common Personnel Policies and Employee Communications

The Combined Carrier has integrated human resources management. A growing set of common personnel policies have been implemented, including Whistleblower, Social Media, Securities Trading, Code of Business Conduct and Ethics, and Drug and Alcohol Policies. Mesa Associates in nine different corporate departments, as well as certain Airport Operations Associates, have been transferred to the Combined Carrier where they have received Republic identification numbers and received Republic badges.

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 has also developed and implemented management training about the merger transition to all Combined Carrier leaders.

Combined Schedules and/or Routes

Neither Republic nor Mesa control routes or pricing, and neither markets or sells tickets to passengers.

Common Marketing, Markings, or Insignia

Neither Republic nor Mesa has its own consumer branding or aircraft livery, and neither has 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 published 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 4, 2026 press release announcing Republic's "Q4 and Full Year 2025 Financial Results," the Combined 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.”

On November 25, 2025, RAH launched common investor relations, media, and corporate websites at rjet.com and investor.rjet.com. Mesa’s website and social media have announced the merger with Republic.

Integrated Essential Operations

On December 16, 2025, the Combined Carrier submitted a Transition Plan to the FAA. Subsequently, the Combined Carrier received FAA Operations Specification A502, which allows Republic and Mesa to operate under common ownership while working toward a Single Operating Certificate (SOC). Complete operational integration of all functions, including flight operations, will occur after the FAA issues an SOC. The Combined Carrier states it expects to receive an SOC in 2028.

A number of departmental vice presidents are responsible for operations at the Combined Carrier, including Matt Belanger, Vice President, Information Technology and Chief Information Officer; Tonya Gilbert, Vice President, Strategic Operations; Scott Hornback, Vice President, Finance and Accounting; Drew Skaff, Vice President, Supply Chain; and Steve Hood, Vice President, Properties and Facilities. Vice President of Maintenance and Engineering, Thomas Duffy, oversees the maintenance function at the Combined Carrier, and serves as the liaison to the FAA to facilitate integration of the maintenance aspects of the Carriers’ certificates.

The Combined Carrier states that Republic’s procedures and Flight Operations Manuals will be used for the Combined Carrier, and that Republic and Mesa mechanics will work on each other’s aircraft once they can legally do so. To ensure that Republic and Mesa are available to provide assistance to each other in the event of an emergency, the Combined Carrier has developed a common emergency response procedure.

Republic and Mesa do not have gates, ticket counters, operations offices, or other airport facilities that would require consolidation at stations. Where duplicative airport facilities exist and could be combined, they have been—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., Republic Airways/Mesa Airlines*, 53 NMB 124, 132 (2026). 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, 655 (1993). The Board's criteria for substantial integration of operations do

not require total integration of operations. *See, e.g., Alaska Airlines/Hawaiian Airlines*, 53 NMB 3, 16 (2025).

Because Mesa and Republic are regional airlines operating under agreements with mainline partners, some of the common indicia of a single transportation system—such as those dealing with how the Carriers are held out to the public—are not present here. Nevertheless, 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 owned by RAH, with a single board of directors that is identical for the parent corporation and each of the subsidiary carriers. The executive leadership at the Carriers is the same, with the exception of positions the FAA requires to be separate. The Carriers also share a number of departmental vice presidents. Republic’s headquarters serves as the headquarters for the Combined Carrier.

Pulley oversees the Combined Carrier’s labor relations function, and Doria, Griffin, and Murphy have responsibility for various aspects of the Combined Carrier’s labor-relations function. The Combined Carrier has agreed to a JCBA for Flight Attendants and has negotiated over a JCBA for Pilots. Mottley leads the Combined Carrier’s human resources function, which has been integrated, and numerous common personnel policies have been implemented.

The FAA has approved the Transition Plan submitted to it by the Combined Carrier, and a SOC is expected by 2028. The Combined Carrier has 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 Mesa employees as members of “the Republic family.” The Combined Carrier operates common customer, media, and investor relations websites.

Duffy is in charge of the maintenance function at the Combined Carrier, and serves as the liaison to the FAA to facilitate integration of the maintenance aspects of the Carriers’ certificates. The Combined Carrier has also created a common emergency response procedure so that the Carriers are available to assist one another in the event of an emergency.

Based on the relevant factors and on the record, the Board finds that Republic and Mesa are a single transportation system for representation purposes for the craft or class of Mechanics and Related Employees.

CONCLUSION

The Board finds that Republic and Mesa are operating as a single

transportation system for representation purposes under the RLA. Accordingly, IBT's application in File No. CR-7282 is converted to NMB Case No. R-7697. Pursuant to Manual Section 19.6, the investigation will proceed to address the representation of the craft or class of Mechanics and Related Employees.¹ 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.



Maria-Kate Dowling
General Counsel

¹ Both IBT and the Combined Carrier submitted arguments concerning representation issues. Consistent with its routine practice, however, the Board will consider representation arguments during the representation phase of its investigation.