



# US CIVIL AVIATION MRO EMPLOYMENT AND ECONOMIC IMPACT

The US civil aviation maintenance, repair, and overhaul (MRO) industry employs nearly 339,000 workers and generates \$68.6 billion in economic activity. Overall employment was almost 3.5% higher at the start of this year than at the beginning of 2024, while economic activity was up 5.7%.

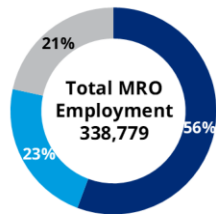
Companies that are certificated by the Federal Aviation Administration (FAA) under Part 145 are the largest MRO employers, with nearly 189,000 technicians at the beginning of 2025. Approximately 76,000 workers are employed by commercial airlines.

The biggest chunk of both employment and economic activity is generated by repair stations and airline maintenance operations. With over 265,000 employees and \$43.7 billion in revenue, the segment accounts for 78% of the industry's workforce and 64% of its economic activity.

Parts manufacturing and distribution produces 36%, or \$24.9 billion, of the economic activity and employs 22% of the sector's workers, with more than 73,000 employees.

## Exhibit 1: US civil aviation MRO employment and economic impact, 2025

Number of employees



Economic activity

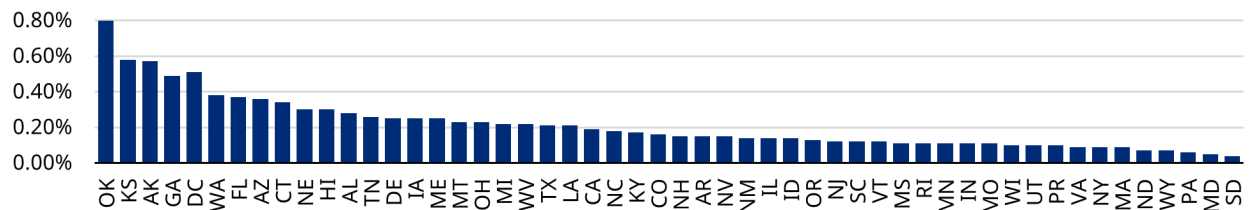


■ Part 145 repair station   ■ Air carriers   ■ Parts manufacturing and distribution   ■ Repair stations and air carriers

Source: Bureau of Labor Statistics, Bureau of Transportation Statistics, Federal Aviation Authority, Oliver Wyman Analysis

## Exhibit 2: US civil aviation MRO employment and economic impact, 2025

Number of Aviation Maintenance Employees to Total Employees Ratio



Source: Bureau of Labor Statistics, Bureau of Transportation Statistics, Federal Aviation Administration, Oliver Wyman Analysis



### Exhibit 3: US civil aviation MRO employment and economic impact, 2025

State	Aviation Maintenance Industry Employment				Aviation Maintenance Industry Economic Activity		
	Maintenance, Repair, and Overhaul (MRO)		Parts	Total Employment	Maintenance, Repair, and Overhaul (MRO) (\$ M)	Parts Manufacturing & Distribution (\$ M)	Total Economic Activity (\$ M)
	FAA Repair Station	Air Carrier	Manufacturing & Distribution				
AL	6,288	139	1,765	8,192	\$1,057	\$602	\$1,659
AK	1,616	1,264	208	3,088	\$474	\$71	\$545
AR	6,822	154	550	7,526	\$1,147	\$187	\$1,335
AZ	822	1,598	2,929	5,349	\$398	\$999	\$1,397
CA	17,342	5,244	8,429	31,016	\$3,715	\$2,875	\$6,589
CO	3,151	2,829	623	6,603	\$984	\$213	\$1,196
CT	1,479	314	1,614	3,408	\$295	\$551	\$846
DC	0	3,859	71	3,930	\$635	\$24	\$659
DE	0	18	348	366	\$3	\$119	\$122
FL	19,192	8,548	8,266	36,005	\$4,563	\$2,819	\$7,381
GA	8,795	2,785	6,216	17,796	\$1,905	\$2,120	\$4,024
HI	1,479	965	280	2,725	\$402	\$96	\$498
ID	1,027	378	247	1,652	\$231	\$84	\$315
IL	5,795	2,991	1,729	10,515	\$1,445	\$590	\$2,035
IN	1,562	303	949	2,813	\$307	\$323	\$630
IA	493	150	1,100	1,743	\$106	\$375	\$481
KS	3,192	128	2,438	5,758	\$546	\$831	\$1,377
KY	6,082	2,054	461	8,597	\$1,338	\$157	\$1,495
LA	1,753	1,182	870	3,805	\$483	\$297	\$779
ME	548	99	438	1,085	\$106	\$149	\$256
MD	2,068	370	274	2,713	\$401	\$94	\$495
MA	2,137	927	705	3,769	\$504	\$241	\$745
MI	4,356	2,770	2,118	9,244	\$1,172	\$722	\$1,894
MN	2,822	1,066	655	4,543	\$639	\$223	\$863
MS	1,932	128	359	2,419	\$339	\$123	\$461
MO	2,740	952	675	4,366	\$607	\$230	\$837
MT	452	330	265	1,047	\$129	\$90	\$219
NE	630	214	883	1,727	\$139	\$301	\$440
NV	2,849	1,007	394	4,251	\$634	\$135	\$769
NH	342	59	298	699	\$66	\$102	\$168
NJ	2,315	1,724	1,061	5,100	\$664	\$362	\$1,026
NM	1,274	200	311	1,785	\$242	\$106	\$348
NY	4,110	3,349	1,571	9,030	\$1,227	\$536	\$1,762
NC	7,151	3,514	1,728	12,392	\$1,754	\$589	\$2,343
ND	274	36	79	389	\$51	\$27	\$78
OH	4,356	3,617	2,703	10,676	\$1,311	\$922	\$2,233
OK	10,041	470	4,023	14,534	\$1,729	\$1,372	\$3,101
OR	1,589	905	509	3,003	\$410	\$174	\$584
PA	3,219	1,686	720	5,625	\$807	\$245	\$1,052
PR	918	85	255	1,257	\$165	\$87	\$252
RI	96	78	139	313	\$29	\$47	\$76
SC	1,808	402	714	2,924	\$364	\$243	\$607
SD	0	100	24	124	\$16	\$8	\$25
TN	7,288	4,125	1,143	12,556	\$1,877	\$390	\$2,267
TX	22,411	9,209	6,094	37,714	\$5,201	\$2,078	\$7,279
UT	2,932	780	296	4,007	\$610	\$101	\$711
VT	137	42	95	274	\$29	\$32	\$62
VA	3,411	2,209	547	6,167	\$924	\$187	\$1,111
WA	5,466	1,153	3,690	10,309	\$1,089	\$1,258	\$2,347
WV	479	7	457	944	\$80	\$156	\$236
WI	1,425	235	790	2,450	\$273	\$269	\$542
WY	329	99	30	458	\$70	\$10	\$81
<b>Total</b>	<b>188,466</b>	<b>76,850</b>	<b>73,134</b>	<b>338,779</b>	<b>\$43,692</b>	<b>\$24,940</b>	<b>\$68,632</b>

Source: Bureau of Labor Statistics, Bureau of Transportation Statistics, Federal Aviation Authority, Oliver Wyman Analysis