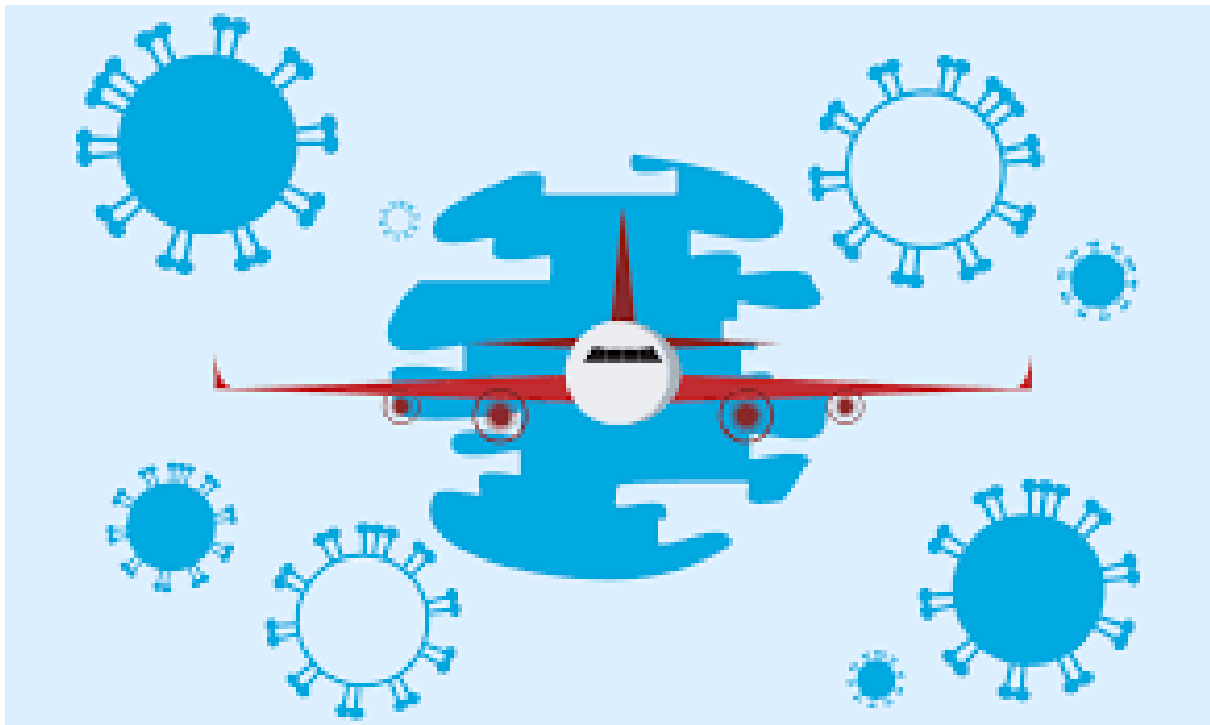


IMPACT OF COVID-19 ON THE AVIATION INDUSTRY



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Introduction

COVID-19 has impacted our lives in more ways than imaginable. Whether that involves having to quarantine or a loved one falling ill to the virus. COVID-19 began in December 2019 but it was not recognised as a major problem within the UK until March 2020, when the first lockdown was introduced. As most people could not leave their house for reasons other than emergencies that meant a lot of industries would lose their most important asset, customers. Customers are the main source of income for many industries and with the government ordering people to stay at home, the aviation industry in particular would be losing a lot of money. In this report I will be discussing many topics such as: jobs that have been affected, what the recovery of the industry looks like and how the manufacturing industry will be affected.

Impact of COVID-19 on UK/European aviation and aerospace sector

The global impact on the aviation industry has been massive all over the globe but I will be looking into the impact caused within Europe. The main reason for any airline to maybe stop or put flights on hold would be a lack of customers, because it would be uneconomical for them to be flying planes that barely have any passengers on them. This results in many airlines having to act, which in most cases is stopping many of their flights and planes from flying.

You may not realise but the airlines deciding to ground planes causes huge knock on effects all over Europe. One example of a knock-on effect caused by the lack of flights is small regional airports having no traffic. There are many regional airports all over Europe that provide connectivity for airlines and their passengers. However, because they actually have no planes flying in or out they are at a risk of not being able to recover or having to shut down. This will of course lead to more jobs being lost. Though there are still airports that have traffic, such as Heathrow, however this is mostly freight not passenger traffic. Heathrow has adapted to the situation by closing one of their runways, because it is one of the busiest airports in the world, they still have flights coming in and out of their airport. "Although we are seeing significantly fewer flights at the moment, Heathrow will remain open so that we can continue to play a crucial role in helping to secure vital medical goods and food for the nation during this unprecedented epidemic" said a spokesperson for Heathrow Airport.

The aviation industry plays a huge part in keeping the \$10 trillion travel and tourism industry up and running. Though the tourism economy has been heavily impacted by COVID-19 due to the resulting travel restrictions. Depending on how long the pandemic lasts, it is estimated that the impact of COVID-19 could range anywhere between 60%-80% decline in the international tourism economy. The *United Nations World Tourism Organization* estimated that 'global international tourist arrivals might decrease by 20%-30%, leading to a potential loss of US\$30-50 billion.' As of 2020 employment in the tourism industry in the United Kingdom has increased to 3 million and all of a sudden, the industry is being put on hold which will cause catastrophic knock-on effects. One of the predicted knock-on effects is that the World Travel and Tourism Council has warned the COVID-19 pandemic could cut 50 million jobs worldwide in the travel and tourism industry.

We have already witnessed airlines struggling to operate during the COVID-19 pandemic as Lufthansa and KLM have both secured a bailout from its nations to help them get through the COVID-19 pandemic. KLM secured a €3.4 billion bailout from Dutch taxpayers, whereas Lufthansa agreed a €9 billion bailout with the German government. Part of the bailout agreement was that the

state would have a 20% stake in the struggling airline. However, it seems that not all airlines are getting the same support. In the UK, British Airways has only received £300 million but it seems that they are seeking more. Even though the government is supporting airlines, 'there will still be a need to go to the private sector, to existing shareholders or find new shareholders from non-government sources to restore balance sheets and provide the liquidity.' Whilst some airlines are deciding to get support from the government, 'EasyJet cancels all flights and grounds all 330 planes indefinitely due to coronavirus' where the staff were given a two-month leave of absence. EasyJet stated that they 'maintain a strong balance sheet' and revealed they are in "ongoing discussions with liquidity provider".

As mentioned before many airlines have secured bailouts with their governments. It can be said that many airlines are relying on their governments for a bailout so as not to go bankrupt. So, the governments now play a huge role in ensuring the aviation industry does not go bankrupt. The government must have a selection criterion; picking survivors and sustainable businesses. They have an important question on how they treat the airlines. 'Do they treat airlines in a multi-airlines industry equally or do they favour small island airlines where the airline is the only connectivity they have?' The aviation industry is already a fragile environment with recent airline failures like Air Italy, Flybe and Thomas Cook. So, the government must do everything they can to prevent more airlines from going bankrupt, potentially collapsing the billion-dollar industry. There will still be a need for significant non-government new equity but it may well mean that the smaller airlines come together and create and access economies of scale. One example of a non-government equity source is Sir Richard Branson, who invested £200 million into his own airline, Virgin Atlantic. He used the money raised from selling a £396 million stake in space tourism business Virgin Galactic. He has a £1 billion plan to prop up Virgin Atlantic without taxpayers' money. As the pandemic progresses, a second wave of the virus may well be on the rise. If this is the case we will see capital rationing which may result in further airline failures?

Where are the jobs in aviation and aerospace? How will they recover?

The aviation and aerospace industry have many big companies within them, such as Airbus Defence & Space, BAE Systems, Bombardier, Cobham and Lockheed Martin. With them comes a large workforce. An estimated 10.2 million people are employed within the aviation and aerospace industry, and you can imagine when such a large industry gets put on hold, how much of an impact it will have of many employees and their families. Employees within the aerospace industry earn an average of £43,000 annually which is roughly 45% higher than the UK Average. In the aerospace industry alone, there are 111,000 direct employees, 3,800 apprentices, and it generates £35 billion in exports. In the defence side of the industry, it is the 2nd largest global defence exporter and the industry holds 14% of the global market share (as of 2018). The industry also has 135,000 direct employees along with 4,400 apprentices. The Security & Resilience sector of the industry has 114,000 direct employees and over 3,000 apprentices. The employees can range anywhere from airports security staff to the private police force found within some airports. Another sector of the aviation and aerospace industry is out of this world, literally! The space and telecoms sector, which is responsible for 40% of all small satellites currently in orbit, as they were manufactured in the UK. This sector also has 42,000 direct employees and 1,500 apprentices.

As COVID-19 started having a bigger impact within Europe, more and more companies started reducing their capacity, an example of this is Lufthansa. They stated that 'by the end of October they don't expect to have much more than 25% of their capacity back into the market'. As many of their

planes would have been grounded, it would be expected that many of their employees' jobs would have been affected, which unfortunately is the case. It was reported that 90,000 of Lufthansa staff were furloughed. Now to put that into perspective, the Lufthansa group has nearly 135,000 employees of which 90,000 have been furloughed. That works out to an approximate 67% of Lufthansa staff being furloughed, but at British Airways, 30,000 employees were laid off. It is also reported that in Europe, nearly 1 out of 5 pilots are on precarious contracts, meaning they have no guaranteed work hours and their employer can cancel their contract at any time leaving them unemployed.

Although the coronavirus pandemic has affected a lot of jobs, there are still some jobs which have to be completed by employees. The airlines deciding to ground their planes is a huge decision, and with it comes a lot of planning. They need to figure out where their planes will be grounded and who will look after the planes. But before that, the decision must be made as to whether they are planning for their fleet to be 'parked up or be put in long-term storage'. Although most airlines have chosen to place their planes into long term storage, if a plane is decided to be 'parked up' then it means maintenance checks will have to be carried in regular intervals such as 15 and 30 days. These tasks range from simple walk rounds to reactivating systems and keeping the engines running for 15 minutes. Another vital task is preventing the tyres from flat spots; hence the wheels need to be moved at least a quarter of a wheel turn. So, whilst airlines are grounding their fleet, it is still vital that their engineers are still managing the planes.

If an employee is made redundant from their job due to the COVID-19 pandemic, the employer is not allowed to hire a replacement for the same job, if a contract was not offered for the previous employee. But seeing as in the aviation industry you cannot really change the job description, it is more difficult for the airline to go about filling the position with a new replacement, so they would be better off at rehiring the same employee. Airlines are legally allowed to lay off an employee temporarily (ask them to stay at home or take unpaid leave) if it is written in their employment contract or there is a national agreement for the industry. Now due to the uncertainty of the COVID-19 many airlines have had to make their staff redundant, because they have no work for them. However, if a cure was found for the virus and the aviation industry was starting to get back on its feet, then airlines would be able to hire employees again to fill up the empty jobs.

Many furloughed/redundant employees have been taking on new jobs or volunteering to support the fight against COVID-19. 'The coronavirus job retention scheme published by HM Revenue & Customs confirms that furloughed employees are able to take part in volunteer work, providing that it does not provide services to or generate revenue for their employers'. This means that furloughed/redundant employees would be able to volunteer in their communities to assist residents that have been affected by the coronavirus pandemic. The government had appealed for people to volunteer to help the NHS, to which more than 500,000 people have responded. But furloughed workers have also been taking up other key worker roles such as, supermarket assistants, delivery courier, cleaners etc. One example of this is would be Project Wingman. They are a group of dedicated airline crew from across every UK airline, who have come together to serve the NHS staff during the COVID-19 crisis. They provide a space to 'unwind, de-compress and destress' before, during and after hospital shifts.

Airline employees are not the only people that have been affected by the pandemic. Another large group of people that have been affected are Apprentices. The coronavirus has caused 'complex challenges' across the apprenticeship landscape. "The unique position of apprenticeships – which combine education, training and employment – has made the sector particularly vulnerable to the current health crisis."

On aviationjobsearch.com there are a few job applications for B1 and B2 licensed engineers all over Europe. Another popular demand right now is for Aircraft Maintenance Engineers specifically in India. This is most likely to maintain all of the grounded planes that have been unable to fly in India. The process grounded planes have to go through has been talked about above, so it is fairly reasonable to see a demand in aircraft maintenance engineers.

On 24 August, around 40 protestors made their way to a newly elected MP's office. The focus of this was 'British Airways, and how the airline has responded to the global crisis in aviation triggered by COVID-19.' The protestors were angry about the fact that such a huge job meltdown received hardly any attention from the UK's

prime minister, Boris Johnson. Some of the protestors included cabin crew staff. They were faced with a policy better known as "fire and rehire", where many British Airway employees were faced with a decision of either choosing redundancy or reduced pay. British Airway engineers were also attending the protest in anger as a facility at Cardiff



airport, where British Airways announced changes that resulted in over 400 employees losing their job. In a town in South Wales, nearly 600 jobs are being lost at the aeroplane engine maintenance facility run by General Electric, which before the coronavirus pandemic had over 1,400 employees.

How will the UK aerospace manufacturing industry be affected?

For Airbus to produce an A380 model, they need to get the separate parts from all over the country. For example, from the UK they source the titanium fuselage parts and engine parts from Derbyshire, the nose wheel and major brake components for all wheels from Coventry. 'The aerospace sector is one of the UK's flagship manufacturing industries and the Midlands region is home to one of the world's biggest aerospace business clusters.' The Midlands Aerospace Alliance carried out a survey on the 27th March with aerospace suppliers such as Airbus and Boeing and engine maker companies such as Safran and Rolls-Royce. From this survey six key points were established and they have been listed below.

1. Some airlines/customers were still urging their suppliers to continue to produce parts while others were reporting temporary closures.
2. Customers were monitoring their supply chains much more closely and requesting more information from suppliers to identify the accuracy of delivery forecasts.
3. COVID-19 had mixed impacts on lower-tier supply chains. Some suppliers were not feeling the effects while the rest had been informed of potential disruptions in their own supply chains.

4. Aerospace suppliers were experiencing an array of other challenges, e.g. reduced staff levels, morale and cashflow.
5. Companies were responding to the pandemic by adopting new working methods extensively, to enhance health and safety, while managing relationships with employees as flexibly as possible.
6. The aerospace industry needs the government to be clear and accurate when communication, and words are followed by corresponding actions.

(information gathered from [Midlands Aerospace Alliance](#))

Although some companies wanted their suppliers to keep delivering parts, lots of manufacturers and their suppliers received cancellations of deliveries and orders. According to FlightGlobal there are close to 400 cancellations of aircraft so far in 2020. It is estimated that 80% of these cancellations have been for the Boeing 737 Max. This is partially due to the recent crashes that the 737 Max have been involved in. Cirium data shows Boeing has suffered 322 cancellations and Airbus a further 66. After the 737 Max, data shows the Airbus A320 family is the second highest with 29 cancellations.

Airlines don't always directly purchase the aircraft from their manufacturers. Sometimes it is more convenient for them to lease the aircraft. For example, if Qatar Airways wants to expand their operations and needs a new fleet of 10 Boeing 787s to do so. The price for a brand new 787-8 is around \$240 million, so assuming Qatar Airways would get a discount of 35% then the expansion would cost them \$1.56 billion. If they were to lease, they would have to pay around \$1 million per month. To support this, they can reach out to firms that specialise in aircraft leasing. With this support they would only have to pay \$120 million per year for all the new aircraft, and with an average leasing contract lasting for 20 years, the total cost would come to \$2.34 billion. When airlines choose to lease their planes, 'GECAS' profits from it and the airline manages to reduce its cash expenditures and retain liquidity in its business. But as the airlines have grounded their planes and cancelled some deliveries, it would not make sense for them to be leasing new planes. Hence due to the pandemic, 80% of customers have asked for relief from payments from their lessors. There are many reasons they could have done this, the main one being the fact their revenue has decreased and they need to try to reduce costs to prevent bankruptcy. In the US, the treasury department officials have begun sending billions of dollars in payments to airlines for coronavirus-related relief.

'Rolls-Royce reports record £5.4 billion losses after COVID-19 causes unprecedented slump in aviation activity'. Due to this huge loss, Rolls-Royce plans to sell off parts of its business in a bid to raise £2 billion. This was decided following a huge plunge in demand for air travel caused by the coronavirus pandemic. Although COVID-19 doesn't impact the company directly, if less passengers are travelling by air, airlines will have to cancel orders of any new aircrafts, as its very likely there won't be any passengers to full up the planes. Hence the orders for Rolls-Royce's engines get cancelled resulting in the huge loss. Linking back to redundancies, Rolls-Royce has cut 4,000 jobs since May, which may well go up to 9,000 jobs. Rolls-Royce stated that "demand for large engines would remain below 2019 levels until 2025 and warned of material uncertainties caused by the pandemic that could cast doubts over its future." Rolls-Royce also had to make the unfortunate decision to shut its aerospace factory in Annesley, Nottinghamshire and merge sites in Lancashire.

The environmental impacts caused by COVID-19

As you know COVID-19 has pretty much put the aviation industry to a stand-still. There have been many knock-on effects of this pandemic, but not all of them are negative. We have seen many positive outcomes, from when airlines decided to ground their planes. According to the IPCC, 'the aviation industry is responsible for around 3.5% of the anthropogenic climate change'. On average a flight from London to New York and back generates approximately 986kg of CO₂.

Demand for air travel has significantly decreased across the globe, which has caused a series of negative knock-on effects, one of them being a projected loss of hundreds of billions in 2020 within the aviation industry. However, not all the knock-on effects are negative. As many airlines have grounded their planes, they won't be releasing any pollutants from their aircrafts which will decrease the carbon footprint of the aviation industry. Residents who live near airports would have been exposed to noise from aircraft; streams, rivers and wetlands would have been exposed to pollutants discharged in storm water runoff from airports, and most obviously aircraft engines would have emitted pollutants into the atmosphere. But these 'numbers are just likely to rise again once the pandemic passes and airlines' financial health slowly returns to normal'. So, it's likely that the air quality, that had improved during the pandemic, will most likely return to its usual levels. The 'emissions from the aviation industry will resume their trajectory as one of the fastest growing segments of annual greenhouse gas emissions'. So, in conclusion I would say that COVID-19 has had a very positive impact on the environmental side of the aviation industry whilst quarantine measures have been in place, but like any other industry once the pandemic is over and customers start buying products and services then, the carbon footprint will increase very rapidly which will be bad for the environment.

An unlikely fallout of the pandemic has been early retirements of old planes. KLM announced that they retired their B747-400 aircraft and Virgin Atlantic have also retired their A340-600. Many of the airlines are being forced to retire their aircrafts prematurely, as they are just not getting enough passengers to fill up their planes due to the decrease in demand for commercial travel. Another reason why airlines may choose to retire their planes early, would be the cost to keep them in storage. If the airlines choose to wait for the pandemic to be over, which could still be a long time away, then they would have to most likely pay for the long-term storage. Lufthansa also announced that they would retire over 30 aircraft prematurely, which includes the largest passenger plane, the Airbus A380. The airline will retire six out of 14 A380s which were scheduled for retirement in 2022. Its subsidiary, Eurowings also confirmed that they would be retiring 10 A320s. Airlines are choosing to keep their twin engine aircraft over the 4 engine models, because of their efficiency. Twin engine aircrafts typically have less maintenance costs. Another reason, twin engine models are being predominantly used by airlines is because they have 'less aerodynamic interference and weight'. As there are half the number of engines on a twin-engine aircraft, it will take less engineers to do maintenance checks and of course, half the time. Airlines are turning to the newer models to keep their passengers flying. These models include the Boeing 787 Dreamliner and Airbus A350 XWB. Boeing and Airbus themselves are largely stopping production on such aircraft to focus on the next generation planes being adopted by airlines including the Boeing 777x. Its safe to say that aircraft are becoming victims of the coronavirus and that COVID-19 has triggered the early retirement of many old planes.

UK – What will the recovery look like?

With COVID-19 still affecting families around the globe it is impossible to predict when the pandemic will be over, which makes it hard to forecast what the recovery of the aviation industry will look like. Airlines are using this lockdown to try to find an irreducible minimum, which is the least number of attributes necessary to maintain function and identity. Airlines have started to operate commercial flights again. Emirates restarted their flights to London; 4 per week vs 70 per week (in the same week in 2019). This fact shows you that airlines have already begun their recovery phase, to try and get revenue in so they can pay their bills. Another reason for airlines to be cutting back to the irreducible minimum is to 'retain capability to return to more material operations when possible'. The pandemic is almost an opportunity to start from 'first principles' and 'adapt capacity' to what should be a more profitable network in the times of a 'new normal'. Airlines have been given the chance to strategize their plans for when they want to start operations after the pandemic is over. They will all most likely use the event to resize their workforce and also increase the use of technology which is available and already used by some airlines, which can significantly improve processes.

However, "the notion that traffic will recover to previous levels by the end of 2021 reflects greatly misplaced optimism," said Aviation Consultant /Analyst Chris Tarry. The COVID-19 pandemic was compared to the financial crisis in 2008, and was deemed 'far less damaging economically'. This most likely means that the impacts of the virus will still affect companies long after the pandemic. When the financial crisis occurred in 2008, it took until 2016 for the number of intra-European flights to reach 2007's levels. This could be used to predict how long it will take for the number of intra-European flights to reach 2019's level. Chris Tarry suggest that we are still several months from reaching the turning point for the aviation industry and that future growth will be slower than expected. Another unknown is the impact on the hotel and hospitality and their ability to accommodate visitors. If the aviation industry starts their recovery, there is a big question to be asked and that is whether the travel and tourism industry will be able to accommodate the passengers.

Stats taken from London Oxford Airport shows that the industry is recovering slowly post lockdown but so far in August, their airport jet activity has gone up by 20% in the same period in 2019. It was a 'combination of usual summer season escapees, F1-related traffic, quarantine-avoidance and new users no longer going commercial'. Compared to other London airports, London Oxford airport recovered post lock-down much better for business aviation, in particular for international flights which exceeded July 2019 figures by 3.7%.

OEMs (original equipment manufacturer) and aftermarket- all have been impacted by the pandemic, hard to predict what will happen next, the longer-term outlook remains positive as growth is still predicted to be high, particularly in emerging markets such as Asia.

Sustainability- there will be a requirement on all stakeholders to refocus efforts on creating a sustainable future for flying – from aircraft design to air transport management solutions.

Airlines/Aviation- The full impact of COVID-19 is still unknown at this stage, which makes it hard to predict the future outcome, positive is that some parts of industry went into this crisis in a very strong position.

(Data from Royal Aeronautical Society, May 2020)

Aerospace, Defence and Space companies have been mobilising to assist in vital medical supplies and equipment to help fight COVID-19. Some of these companies include: Meggit, GKN, Airbus and

Thales. The A400M was certified as 'capable of being used for aeromedical evacuation of high-dependency and highly infectious patients. The aircrafts interior can be modified to become an 'airborne intensive care unit' for up to four patients. The aircraft is well suited to these transportation flights as it can land on unprepared areas. On 22nd March, the A400M transferred an infected patient from the Shetland Islands to an Intensive Care Unit in Aberdeen. Afterwards, the aircraft received a 'specialist in-depth clean'. The A400M aircraft is being used by many other nations such as France and Spain. This aircraft was also used to transport Personal Protective Equipment (PPE) from one country to another. "The RAF continue to be prepared to use the A400M to its full capability to support the nation and its allies by any means possible during the coronavirus crisis." Within the United Kingdom, all A400M aircrafts are operated by the Royal Air Force. The maintenance for these aircrafts is provided by Airbus. Airbus also supply the Royal Air Force with technical support on their A400M aircrafts, whilst the Atlantic Aviation Group (AAG) conduct the base's maintenance.

In May 2020 'International Forwarding (IFL), won a short-term daily contract to deliver essential personal protective equipment (PPE) from two UK airports on behalf of the Department of Health and Social Care.' The contract granted the company permission for haulage of personal protective equipment freight from London Luton Airport and Birmingham Airport to the West Midlands. All of the freight was to be delivered to an NHS appointed warehouse in Daventry, so it could be distributed to hospitals and other medical facilities. The company



planned for two flights to arrive from Turkey each day, carrying up to 300 cubic metres of vital medical supplies. Trisha Slater, Operations director at International Forwarding, mentioned "There is currently an influx of air freight cargo of PPE coming in from other countries to address recent PPE shortages. These need onward road freight distribution around the UK". She then praised IFL for getting the supplies to the 'frontline staff fighting the virus'.

In April, when the COVID-19 was at its peak, a flight delivering 125,000 surgical gowns arrived from China at Bournemouth airport. The plane that was used in this flight was the same plane that was used for passenger flights just a few weeks before. As there was a large number of surgical gowns, the airline had to utilize the passenger seats and store surgical gowns them on them. "It has taken weeks of huge logistical effort in order to ensure the delivery happened", said Paul Stoddart. The next flight planned was a plane delivering thousands of boxes of surgical gloves from Kuala Lumpur. Most of these planes are flying on routes that passenger aircrafts used to fly on. Approximately 12 million pieces of PPE has been transported to the United Kingdom from China. To make this flight happen, the airline would have to employ multiple flight crew to load and unload the cargo.

Airplanes are not the only vehicles that are assisting patients during the pandemic. Another aircraft used to transfer patients is a helicopter. The UK military has relocated its helicopter forces to assist with the COVID-19 crisis. The PUMA HC2 is a Royal Air Force medium support helicopter that has helped medevac COVID-19 patients. On the 27th of March the military stationed three RAF Puma helicopters at Kinloss Barracks in Moray. The purpose of this was to meet any requests for assistance from NHS boards and trusts across Scotland and Northern England.

As the global coronavirus pandemic progresses, more and more nations are being added to the quarantine list. This is where passengers who are returning from certain countries have to stay quarantined at home for a period of 2 weeks. As of 14 August, the United Kingdom had 155 countries and territories on its quarantine list. Downing street stated that “it is keeping a watchful eye on case numbers, testing figures and infection rates in a number of countries and territories”. There are countries that have an airbridge agreement between them that allow passengers to travel to and from the countries without any restrictions.

Business Aviation Recovery

‘While commercial airlines are having a slow recovery, private-jet companies are seeing a surge in business from new customers.’ There is a big question to be asked about the aviation industry, in particular the business aviation. Which is, why is business aviation recovering faster than commercial aviation? There could be many factors impacting this, which could be customer safety and convenience. Do passengers feel safer in jets? Most passengers that fly private will often be in the aircraft in their own or with their family/ colleagues. Which gives them the assurance that the people around them most likely do not have coronavirus. This is most likely the most important factor when the passenger makes the decision on the method of travel. Although ‘flying private’ is more expensive, some passengers value their safety more than the price of the ticket. Another factor that needs to be considered is the airports. Most of the time, private jets do not operate out of your standard airports, where commercial planes operate from. They have their own private airports which are generally smaller and therefore easier to clean. Airports that allow private jets only, generally have less traffic, as less passengers used to fly private, therefore there would be a lower chance of contact with a potential infected passenger.

Commercial traffic is running about 16% of last year’s totals, but private flights are running at up to 70% or more of normal. ‘The growth is being driven almost entirely by new customers drawn to flying private because of health concerns and lower jet prices.’ Many private jet brokers have reported record high numbers with passengers wanting to fly private. PrivateFly, saw an 85% rise in inquiries in the first two weeks of June compared with the same period last year. The fact that coronavirus has had such a huge impact on the aviation industry has meant that ticket prices have fallen dramatically for passengers, making private jet travel more affordable and inviting a whole new range of customers. As more and more passengers begin to use private jets to travel, with the added impact of COVID-19, there is a reduction in commercial flights so some destinations are now unavailable without stop or multiple methods of transport.

Conclusion/Evaluation

To complete this report, I have had to use many different sources including websites and articles. I have referenced every single article that I quoted from and although I went through checks to assess the credibility of these sources, I can not be 100% sure if the facts stated in certain articles were entirely true. If this research report was to be completed over a longer period of time, I would undoubtedly take more time and care when selecting the references, I used. Another option would be to conduct primary data, so I am 100% confident that the data used in the report is factually correct. The most difficult part of the report in my opinion would be writing about the prediction of the recovery of the aviation industry. As I mentioned before it is incredibly difficult to be able to determine how soon the industry will be back to its normal levels due to the uncertainty of the coronavirus pandemic.

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