



Beacon

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Keep Flying

Why a human-centered Aviation Maintenance approach is essential to Aviation Sustainability

CH. 1 EMPOWERED PEOPLE

The first pillar of Maintenance Sustainability

October 2022

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A SUSTAINABILITY PLATFORM

We believe sustainable aviation maintenance relies on three pillars.

With more effective oversight, planning, and communications, aviation can ensure the three pillars of sustainable aviation maintenance are powerful enough to fuel optimal flight operations now and well into the future. The three chapters of our White Paper explore the three pillars of sustainability.

In this first Chapter, we review the first of these pillars: EMPOWERED PEOPLE.

FLY NET ZERO 2050

“Fly Net Zero is the commitment of airlines to achieve net zero carbon by 2050.

“At the 77th IATA Annual General Meeting in Boston, USA, on 4 October 2021, a resolution was passed by IATA member airlines committing them to achieving net-zero carbon emissions from their operations by 2050.

This pledge brings air transport in line with the objectives of the Paris agreement to limit global warming to 1.5°C.

“To succeed, it will require the coordinated efforts of the entire industry (airlines, airports, air navigation service providers, manufacturers) and significant government support.”

– IATA

1. EMPOWERED PEOPLE

In this first chapter of our [White Paper on sustainability](#), we delve into factors in human resources currently impacting aviation maintenance and, more broadly, aviation operations. We consider how a platform might resolve systemic issues, enhancing the positive impact of aviation's Interaction Field with gains in sustainability.

2. EFFICIENT PROCESSES

The next chapter will explore how optimized maintenance processes can reduce waste and downtime, supporting aviation sustainability.

3. EFFECTIVE LIFE CYCLE MANAGEMENT

In the third chapter of this sustainability series, we will explore the life cycle management of aviation through the lens of the people who ensure and account for the extension of that life cycle. We will also look at the documentation required for accountability—an essential element to ensure that the sustainability actions taken in aviation are credible and provable.





*Why a **human-centered Aviation Maintenance approach** is essential to **Aviation Sustainability***

CH. 1 EMPOWERED PEOPLE - the first pillar of Maintenance Sustainability

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FOREWORD

*By Marco Cesarino
Head of Beacon*

I am pleased to share the first of three chapters of our Maintenance Sustainability White Paper, focused on the people who will help aviation meet its Net Zero 2050 target. Throughout our journey building Beacon, we've seen many opportunities for the aviation industry to ensure long-term sustainability by sharing knowledge, co-creating, and collaborating.

The social transformation currently underway will change the nature of work. Digital natives drive decisions. Their expectations of the workplace and communication channels differ from previous generations. Millennials and GEN-Z want information at their fingertips. They want to collaborate and exchange insights. And they expect to have agency. They need a voice within the organization.

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AVIATION 2041

41,170 New Aircraft deliveries

3.8% Traffic Growth

2.1 Million personnel needed

602,000 New pilots

610,000 New MTX

899,000 New cabin crew

— BOEING GMF



In an open knowledge platform, exchanging knowledge leaves a record for the organization and the industry to learn from, simplifying the onboarding process for staff, training new hires, and upskilling existing personnel. A horizontal platform democratizes communication, ensuring all aviation stakeholders have a voice as they work.

We expect that the new aircraft and fuel technologies that will help aviation meet its Net Zero 2050 commitment will require the workforce to develop new skills quickly. The Future of Air mobility is already close to a reality that will require seamless integration in the airspace. It's easy to see that new service dynamics are no longer a wishlist item for aviation. They've become a must-have.

Aviation's knowledge base—regulations, safety standards, best practices, common fixes, recurring issues, virtually everything aviation needs for a sustainable future—has long been trapped in silos. Silos are unsustainable. They create blind spots in the organization, which generate wasted efforts and lost knowledge as the workforce changes. Yet, the silo mindset is pervasive and inefficient, resulting in lost opportunities.

EMPOWERED PEOPLE



We spoke directly with those who keep aircraft flying—maintenance technicians, controllers, and maintenance providers. We listened to their stories and noted the pain points they frequently encountered. Some key themes developed, like time—fighting against the clock—especially when an aircraft is out of service. There were many issues with missed communications, complicated logistics, paperwork, and challenges measuring success.

We paid attention to their emotions. Some of our early research showed that mechanics often feel undervalued, despite playing a critical role in aviation and possessing specialized skills in high demand. They lack a way to have their voice heard, and their contributions acknowledged. A human-centric platform can offer that.

Our design principles acknowledge the community’s existing expertise. We aim to empower them to work together more collaboratively to shape a sustainable future for the industry. That can be achieved by augmenting the power of people to find sustainable solutions.

We respect and admire the people who have dedicated their lives to keeping the aviation industry flying. We’ve designed the platform to encourage more people to join them.

Marco Cesarino
Head of Beacon



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THE FIRST PILLAR OF AVIATION MAINTENANCE SUSTAINABILITY

Aviation has announced bold plans for sustainable aviation that will revolutionize the future of flight. While we look forward to advancements like hydrogen-powered aircraft, we believe sustainability goes beyond materials and fuels.

Above all things, sustainability is about people.

FLY NET ZERO 2050

ONLY 20%

“Of the current in service fleet is the latest generation fuel efficient aircraft.

Replacement of older generation aircraft is one of the most straightforward ways to decarbonize the sector.”

— AIRBUS GMF



Our society demands that we reduce carbon emissions because we want to ensure that the environment of the future can sustain us.

How people use material resources and whether they become more effective at using, reusing, and recycling resources will decide our fate.

That is why maintenance is an essential part of sustainability.

There is a lot of study on the effective use of materials and new technologies to mitigate carbon impact to sustain life. But the aviation industry could gain from delving deeper into the human factors and systems that will keep aviation sustainable in both an ecological and economic sense.



BEACON BY THE NUMBERS

90K+ CASES

2.8K+ AIRCRAFTS

1.5K+ USERS

190+ AIRPORTS



As Jennifer Desharnais, Manager Sustainability, for Airports Council International (ACI) World, wrote in her insightful article [A Sustainability Strategy: Why it Matters](#) published in ACI Insights.

“Businesses, including airports, are connected to countries, governments, communities—and the daily decisions they take go beyond financial outcomes. They play an active role in society and have commensurate responsibilities. Yet, sustainability and business performance are complementary, not competing. Indeed, airports can benefit from energy and operational efficiencies, investing in smart technologies and buildings, and attracting and retaining the best talent.

“One of the challenges with sustainability is that it is an evolving concept and not everyone has the same understanding of its meaning. It’s not easy to grasp what it implies to have a sustainable strategy in place, and to be entirely committed to achieving the balance between the environmental, social, and economic pillars.”

Through improved efficiencies in the sphere of aviation activities, our industry can contribute to long-term systemic sustainability that benefits the people who rely on aviation—and that’s virtually everyone, even if they’ve never boarded an aircraft.

EMPOWERED PEOPLE

1/3 of Global Trade Value relies on Air Cargo

57,529 Cargo Tonnes shipped by air in 2021

— IATA WATS 2021

That's food, medicine, vaccines, microchips, baby formula, emergency supplies, fresh flowers, cattle, precious metals, gems, cold hard cash, manufacturing parts and virtually anything the world needs in a hurry.



Modern life would not be what it is if we hadn't figured out how to fly. Aviation deserves credit for many of the simple comforts and freedoms we take for granted in our world today. By making aviation activities systemically sustainable, we believe aviation can have a broader and meaningful positive impact on our world.

We support the environmental targets that ensure the decarbonization of the aviation industry and want to empower the people who will ensure we meet these targets. Sustainability is about people.

1.8 Billion people travelled by air in 2021

— IATA WATS 2021

To visit friends and family. To do business. To explore our world. To make up for everything they missed during the global lockdown.

Between 2019 and 2040 IATA forecasts passenger numbers will increase at an average annual rate of **3.3%**, reaching **7.8 billion** passenger journeys per year by 2040.



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THE ENGINE OF SUSTAINABLE MAINTENANCE AND BEYOND

One way to look at the connections airlines make is as a series of interlocking, interdependent circles of influence—they are all the ways in which aviation companies affect each other and the world around them. The inner circle includes operators, regulators, the supply chain, supporting aviation infrastructure, their management, operations, engineering, maintenance, customer service, and other staff.

FLY NET ZERO 2050

IN THE US

16,405,000 Flights/Year

45,000 AVG daily flights

5,400 Aircraft
in the sky at peak
operational times

— FAA



“IN 2020...CIVIL AVIATION CONTRIBUTED 2.3 PERCENT OF OUR GDP, \$0.9 TRILLION IN TOTAL ECONOMIC ACTIVITY, AND SUPPORTED ALMOST **5 MILLION JOBS*.”**

— FAA, The Economic Impact of U.S. Civil Aviation: 2020

*a 50 percent decrease when compared to 2019, due to the pandemic.

The outer circle includes all elements of society which depend on aviation. That is a broad swathe of modern society and the global economy, ultimately impacting every individual and every industry. By exploring those circles of influence, we can better understand that aviation’s sustainability improves the sustainability of our modern society.

If you think of these circles of influence as an engine, what fuels it is the radiating impact of an empowered aviation workforce.

Erich Joachimsthaler, Ph.D., CEO & Founder of Vivaldi Consultancy, has captured the concept of these eccentric and concentric circles of influence in his book [The Interaction Field: The Revolutionary New Way to Create Shared Value for Businesses, Customers, and Society](#).

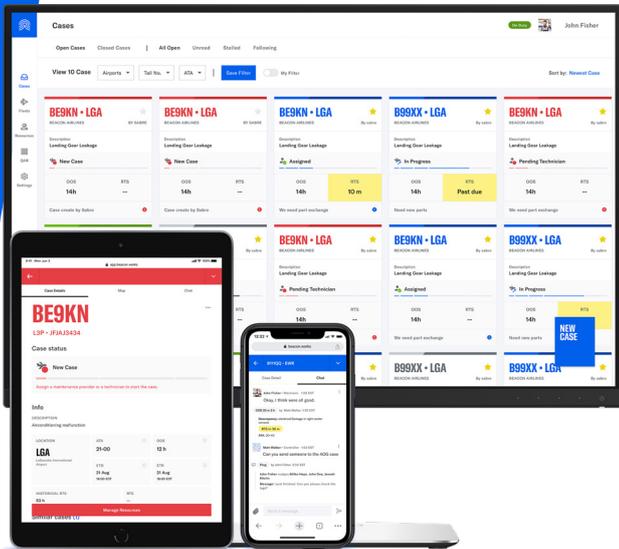
Joachimsthaller regards Interaction Fields as a value-added dynamic. Rather than focusing on competition and disruption, Joachimsthaller suggests there is more value to be gained from collaboration, participation, and engagement with players in your Interaction Field.

“The aviation industry supports 87.7 million jobs around the world, either directly within the industry, or supported through the industry’s supply chain, employees’ spending and in the aviation-enabled tourism sector.”

— ATAG



“Companies who embrace this model generate, facilitate, and benefit from data exchanges among multiple people and groups—from customers and stakeholders, but also from those you wouldn’t expect to be in the mix, like suppliers, software developers, regulators, and even competitors. And everyone in the field works together to solve big, industry-wide, or complex and unpredictable societal problems,” Joachimsthaller says.



LEAD THE CHANGE

Reduce OOS time by 20%

Increase productivity by 10%

Reduce overall delays by 5%

As aviation aspires to a more sustainable future, a platform that fosters such an Interaction Field might ensure greater awareness of opportunities to conserve and more efficient use of resources—intellectual, material, and human.

When speaking with us on this topic, Joachimsthaler pointed to three key factors which create an Interaction Field.

“The first one is the value of information. If the value of information is very high, then the input value of information makes things more efficient,” he said. “It makes things more transparent. The second one is how you externalize modularity. That is, can you outsource some activities to others? Because if you try to do everything yourself, you can’t scale it. It’s a really important criterion because you don’t get the volume or the quality of interactions—and you’re not solving a big problem—unless you can externalize activities. The third is whether you can experiment. Is it too risky to experiment?”

Aviation is safety-first and risk-averse, with good reason. But we have flight simulators so pilots can perform iterations, tests, and trials in digital spaces, tracking their performance and building their skills. The records kept by these simulators also ensure an open exchange of knowledge, records, and information. This approach dampens the risk of experimentation for aviation companies and delivers better and safer results.

What if achieving these same aims was possible through the digital tools and platforms that empower aviation design, engineering, operations and maintenance?



MTX Case Manager

- Easily create MTX cases
- Search and assign MTX providers
- Empower teams for faster RTS



Compliance-Ready Channel

- Simplify coordination with all parties
- Get real-time MTX case updates
- Save and access case history



Learning Engine

- Identify MTX patterns for optimization
- Gain insight about components and deferrals
- Maximize fleet availability



We now see some areas in design and manufacturing for aviation embrace the concept of digital simulation and digital knowledge exchange. Digital training tools are implemented for certain aviation functions. But too few consider the benefits of digital tools for aviation maintenance.

We aim to examine that dynamic and the gaps in maintenance coverage more closely, considering the factors of change that will ensure aviation sustainability, and then focus it all back where we firmly believe it belongs—empowering the people who keep us flying.

We suggest that aviation tap into new technologies and turn on the engine of sustainability available through the powerful network effect of a switched-on Interaction Field to power sustainable aviation maintenance.

Aviation ensures knowledge exchange and knowledge retention by finding new ways to manage the connection and communication dynamics in operations. The industry could empower people to be more efficient with greater job satisfaction. We like to think of people as the engine of sustainable aviation. Because aviation touches all aspects of modern life, the radiating impact of an empowered aviation workforce could have a very positive effect on our world.

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THE SUSTAINABILITY OF PEOPLE

As Desharnais suggests, aviation sustainability is far more than reducing carbon emissions. There are connection gaps in our current operating model of aviation. Aviation has an opportunity to reinvent the model, ensuring smoother, more efficient operations, more effective communication and collaboration, and a generational connection that could excite and encourage more young people to become part of this truly amazing industry.

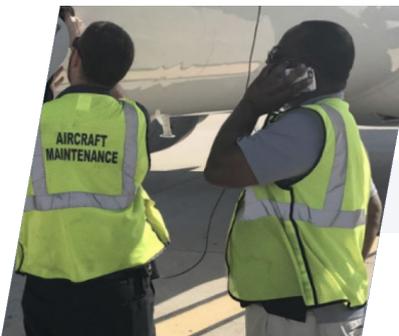
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THE WORLD CHANGES, AIR TRANSPORT MUST ADAPT

“[I]t is the environment that has the most focus among industry stakeholders. The 2050 target is set and there is a clear roadmap to reach emissions and sustainability goals in the medium and long terms. Technology, Air Traffic Control, SAF availability, economic contributions – all of these are mapped yet not all are resolved.”

— Embraer, Market Outlook 2022

We also know that there is a great deal of interest in aviation jobs. Our findings from Answer the Public—an insightful internet search analysis tool—show that most of the queries related to aviation maintenance are about the available job opportunities. What if aviation could capture those interested in jobs—who remain on the sidelines—by offering a more accessible workplace for digital natives to navigate?






Baby Boomers

Millenials / GEN-Z

20th Century tools

21st Century tools

CURRENT GAP IN OUR INDUSTRY

Linear and Self economy

Sharing & circular economy

Fragmented communication

Contextual communication



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THE DAWN OF A NEW WORKFORCE DYNAMIC

The Covid pandemic accelerated the trend toward new workplace dynamics, which began long before the pandemic and magnified the skilled workforce shortage aviation already predicted years ago.

FLY NET ZERO 2050

“The time required to recruit, train, complete security/background checks, and perform other necessary processes before staff are ‘job-ready’ is presenting a challenge for the industry in 2022. In some cases, employment delays may act as a constraint on an airline’s ability to meet passenger demand,” IATA stated in a recent industry briefing. “In countries where the economic recovery from the pandemic has been swift and the unemployment rate is low, tight labor markets and skill shortages are likely to contribute to upward pressure on wages. The industry’s wage bill is expected to reach \$173 billion in 2022, up 7.9% on 2021, and disproportionate to the 4.3% increase in total jobs.”



Current projections suggest aviation will need 2.1 million new skilled workers by 2041, including 601,000 maintenance personnel, to sustain operations. Those skilled workers will need to absorb the collective knowledge of the existing workforce, learn industry best practices, and gain skills to handle the new generation of aircraft technologies, which will help aviation meet its Net Zero 2050 commitment. While there is interest in aviation careers, the hurdles of training and certification may discourage some candidates from joining the workforce. Related industries that require similar skill sets may attract others by offering higher wages or more attractive benefits.



We are at a pivotal point in history where people with unique skills have more agency to be selective about their careers. While compensation is a factor, it is not the only driver. People need to feel that the organization acknowledges their role and their value.

As our in-house futurist and Strategic Design Advisor, Scott Paterson, observes:

“People expect to have agency within the organization and their expectation is based on actual evidence. They’ve seen it is possible to have agency, despite maybe being told for years that it is not. They’ve created organizations, tools, platforms, social media networks, based on this evidence. So it is more substantial than a want or even a need. They know it is possible, and therefore expect it. They also suspect that anyone not offering them a voice in the organization is doing so for a potentially questionable reason.”

“A number of organizations have realized that in order to be competitive, retention of top talent is something we need to invest in significantly, and that means the whole person. Having the right people and the right culture is a factor of sustainability—in the sense that it is essential to continue growing and sustaining the business.”

While we’ve seen companies in the aviation industry create positive workplaces that recognize and empower their people, the missing link is often whether all members of the organization have the right tools available to work at their best. To attract, develop and retain a skilled workforce, aviation, like other industries, must empower people, offering the right collaborative tools and greater flexibility. The workplace must evolve to foster collaboration and knowledge exchange, so the workday has fewer friction points, skills transfer more readily between experienced staff and new staff, and trainees gain the skills they need to advance more quickly.



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THE CYCLE OF SUSTAINABLE KNOWLEDGE EXCHANGE

The basic principle of sustainability entails thinking in an ecosystem. To ensure we are sustainable, we must make choices and decisions that consider the broader impact of our actions beyond our immediate sphere.

FLY NET ZERO 2050

LIFE OF THE WORKFORCE

Knowledge and best practices are reinforced through more effective collaboration and communication.

Empowered employees can focus on the work that needs doing with confidence.

Apprenticeships become more meaningful as cross-generational specialist knowledge becomes easier to record, access and apply. Career advancement opportunities open up as skilled staff are recognized and rewarded for their performance.



Aviation does not exist in a vacuum—the laws of physics prevent it. Aviation is a multi-faceted industry that impacts and facilitates a vast range of industries and human endeavors. Manufacturing, food supply chains, medicine, technology, education, sport, leisure, exploration, understanding, reunion, and congress are all better today than they have been in history because people can fly.

Efficiencies in aviation result in value-added gains for all the facets of the ecosystem (and economy) which rely on this essential form of modern transport.

We think of this dynamic in aviation terms—as an engine of sustainability—and this engine is the very heart of our platform.



When individuals can network together more effectively, their collective efforts are more than optimized. They multiply exponentially.

Social media platforms describe this concept as “going viral.” Some information sparks with the right combination of users and spreads like wildfire. We prefer not to think of the effect of productivity networks in terms of infection because they accomplish the opposite. They don’t weaken the whole. They strengthen it.

It is far more akin to brain function, with animated neurons building associations and learning. When an idea seen on the platform sparks for another member of the platform, what happens next is a valuable augmentation of capabilities and knowledge.

All members of the platform network—that is, share—the same awareness of circumstances. Those with unique insights can contribute seamlessly to solving issues, leaving an augmented record for the group to reference in the future and enhancing collective knowledge.

“As we dove into the development of our human-centered maintenance platform for aviation, we also saw many solutions that only fixed basic symptoms, or band-aided solutions, or temporary fixes that became permanent because there wasn’t enough time or priority to do better,” Paterson adds. “But when you engage people the way we have, and using our design methods, you identify the right problem, which goes a long way towards designing the right solution.”

With optimized maintenance processes, organizations conserve energy and resources, becoming more economically, environmentally and socially sustainable.

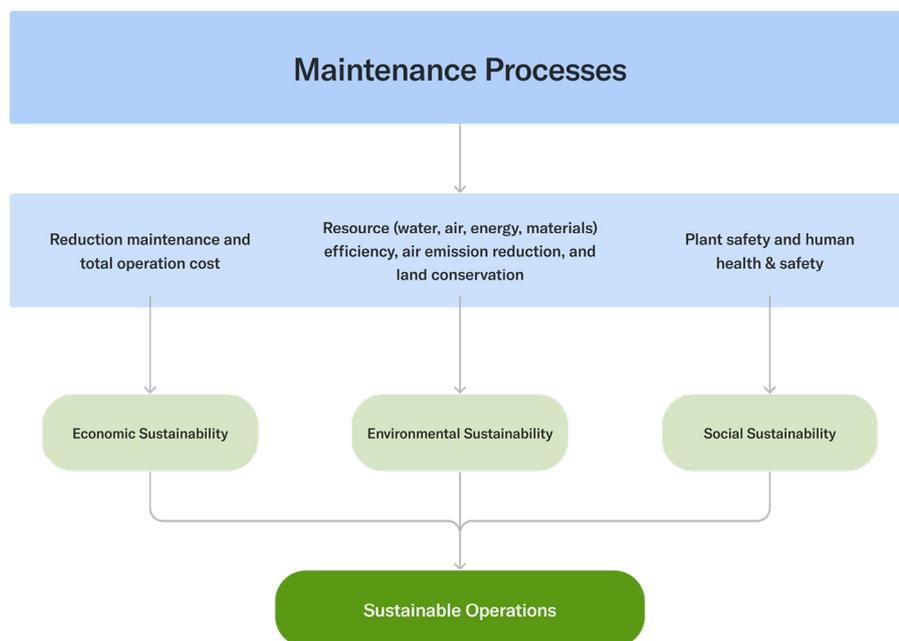


FIGURE 1. THE CONTRIBUTION OF MAINTENANCE PROCESS IN SM

SOURCE: THE CONTRIBUTION OF MAINTENANCE PROCESSES IN SUSTAINABLE MANUFACTURING. MAINTENANCE 4.0 TECHNOLOGIES FOR SUSTAINABLE MANUFACTURING - AN OVERVIEW, MAŁGORZATA JASIULEWICZ - KACZMAREK, ARKADIUSZ GOŁA

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**HUMAN-CENTERED
TECHNOLOGY IS THE
IDEAL FRAMEWORK
FOR MAINTENANCE
SUSTAINABILITY.**

Humans perform maintenance tasks, and humans benefit from them. The technology and systems used to manage, oversee, plan, and carry out aircraft maintenance should be built with humans in mind. It must be intuitive, easily understood, and allow for human interactions that enhance collective understanding and knowledge.



The exchange of knowledge and information empowers sustainable progress.

When one person knows a fact, the organization is vulnerable.

When two people know a fact, the organization is not significantly more resilient to events and outside factors.

The organization only becomes resilient, resourceful, and sustainable when the collective can readily access the knowledge and understanding of two or more people; and when they can further enhance knowledge by sharing additional information and insights.

That is the power of a digital platform and the network it creates. It is the framework for the Interaction Field in aviation.

While group training (an essential aviation requirement) can enhance knowledge, many people genuinely learn by doing. What we do repeatedly builds habits and knowledge.

Aviation maintenance technicians are resourceful, often finding ways to solve common issues and creating unique tools to handle tough jobs. That innovative thinking can also be rewarded through the platform, ensuring that knowledge spreads in the organization.

Having a platform that engages people as they work, and captures collective knowledge, is essential to the long-term sustainability not only of aviation maintenance but to aviation itself.



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A NEW ERA OF AIRCRAFT MAINTENANCE

We at Beacon are fully committed to that vision, delivering that engine of sustainability and bringing the aviation ecosystem together into one platform.

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A great deal of aviation activity still follows a pipeline model of information exchange, adhering to a workforce hierarchy that does not reflect the needs of the organization or its people. It is a leaky pipe, which doesn't maximize the organization's energy use or intellectual resources. Manual processes, multiple layers of paperwork, and a reliance on inefficient communication channels all result in a loss of knowledge along the way and a vague understanding of events in real time. An older generation has a veritable ocean of specialized knowledge, which is difficult to transfer without the right tools.

Platforms, digital systems, devices, and networks give the highly skilled people of aviation the tools they need to exchange knowledge and stay up-to-date on the critical priorities that keep you flying. They also maintain an accurate record of activities, which becomes a helpful record for operations and sustainability reporting. As the adage goes, you can't improve what you don't track. Aviation has set up systems for accountability that keep us flying safe, but many of these still rely on written documentation, which is harder to share efficiently across the operation.

If we know anything about the people of aviation, it is that they are highly resourceful and intelligent. They can make miracles happen when they lack a tool for a particular job, find a solution on their own, or check with colleagues. By providing a platform for the exchange of that knowledge, resourcefulness, and creativity, aviation creates a circular economy of know-how.

EMPOWERED PEOPLE



As we've found, many people in aviation, across generations, are already seeking digital networks and platforms for knowledge exchange on their own, beyond connections made on social media platforms. The popular Reddit thread on aviation maintenance shows that there is a desire and a need to reach out to others who may have specialized knowledge and can relate to the unique workplace conditions. Imagine if all these existing employees had a better way to share specialized tools and fixes for vexing problems, one dedicated to aviation entirely and from which all aviation could benefit.

We see maintenance empowered by a dynamic of perpetual, sustainable growth for the industry we love—the industry that delivers the world.



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WHAT LIFTS US?

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GROWTH MINDSET

We embrace a growth mindset no matter how hard the challenge is ahead and inspire partners by approaching unprecedented ideas with creativity, humanity and grit.

CO-CREATION

Our superpower lies in the depth of our diversity and our desire to understand and constantly learn from alternative perspectives.

PEOPLE-FIRST

We always put people first and are passionate about enhancing people's lives - from our partners to our network of Beacon community members.

ALWAYS ON

We're responsive and adaptive. We listen deeply to the community and are unafraid to change course to accelerate our mission.

Beacon is a trailblazer with the tenacity to open new opportunities to allow its users to benefit from a new way of aviation maintenance. We bring together nonconformists, audacious adventurers, and those who dare to change the status quo and contribute to building a sustainable future for the aviation industry. Beacon leads the ecosystem with optimism, simplicity and expertise into a new era of collaboration and smarter ways of creating value.

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CH. 1 EMPOWERED PEOPLE - the first pillar of Maintenance Sustainability

ABOUT

BEACON

Beacon challenges current MTX systems and brings 21st-century solutions to improve maintenance services. Beacon applies a human-centric and ecosystemic approach to the use of technology to industry challenges. Beacon is a fleet agnostic platform that works alongside existing in-house systems to facilitate the interaction among stakeholders in aviation maintenance while ingesting data to bring actionable insights which enable optimal aircraft operations. Beacon cuts through complexity and provides a simple-to-use solution to maintenance event tracking. We are designing a new era of maintenance with faster return-to-service, better communication, and smarter collaboration so you can keep flying.

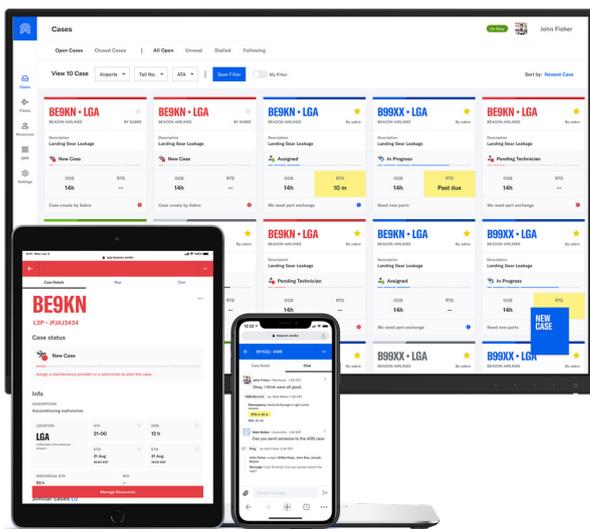
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Embraer-X is a venture builder and Embraer's innovation agent that transforms ideas into innovative businesses, transcending the aviation market and igniting the Innovation Ecosystem. We are crafting the path to make a positive impact in the world by developing solutions that inspire our partners to spread true grit to make changes people crave, based on our three pillars: Sustainable by Design, Integrated Mobility and Airborne Info-Systems. Learn more at embraerx.embraer.com



LEAD THE CHANGE

We want to hear your thoughts! Share your views on the future of aviation maintenance sustainability with Beacon by following us on [LinkedIn](#).



**SCHEDULE A DEMO OF
THE BEACON PLATFORM**

Request a Demo