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Industry highlights and QR Technical

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83%

of recruiters believe attracting and retaining talent is a growing challenge, but solvable

The top reasons employees left their company, regardless of age: **lack of career development, work-life balance, poor compensation and benefits, and overall wellbeing**

Competition in the region for the same talent pool; infinite opportunities for greener pastures globally; mismatch of skills with intense digital disruptions; shortage of local talent pool

2.5x

the employee's salary is the estimated cost of **employee turnover** (*depending on their role*)

100%

Forecasted passenger growth by 2036, rising to 7.8 billion annually; coupled with **rapid growth in new aircraft over the next 20 years**

Airbus predicts **548,000 technicians** are required by 2036; with Boeing estimating **648,000 technicians** by 2037

81%

Come from 5 nationalities, India, Philippines, Sri Lanka, Pakistan & Malaysia

10%

Workforce aged 50 years and above



7%

Female workforce

12%

Workforce below 30 years of age



Talent Management – factors to consider

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Industry Employment Stability

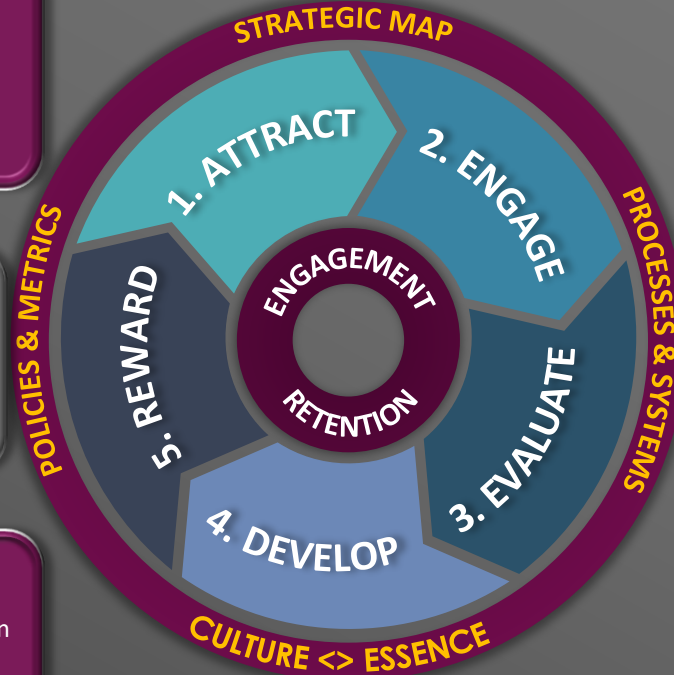
- Employees want flexibility and work life balance
- Employees want to be fairly compensated and recognised for achievements
- They expect leaders and workplaces to be agile and offer a culture of innovation.

Creating a sense of ownership and loyalty to the brand

- Competitive package
- Career path for internal talents
- Build awareness of monetary and non-monetary resources.

Just culture principles: promote safety and a learning environment

- Robust assessment process and lean organization
- Effective performance review process
- HR governance model aligned to meet business needs and measure service delivery.



Career Progression - self learning and career path

- Encourage and fund professional development and ongoing training to facilitate growth plans
- A policy of ongoing and honest feedback, from all levels of the organization
- Flexi hours and more flexibility around time off.

Multigenerational, cultural diversity

- Need to be gender neutral, corporate brand, vision for the future. Track record of trust
- Create your own talent, graduate internship and local talent pool, e.g. Nationalisation
- Enhanced leadership programmes



Examples of technology impacting Technical

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Increasing Digitisation, e.g. cabin interior

- Growing segment of digital savvy customers, resulting in an increasing need for technicians skilled in avionics and digital troubleshooting.

Aircraft Innovation

- Prevalent use of composite material require investments in equipments, people, training, skills and process improvements.

Maintenance Version 2.0

- Growing use of augmented & Virtual Reality, and big data to drive predictive maintenance
- An aircraft is now able to communicate 400,000 touchpoints in real time
- **On-Call Maintenance.**

Big Data, Bigger Efficiencies

- “5% reduction in unplanned MX could save the industry up to US\$ 656m per year”.

Imaging

- Use of drones to detect surface damages, e.g. from lightning strikes.

3D Printing

- Prototype parts or tooling can be produced in a matter of hours
- GE estimates producing 100,000 components via 3D printing by 2020.



Recommendations

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Technology takes a central role in transformation, with a focus on aligning the people, processes, culture with organizational goals to have a measurable impact, leveraging the cloud, social, analytics and mobile technologies in the most efficient way.

1. **Multi skill workforce** - in line with company values and needs; **flexibility is key**
2. **Productive workforce while learning** - eliminate traditional classroom training
3. **Remote certification** - experienced engineers inspecting and certifying work anywhere in the world through technology communications
4. **Internships** (e.g. medical industry) assigning younger talent to productive work
5. **Lean and simplified processes** - automating repetitive tasks is a significant opportunity to safeguard the future and reduce demand for certain skillsets.

