

EPISODE: #19 Hosting Sunitha Vegerla, RECARO Aircraft Seating Americas, LLC

Shannon Bryan (Host):

Greetings and welcome to the 19th installment of our podcast series the work force let's drop to you by Tarrant County college in North Texas I am Shannon Bryan executive vice president for corporate solutions and economic development and I will be your host moderating strategic conversations with employers and economic developers on all things related to preparing growing the workforce today and future. Please help me welcome our guest today Sunitha Vegerla general manager of RECARO Aircraft Seating Americas, LLC. Welcome Sunitha and thank you for joining us today.

Sunitha Vegerla :

Thank you, Shannon thank you for having me here..

Shannon Bryan (Host):

So no, very welcome to have you here. I know we've been working together for quite some time and so excited to have you here. So I want to start a little bit about RECARO. So RECARO opened their Fort Worth In 1998, correct?

Sunitha Vegerla :

Correct.

Shannon Bryan (Host):

Tell us the story of RECARO and how the company came to establish roots in north Texas.

Sunitha Vegerla :

Definitely. So in late 90's RECARO, we want to uh program from American Airlines. While the contract requested a site to have here, in the US, we also looked at the overall strategy and we believed it's good to have a production location in central location in Americas that supports all of our customers in Americas region. And that's how we started here. And when we looked at the site selection we have done some analysis to figure out what would be the good location for us to have a location in us and North Texas came in at the top of the list. And it also helps us to serve customers all of America's not south and Central at this point and again having a good connection to the expansion. And also having major airlines also located here helps.

Shannon Bryan (Host):

Absolutely so you said, North Texas came in, as at the top of the list. What were the attributes that made North Texas the top of the list?

Sunitha Vegerla :

Definitely, I mean, one of that is, of course Transportation, right. Having good connectivity to their rail to the air as well as you sea Port. That was really good. And then the other item is also employment. Having a really good employer, friendly situation here from the tech side as well as also from there. Talent pool, especially with a lot of technical universities around in schools that also helps in of course the neighbourhoods as well, here, right. Places did not Texas in the Top Choice selection area and that was the case, 20, 25 years ago and it's still true.

Shannon Bryan (Host):

Okay great. So tell us a little bit more about what's the key focus of the Fort Worth plant because I know a lot of your locations have different specializations. I know you do aircraft seating gaming chairs, Seats to, if I'm not mistaken, right? Can you talk a little bit about that?

Sunitha Vegerla :

Definitely, I guess. Maybe I have to walk you through the RECARO history, a little bit.

Shannon Bryan (Host):

That would be great. We would love to hear it.

Sunitha Vegerla :

Yeah. So the company started in 1906 as a writer carouse, reinstitute card-making car bodies. And in 1963, we moved into automotive seating, and it was, and then 63 is also, when we started deviating from the car bodies in primarily, into the automotive seating. Then in 72 is when we started aircraft seating, which is currently headquartered in Germany and then 98 is when we started kids and that's also happened to be the same year that we started in Fort Worth here on out of seeding side. And then also recently we have gaming that we started and then as of this year we also ventured into train seating. So right now RECARO Group which is a Privately owned group, it has about five divisions, which out of that 52 or license Partners, which is the automotive and kids, and then the three other businesses are mainly Aviation gaming. And now the train seating in within the aviation or headquarters. As Mentioned is in Germany. Then we have production site here in Fort Worth fully established site. And then we have a site in Poland. One in China and assisted company in South Africa. I call it sister companies because we don't manufacture club seats there, but we do Composites that goes into the aircraft's seating.

Shannon Bryan (Host):

So, I got a call out the gaming seats real quick, because I know we have a lot of students who listen to this podcast. So, the gaming seats in particular, is that something you sell to individuals or, is that something you sell in a commercial setting, nor somebody's interested in RECARO gaming seat? And how do we find out information?

Sunitha Vegerla :

Definitely, I know it's catching on right? And for sure it started before the pandemic and that's one business that has taken off during the pandemic.

Shannon Bryan (Host):

Now I'm sure.

Sunitha Vegerla :

Yes. So it started as gaming chairs. Yeah. Mainly for the professional Esports and during the pandemic, I think, as most of us got stuck in the heaven between four walls and definitely, then there is also demand to turn that Gaming Chairs into office chairs, as well. So now we have another model. That's also mainly taking off from as an office chair to be comfortable if you're sitting in it for eight hours, six hours, longer time frames. So if you want to get a gaming chair, definitely, you can go onto recaro.com and then go on to the gaming and it's currently developed for the areas in Europe, but it's also getting shipped to the US. So we don't have a manufacturing location for gaming in US, but definitely you can get one.

Shannon Bryan (Host):

I've seen those tears fell. And I've said in want and they're pretty awesome, I have to say so, okay, sighs are.

Sunitha Vegerla :

So more than welcome to come to our facility and experience. Those because we have those chairs in some of our conference rooms. And those conference rooms are the popular ones that everybody likes to go to.

Shannon Bryan (Host):

I'm sure the ones that are always booked so. So, so neither back to RECARO here. I'm curious to know how much growth and human capital has. The company had since its Inception in 1998 and what are the future growth expectations. All of your Workforce over the next three years.

Sunitha Vegerla :

Yeah. So when we started back in 98, we started with about 30 people here in the for the complete operations. So most of it is tied to the two production lines that we used to have to produce their crop seats and then some management to give you just a little bit of an idea back. Then when we started, we had one engineer and his primary responsibility was just to print drawings from the system. So no creation. Nothing and compared that to now where we are, we have about more than 60 engineers. And not just, of course, printing the drawings but also developing. So we have the complete responsibility from Cradle to grave. So we take care of all the customers out of not Texas, and also all of America's, and then from engineering side, we also design we test, we certify the seats and then we also have production in full-blown supply chain. So currently we have more than 450 employees. Of course, that has taken a little bit of a dip to the pre-pandemic levels to where we are right now. And as I said, we have the full responsibility right now, we're operating with five assembly lines. And before pandemic, we were at eight assembly lines. So, again, as I said, it has taken some, some hit from the pandemic. But now, we're recovering in for the next three years. I see the growth at 10% year-over-year for the site here in Fort Worth. And this is also one of our targets to maintain that growth level and we because we believe that gives us a really good Healthy Growth to support the expansion in terms of market share. But also, it gives us a chance to develop and promote and really train our Workforce as well. Yeah.

Shannon Bryan (Host):

Right. When you're talking about that 10%, increase year-over-year. Can you talk a little bit about those positions that you're going to be? Filling are they skilled labor positions or are they more General Assembly positions? What kind of what kind of work force? Are you looking for?

Sunitha Vegerla :

So it's across the board, I would say again, as I said, that we used to operate at eight production lines. So we're five production line, so we still have room to grow to expand on the assembly side and of course, that that also need some help from the office as well. And again, when I said the growth is not just in production, but also in terms of market Chair. Which means that we also have capability to produce which means develop more new programs which would require office employees as well. So, we're looking at the growth across the board.

Shannon Bryan (Host):

Okay? And you answer the next question, a little bit about how the pandemic is impacted your industry. And I'm curious to know though because we talked things, obviously I'm assuming your aircraft seating that was definitely probably impacted by the pandemic. But your gaming chair industry. Skyrocketed sounds like during the pandemic. So talk to us a little bit and not just RECARO specific, but industry-specific for what you do in the different seating that you provide, how do you feel the industry is recovering?

Sunitha Vegerla :

Yeah, so again being an aviation but the pandemic, it has taken the hit right, with everything, shut down, and all the travel got stopped. So we have taken the, the impact and just like, I guess any other Aviation industry. It almost came to halt. If you looked at TSA numbers before pandemic, it used to be like more than two million. People would go through, TSA checks on everyday basis. And then, during the pandemic, the numbers were in hundreds. So that that tells you the Drastic difference of the Slowdown. And we have also seen quite some interesting Trends. We want to call it with the pandemic because again everybody was bringing their own Cleaning Solutions, wiping the whole seat down, right, trying to keep it clean, but of course they're not certified components. So that was also some work having some chemical reactions, right? So, this also pushed us to look for some solutions again, we always believe in Innovation and also being customer focused. So we have established a

team to start looking at what should be or posting we called it possi initiative, post covid. What are the things that we should be looking for to make sure that we provide the solution? So we looked into those and we also partnered with Airlines to help them to support the recovery.

Shannon Bryan (Host):

That is something I've never thought about, but you're right because I just flew over the weekend. Pretty sure those two million people were all on my flight. But thinking about the fact that you're right being on an airplane, you do see a lot of people who are trying to sanitize or bringing in their spray. So that had an impact on the seats that were already in the airplanes that so you've had to work with the Airlines to recover from that, that's interesting.

Sunitha Vegerla :

Yes, yeah. And interestingly, I mean before going into the pandemic because we have seen tremendous, increase year-over-year until 2019 in the middle of 2019. We were already looking at planning for 2020 and we expected that they would not be such a high growth into 2020, so we plan to go for some reduction in 2020, right? And of course, the reduction, we had planned is in 10% to 15% and not knowing what's coming ahead of us. And they already, we already started looking at what needs to be done to reduce the growth of what we had seen in the previous 10 years. So, I think that gave us little bit of a head start to be prepared for covid. Of course, with covid. It was dropped 60%, so we weren't planning to that extent, but at least it gave us a good start to start thinking of what needs to be done with the reduction, right? And like I said, with the covid, we had to look at all kinds of different measures and we had to put stops to lot of things, right? That mean training could be one. It could be employee events if you come to our town halls or employees, always asked you about Christmas parties, right? So, these are the kind of things that we had to put stop to with the covid situation, because we had to find a way to weather the storm. In keep the company going, and that's what we had done. And also, in terms of Investments, again, we had to look at what do we need to continue, because we're not in this for a short run, right? We believe in the long term and we believe in the aviation Market that it will come back up. So we were always looking at what needs to be done to be prepared. So we never stopped investment in certain areas where it makes sense. So, we have invested very heavily even during pandemic into having your own test facility again, in being in aviation, everything is regulated. So we have to test everything, all kinds of testing 16g crash-test flammability test. So we have built a crash-test facility at our headquarters in Germany. And we also started investing into our facilities because we wanted to expand and be ready for it. So it was a quite interesting moment to explain to our employees, right? On one side we have to put all kinds of stops to Short-term topics versus we still had to continue investing. So this was a tough situation, I guess to, to balance, but we were fortunate to be able to have that open communication and we also maintain our town halls during the covid as well. Of course, we were doing virtual Town Halls which were not used to before.

Shannon Bryan (Host):

Right.

Sunitha Vegerla :

And this, we also learned a lot from the technology front and we're still learning from the technology front, but we always maintain the transparent communication. And I think that helped for employees to understand the situation in also to see the vision of the company and also believe in what we're doing. So they were able to support us through the course here. And now we see the recovery in some areas way faster than what we anticipated. So in terms of recovery, we see that especially in North America, it picked up quite a bit, I think recovered faster than other regions and also even in North America, we see domestic trouble picked up faster than International. So it's, it's recovering again, a different phases.

Compare to different parts of the world U.S. recovering much faster or post pandemic. I think if you look at TSA numbers, we're almost back to the pre-pandemic levels even more.

Shannon Bryan (Host):

From my flight this past weekend. I would agree with that Yes.

Sunitha Vegerla :

International is not quite there yet. Also depends on what routes that you're taking. So again, between North and South, it has recovered quite a lot. And then we also see other impacts to a peck, it's still not there with the zero covid policy still holding true in China, that has an impact and also with the war in Europe, that's also having some impact on the international so. But we see it recovering in, we believe in the in the future. And I think we're on the right path.

Shannon Bryan (Host):

Great, I appreciate that. Yes. So TCC has been very fortunate to work very, very much with RECARO over the past few years and appreciate that. Relationship and sunitha Mentions the Christmas party. I can attest that a lot of your staff were very sad to lose their Christmas party. You have one plan this year. Got to know, are you allowed to say that?

Sunitha Vegerla :

I'm allow to say it Because we have this question every town hall here and it just happens to be that we're coming to our 50-year anniversary for a graphs eating this year, so we're combining all of that together.

Shannon Bryan (Host):

There you go, that's going to be one. Heck of a party because I know your staff told me all kinds of good accolades to the Christmas party. So but with that being said because I do know a lot of your employees and have had the opportunity to get to know recover the past few years and often our conversations are around skill sets and it's about your Workforce and obviously being from Tarrant County college. We generate a lot of students who are going into the workforce and Tarrant County. So if you could I would be interested for you to speak a little bit to the important skill sets that RECARO is hiring for. And how did those relate to our students here at TCC, what kind of skill sets are you looking for, what should we be focusing on? Because you are a very highly innovative company.

Sunitha Vegerla :

Yep, definitely again, we're a tech company, right? Even though it looks like manufacturing because we are producing an aviation product and it's also very safety relevant project. I mean product and also if you look at the from the airline's perspective, it's also the situation where we see that Airlines Have the opportunity to customize their Fleet. So, that's the first thing that passengers notice, right? I mean you're a flying passenger, if you're walking down the cabin, right? The first thing that you look at, or that you experience, most of your flight is the seats in the. So, this is where a lot of emphasis goes in from the airline's point of view, believe it or not. And there is also a lot of focus from the comfort from the safety, from the ergonomics. So it's very important for all of our Workforce to understand. And the responsibility, but they're carrying even if they're working an assembly or if they're placing a PO or buying a part, or even designing something or even talking to the customers. So the way that we try to describe the skill set as we Define it, as part of our core values of the company and that namely, we call it as Integrity responsibility team, spirit Excellence, entrepreneurship and on enthusiasm again, these could be really high level Words and to put it in. Simple terms, we always say that you have to be curious. You need to know what you're what you're going after, right? And you have to love what you do, right? Otherwise,

this is not the job for you. And then we say that you have to enjoy in an exciting global environment because even though we're facility in Fort Worth, we work with Airlines throughout the world. Again you impact pretty much every part of the world that's connected by air and also with the RECARO having multiple facilities across the world. We also have a lot of work force that travels back and forth. So you have to be excited about this and also we say that you have to feel that you are a contributor to the overall Company Success. And the way we try to deliver that message, has what we call as we, WE is what we call and that's how we represent each of us and that we are RECARO.

Shannon Bryan (Host):

And what is the WE stand for ?

Sunitha Vegerla :

WE stand for we are RECARO.

Shannon Bryan (Host):

Okay, got it. It. So and I want to capitalize on something you just said, because I just finished a training yesterday with another company here, in Tarrant County, that is in the drilling industry. In one of the conversations we had, was one of the most important characteristics that you should be hiring for. And you said the word hiring for curiosity, you want to hire folks who are curious they want to learn, they want to develop. Those are the folks that you will get on your team who are highly Innovative and come to the table with great ideas. So kudos to you for, for focusing on that.

Sunitha Vegerla :

Definitely. Again, if we look at from the Inception to where we are, it's not the same landscape, it's not the same customer requirement. So everything changes. So you have to be curious to be the Forefront to learn to understand what's coming up. Yeah, you have to be able to anticipate.

Shannon Bryan (Host):

Absolutely. So either one of you come to find the sum of the most or important attributes of doing business, in the Fort Worth area or north Texas in general. So some examples would be Community Support Workforce. Utilities those types of things that are important characteristics. That I probably originally brought you here to North Texas. How are you finding those today?

Sunitha Vegerla :

As I said earlier, it's still the same right? In terms of the selection would be have made for not Texas, to be our facility for Fort Worth year. It's still terms of the transportation really, very well-connected. This is very important for us, not only being in transportation industry but also being able to manage the logistics of Ins and outs of the, of the components and the completed seats. Then, of course, also the from the environmental perspective, it's also very good from the overall situation. Then we talked about the talent pool, right? Having the all the universities and in schools here and also, TC companies like TCC supporting us. This is also very well established and I think it's growing as well in for sure the neighbourhoods where people are able to bring their families and raise their children. This is also very important to have the right schools in the whole network and definitely comes along with that is the connectivity right? Where the business communities and also for the neighbourhood's.

Shannon Bryan (Host):

Right. So how ecosystem hasn't?

Sunitha Vegerla :

Exactly.

Shannon Bryan (Host):

Well, I want to transition a little bit, so I want to talk more about you. You and I've chatted a little bit and I want to know more. How did you come to serve as the general manager for

RECARO? And I would like you to walk us through your leadership Journey. That has led you here today.

Sunitha Vegerla :

Okay. As I said, I mean RECARO is a family owned company and you can also see that in the DNA of the company culture as well and I grew up in India, came to us for my Master's. I did my Master's here from not Texas University of North Texas and that's where I met my husband and I still joke about it because there was a job fair from UNT back in 2004 I believe. Yes. And there was a small Booth one person with this stand right? And we were walking by me and my husband or guess now husband and he said okay I'm going to take a break and I said okay I'll go check out what this company is because I've never heard about them before, right? And came to find out about RECARO and they were looking for a project manager. They never had a project manager before so it was it caught my attention, right? That's how I gave my resume and then had an interview and, and then, you know, ended up as a project manager. The only project manager back then. And speaking of curiosity, right? I guess that's probably the case of me as well. Being curious of what this company is, and I landed there and of course, throughout the course of the 18 years. I moved into different roles, project management, customer service, Quality Finance HR, all kinds of Trades if you want to call it. And then I ended up is the general manager again, I guess. Maybe I'm the walking example of the people development and also the emphasis that we put in, in terms of giving the opportunities and making sure that people have the skills to develop in grow into the organization.

Shannon Bryan (Host):

You've definitely become a Trailblazer. So you're an engineer by trade? Correct

Sunitha Vegerla :

Yes.

Shannon Bryan (Host):

Okay, so what challenges have you faced being a woman in the stem field? And for those who aren't familiar with the acronym of stem. It is science, technology, engineering and Mathematics. And what advice do you have for young females, considering a career in the same field?

Sunitha Vegerla :

So, that's an interesting question because again, growing up in India, it was quite very common to see less females in engineering fields. And I was used to that and I had a different impression of America back then. I thought they would be a lot more. More equality in terms of engineering fields that females. And when I came to the US for my Master's, that wasn't the case. Again, still small number. So that was really surprising for me.

Shannon Bryan (Host):

You were one of the few and your class.

Sunitha Vegerla :

Yes. And it was also interesting. Lee, surprising, when I started working at RECARO because again, we're a German company and in a manufacturing world. Again, it's very less number of people. So that was surprising to see that but that never stopped in terms of that Curiosity, right? Why can't we do this? And now I think the picture is quite different. I see a lot more females and in fact in certain areas we have more females than male and it's also changing, right? I mean it's changing in the right direction. And if I look at our board right now, it's also more females involved in there as well. So I think it's really a happy and proud

moment and I see that Changing not just within the RECARO world but across the board. And I think that's a right direction that we're going in. I never believed in Kota, I think it needs to be based on the talent it needs to be based on the, the leadership. So, again, I see the change in the right direction.

Shannon Bryan (Host):

Right? It's just about educating and encouraging young ladies to come into this.

Sunitha Vegerla :

Exactly. And I'm a mother of two girls and I tell them all the time, right? The gender is not something that they chose, so it cannot be the stopping point or disadvantage for them so they have to work hard towards it. Sometimes they have to might they might have to make some adjustments, but that's the choice that they have to make.

Shannon Bryan (Host):

Exactly. So who inspired you to be a leader? And why?

Sunitha Vegerla :

So say this, because again, growing up in India, it was it's a very male-dominated country, right? Again, things have changed a lot but back then very male-dominated, country and growing up. It was really fascinating to see that country led by Indian Prime Minister. Yeah. So that really inspired me Indira Gandhi I mean, I put the political I guess, stands aside, but that's really an inspiration for me. How she was able to manage and also rule the country right for so long, in a particularly male-dominated country.

Shannon Bryan (Host):

It's very interesting to ever get a chance to meet her.

Sunitha Vegerla :

No, she passed away when I was six or seven.

Shannon Bryan (Host):

You were young.

Sunitha Vegerla :

Yes. So of course I mean you hear about the stories and you really bought articles and whatnot. Like I said what the political side things are side but also the courage that she was able to portray it was really impressive.

Shannon Bryan (Host):

She led the way. Yes. Very interesting. So I want to come back a little bit to RECARO. RECARO is a multicultural company. What challenges and benefits does having such a diverse Workforce? Bring to the innovation of the work or Caro. And do you happen to know how many languages alone are spoken here at your Fort Worth plant? The reason I'm asking that is because we have a company that were working with right now that's here in North Texas and they have 37 languages that are being spoken within their organization but with diversity comes Innovation. So I want to hear about how that impacts RECARO.

Sunitha Vegerla :

Yeah definitely. I mean in terms of multi-culture it's not just within RECARO what we face. But also with the customers again, we work with multi-national companies, right? Airlines all over the world. Of course everybody speaks different languages and same thing with our Workforce to and having locations throughout the world. We also have to interact with a lot

of cultures and a lot of languages it like you said, it definitely pushes you towards the adaptation and learning and Innovation. Yeah. So this is on one side again. I think the basic skill of curiosity requirement kicks in, right? That you have to be able to adapt and adjust and understand, if not, then it would be you are in a small world, right? And if you look at the world Dynamics right now, you know that it's not just, it's not just simple Nation One Nation, right? Everything is connected throughout the world and that's also what you see in the workforce and the advantage would be we see, is because we are working with the, I mean, this is part of our culture, right? That we work with all cultures, multilingual people. So this is somehow is used, I guess in the workforce, and for sure, for the new employees working in, this would be an adjustment phase but because people have gone through this. And also internally, what we have is sort of like a buddy system informal buddy system for the new employee so that they can talk to the other employees and get to know and this definitely helps in terms of on boarding and bringing people on boarding. And in terms of the languages spoken at RECARO in Fort Worth, I would say like close to 15 languages and worldwide. I think we have more than 40 languages that people speak and it's also interesting because last year we have done like a small video in our operations team where they were doing happy or Merry Christmas in. All languages and it was really interesting to hear from just from the US operations team so many languages on that video. So it was really interesting.

Shannon Bryan (Host):

That's very cool. I love that so RECARO. It's a great asset to our community, in our economy here. What can the north Texas Community? Do to continue to recruit and retain such highly innovative companies, such as yours.

Sunitha Vegerla :

So one thing I would say is that we need to continue to keep the focus to what's Development here, whether it's related to infrastructure, and local engagement opportunities of Workforce Development. I think this is where the future is that. We need to be able to develop and again from the workforce point of view, from the infrastructure point of view and looking at the trends, what's coming up and how do we prepare as a community for the, for those Trends here and I have seen some good progress in the last year's and I hope that we would continue in the direction. And I think that's also what brought us closer between RECARO when TCC in terms of this training opportunities, the Workforce Development. So I see some great leaps and bounds in terms of the progress there and I wish to continue that even further.

Shannon Bryan (Host):

So don't we, we greatly appreciate the relationship with RECARO and hope it lasts for a very long time. So, all right, so knew that in one sentence. I ask all of my guests, this question, what? Career advice might you offer to the Young people of this community in relation to their career and education.

Sunitha Vegerla :

I would say in one sentence do not be afraid of taking the first step. As we always say, that first step is the one that takes a long time. Some people think a lot before putting that first step, some people might just jump in. Right. But that first step is already. I would say about 30-40 percent of your work. Yeah. And also if you're looking for some help or advice, I think taking that first step will show the commitment from your side before asking somebody else to help you out with the situation, right? Whether it's in work. Or in personal or, you know, your classes, your assignments. This is what I believe in and that's the advice I would give to anybody.

Shannon Bryan (Host):

I love that it is all about the first step for certain, so.

Sunitha Vegerla :

it could be a wrong step, but do the first step.

Shannon Bryan (Host):

But at least you learned from it, right? It's not, I always say there's no mistakes just Lessons Learned. And if you don't take that stuff, you'll never know. Yeah so thank you for that. That's great. Anything else additional that you might like to share with our listening audience as it pertains to work force RECARO whatever it might be.

Sunitha Vegerla :

Yeah, I think in general or a summary I would say RECARO over all about safety, whether it's related to our products or people and I think this is also what the team had witnessed when we went through even covid outbreaks, the way that we were able to bring situation under control for sure. We had to spend additional efforts in terms of having on-site testing making sure that we adding additional sanitation's in cycle's and things like that. At. So again, we put safety of our employees and of our product first. And in general, we're really happy in terms of what we are seeing in even with the rising costs, right? We also provide healthcare for our employees. It's completely paid by the company, not just for employee, but also the complete family. And this is also something that were maintaining to make sure that we keep the health of our employees is the first priority. And the same goes into our products here. And again we overall we manufacture a wide range of products all the way from economy short-range to business long-range. So in simple, words economy seats. The what I fly, usually all the way to the flatbed business class seats in all of that goes through the same regiment, whether its economy or business, class seat in terms of safety, in terms of testing and all of that. In the also being German origin, right? We are two very proud towards our sustainability efforts. Again to be in aviation you have to have certain qualifications quality standards as9100. That's very typical for Aviation companies. But also overall, we are also certified as ISO 14001, which is the certification for sustainable for the sustainability and all of our facilities are certified for that. It's not a requirement to have it, but we believe in that and that's what we pushed for towards sustainability. So again, we're doing all this initiatives and, again, towards people, right? We also picked up the training efforts, I think from TCC. You see some of that as well, the training, but we are putting forward, not just in our management, but also developing, your leaders are Frontline leaders as well. So, again, all of that is towards the people growth towards safety of food products, and looking for the greater good. So, overall were recovering, really good. And we believe in the industry in terms of recovery and overall, we're really happy with the progress and for sure the next three to five years, we have a fairly highly ambitious targets but also from the planning side, we also believe that we will make that happen. So a really growing industry to be part of in overall. We're really proud of it and as we always say we are RECARO.

Shannon Bryan (Host):

As you should be for certain. So nice. If someone wants to learn more about Out RECARO or they want to look at the jobs perhaps that you have available at RECARO here in Fort Worth. How might they reach out?

Sunitha Vegerla :

So they can always go to the website www.recaro.com. Again, there you will be able to see a lot of all the RECARO products. And then you can specifically go into your craft seating and you could also go to specific locations again for the new prospects, right? As I said,

there were in the right industry and also from the company point of view, we're also putting Out of efforts to develop people and what we also started the program as of what we call as a fly, this is for new employees or aspiring employees that wants to become leader. So again, we have great programs that are ongoing. So I would say look up as on recaro.com and also through the other social media.

Shannon Bryan (Host):

So, Sunitha, thank you so much. Thank you to you. Thank you to RECARO for being here today. We greatly appreciate it. We hope our listening audience has gained Value RECARO, definitely another great company here in North Texas. And we appreciate you being here today. So I'd like to thank the listening audience and we look forward to seeing you all again on the next episode of the workforce lens. Thank you.

Sunitha Vegerla :

Thank you, Shannon.