

# The MRO & Engineering Employment Report 2023

**GOOSE**   
RECRUITMENT

# The MRO & Engineering Employment Report

A report by **GOOSE Recruitment**

---

## Contents

Welcome from GOOSE Recruitment	3
Welcome from the authors	4
Executive summary	5
Job security	6 - 7
Talent retention	8 - 9
Reward	10 - 12
Benefits and shift patterns	13 - 14
Stress and well-being	15 - 17
Career referral	18
Final thoughts and recommendations	19 - 20
Methodology	21
Demographics	22 - 23



# The MRO & Engineering Employment Report

A report by **GOOSE Recruitment**

---

Welcome from **GOOSE Recruitment**



GOOSE Recruitment is a global people specialist for the Aviation and Airline sectors. We have big ambitions to become the global number one in Aviation and Airline recruitment. We are part of the **Faststream Recruitment Group**, employing over 100 people and with a history spanning from 1999.

We operate across the world, including the Americas, Europe, the Middle East, Africa and Asia-Pacific, servicing our customers, both candidates and clients.

We partner with many of the world's leading employers across the Aviation and Airline sectors. Our clients represent a wide range of businesses including Airlines (passenger and cargo/freight), Aircraft Leasing companies, Third Party MRO Providers, Aftermarket OEMs, Aviation Finance, Aircraft Brokerage, Charter Brokerage, Business Aviation, General Aviation, Defence Contractors and Airport Operators and Owners to name just a few.

We believe in being a valued partner and contributing to your recruitment strategy with thoughts and ideas. We're high touch, not high tech – we want to know you, not your email address (but that would be great too).

The goose is synonymous with long-distance flying and incredible teamwork, this aptly represents the foundations of GOOSE Recruitment – an incredible team of recruitment consultants striving to be the very best in the industry, here for the long term and spanning the globe.

For details, visit **[www.goose-recruitment.com](http://www.goose-recruitment.com)**

# The MRO & Engineering Employment Report

A report by **GOOSE Recruitment**

---

## Welcome from the Authors

The surveys and report were conducted by GOOSE Recruitment.

All quotes supplied by Mark Charman, CEO and Founder of GOOSE Recruitment.

### **Mark Charman**

**CEO & Founder of GOOSE Recruitment**



Mark is the CEO and Founder of GOOSE Recruitment and founded the parent company, Faststream Recruitment Group, in 1999.

He has a wealth of knowledge and experience in recruiting in high-demand, skill-short sectors globally, and he is bringing these new ideas to the pilot and aviation recruitment market.

As a Fellow of the Recruitment and Employment Confederation, he is a renowned thought leader in specialist recruitment. Mark's involvement as a speaker, panellist and writer provides a head hunters perspective into human factors in the workplace.

### **Samantha Wilson**

**Associate Director - Executive Search & Aviation Recruitment of GOOSE Recruitment**



Samantha is the Associate Director of GOOSE Recruitment, leading our global aviation and pilot operations and executive search offering.

Established as an expert in national and international account management, Samantha prides herself on delivering the GOOSE high-touch ethos through her friendly, efficient and professional manner. Samantha's 12 years plus experience partnering with a variety of professional organisations has developed her unique ability to understand the needs of her customers. She is passionate about people and takes great pride in developing her team and building relationships.

# Executive summary

## The MRO & Engineering Employment Report

---

The aviation and airline sectors are continually transforming in line with market influences and customer needs. As the talent market in MRO and Engineering becomes increasingly complex, aviation businesses and airlines will need to understand candidate trends, as well as recognise and deliver against the drivers and career aspirations of their people.

We created the MRO and Engineering survey to establish key trends across important topics including job security, retention, well-being, reward, career development, advocacy, and benefits.

Nearly 50% of respondents raised concerns over their job security. Citing the cost of living, lack of feedback, reviews or progressions plans and new leadership as the top contributors. This in turn impacted the likelihood of job seeking with four-fifths of this group planning to change jobs in the next 12 months.

Over 60% of respondents overall said they plan to change jobs this year, with a further 2% planning to retire. Salaries and benefits, career progression and work-life balance were featured as the top job-seeking motivations.

When people shared their reasons to stay with their employer, they highlighted salaries and benefits, work-life balance and their relationships with colleagues and leadership. Nearly two-thirds of respondents had been headhunted in the last six months bringing attention to how active the market is right now.

Respondents had in the majority received pay rises in the last five years but just under half were receiving regular salary reviews. 84% of these pay rises were given in the last 12 months, emphasising the ongoing pressures on salaries right now.

The majority of pay rises were under 10% but those in managerial positions were the most likely to receive the higher pay rises of over 20%.

Over a third of respondents were also receiving shift allowances, with B1/B2 engineers and unlicensed engineers the most likely to receive them. Again, the majority of these allowances equated to under 10% of their base salary.

Loyalty bonuses to motivate talent retention was limited in the market with 24% of employers offering them, yet 85% of respondents agreed it was an attractive incentive to stay.

Whilst the benefits received by respondents largely matched the most desired employee benefits, we found that 60% still did not believe their employers offered enough benefits. This was highlighted further when looking at the different groups of people who answered the survey.

There were disparities between the shift patterns that respondents worked on versus what they desired. Overall, a shift pattern of Monday to Friday was not only the most common shift pattern but also the most desired.

Over 50% of respondents rated their stress level as stressed or very stressed, with the workload, leadership style and lack of work-life balance as the top contributors to their stress.

Just over a quarter of respondents felt very valued by their employers and commentary from the respondents highlighted feelings of being unvalued due to the workload, pay issues and in general being treated poorly.

Over a quarter of respondents said they felt unhappy or very unhappy in their job. Higher salaries, better company culture and better leadership were rated as the factors that would make them feel happier at work.

Respondents were advocates of their profession with 88% agreeing they would repeat their career and 81% stating they would recommend it to young people. Over 50% did think more needed to be done to improve diversity in the profession.

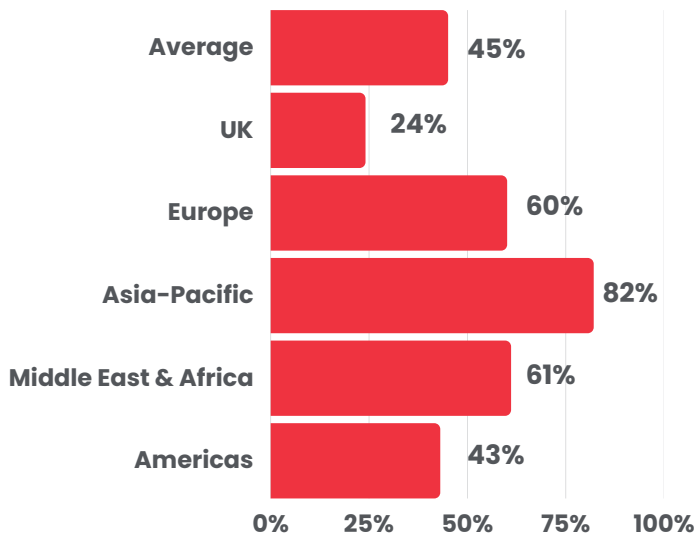
# Job security

## The MRO & Engineering Employment Report

As with any sector and employees at multiple levels, the knock-on effect of concerns over job security is that employees will act differently, and this is significant in a skill-short market like MRO and Engineering.

Overall, 45% of respondents cited job security concerns. Those working in the UK were the least concerned at 24%. However, concerns were particularly prevalent for MRO and Engineering professionals working in the Asia-Pacific region, where a staggering 82% were worried about their jobs.

### The percentage of respondents concerned about their job security by working region



Employers might want to rethink how they are communicating and how they can make people feel secure.

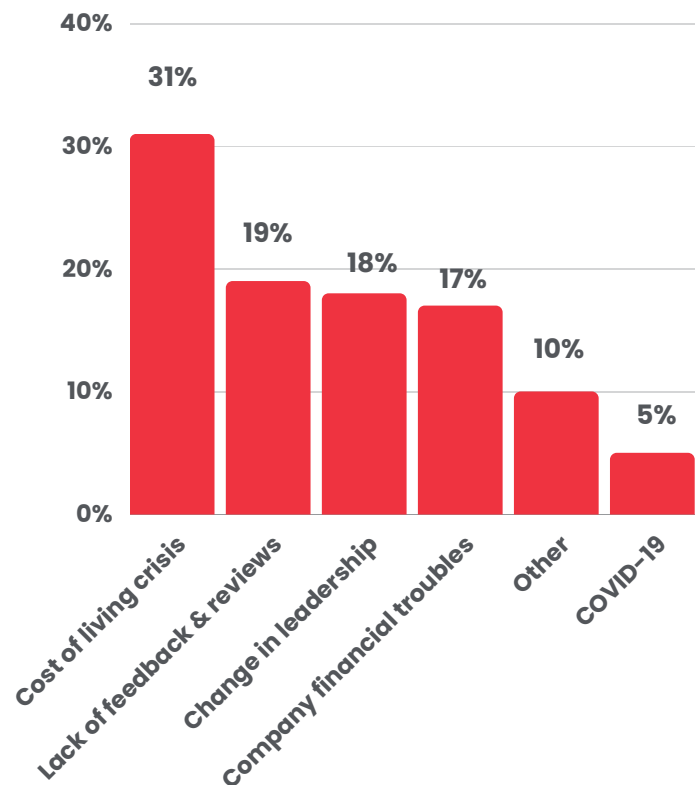
*"People feeling secure in their jobs is so important to the overall optimism in the market. If your employees feel secure it gives them the opportunity to stay with you and increases the probability they will stay with your business. It enables them to focus on reaching their long-term goals, boosts employee morale, engagement, and advocacy, as well as creating a more pleasant working environment."*

With so many benefits to making employees feel secure in their roles, what do employers need to address? The number one reason for being concerned about their job security was the cost of living crisis (31%).

*"The cost of living crisis is impacting people in multiple ways, but in MRO and Engineering, it is having a significant impact on how secure people feel in their jobs. The prospect that intensifying financial pressures on customers and aviation businesses and airlines will lead to reward stagnation, the increased likelihood of job losses and downsizing and exacerbating existing industry challenges, are factors that will all contribute to heightened insecurities and concerns about the employment market in aviation."*

The second and third top reasons for job security anxieties were the lack of feedback, reviews or progression plan (19%) and change in leadership (18%).

### The top reasons for respondents feeling concerned about their job security



**“**  
**45% of MRO and Engineering professionals are concerned about their job security**

# Job security – continued

## The MRO & Engineering Employment Report

*“When managers and leaders are in demand, it can be easy to focus on the job at hand. You might negate things like reviews, feedback sessions and progression plans. Unfortunately, a side effect of not making the time to do these things can make employees feel insecure about their jobs and their future with you. Not recognising good or great performance can make employees feel despondent. In the worst cases, they will feel they failed to receive the recognition and opportunities they deserve, and this can lead to staff turnover.”*

When a leadership team changes and new people are brought in, communication is never more important. People react differently to change and for many, it creates feelings of uncertainty. They may question their skills, expertise or position in line with any new strategic direction a new leader or leadership team may bring.

*“When employees are faced with change and adaption to new leadership styles or business initiatives like reshaping, replacing or reinvention, without the right communication, they can become anxious and concerned about their job. If employees are regularly consulted about what is happening, this will create increased levels of trust and more reassurance for employees.”*

“

**The cost of living crisis is the top reason respondents are concerned about their job security**



# Talent retention

## The MRO & Engineering Employment Report

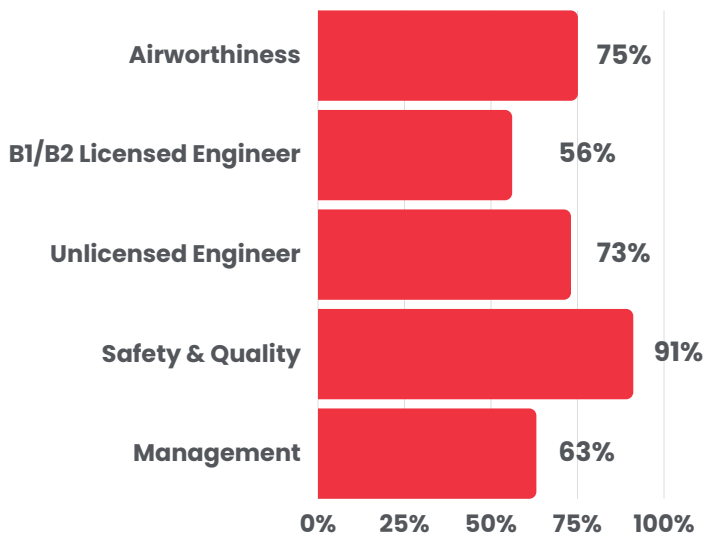
We have entered a period where more aviation businesses and airlines are focused on using extra resources to retain their current people. Due to the shortage of qualified people in the market, employers know there is not a never-ending supply of people they can attract to replace or even boost their teams. The refocus on strategies to avoid the time-consuming, competitive, and often expensive route to talent attraction and to one of retention and employee engagement could be significant in this marketplace.

Whilst employers may want to keep more of their current talent, the reality might not be what they want to hear. Nearly two-thirds of MRO and Engineering professionals said they were planning to look for a new job in the next 12 months, with a further 2% planning to retire. 91% of respondents who worked in safety and quality were planning to find a new job, followed by 75% of respondents working in Airworthiness.

### The percentage of respondents who are planning to change jobs in the next 12 months



### The percentage of respondents who are planning to change jobs by job type/discipline



Respondents with less than two years of experience were the most mobile with 78% planning a job move, whilst those with the most experience (11 years plus) were the least likely at 61%.

When we analysed the data, we found that 82% of those who were concerned about their job security were planning on finding a new job. As well as 82% of respondents who had not had a pay rise in the last five years.

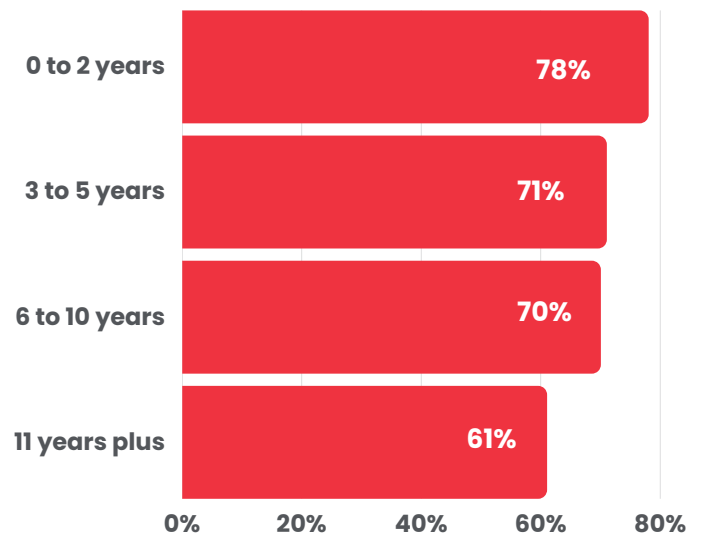
What did the respondents say that motivated them to change jobs? Looking at these motivations of job seekers can help to illustrate any pain points and areas of improvement that might be needed, but job-seeking motivations can vary and be impacted by multiple factors.

***“We have to ask ourselves, are people simply less loyal than they once were?”***



## Only 34% of respondents are planning to stay with their current employer

### The percentage of respondents who are planning to change jobs by the number of years of experience





# Talent retention – continued

## The MRO & Engineering Employment Report

Better salaries and benefits (36%), career progression (32%) and work-life balance (16%) topped the job-seeking motivations.

### The motivations to change jobs in the next 12 months

Better salary and benefits	36%
Career progression	32%
Work-life balance	16%
Leadership style	6%
I don't align with my employer's culture and values	5%
I'm leaving aviation	2%
Shift patterns	2%
Job security	1%

*“We can see the impact that pay, benefits, career progression and work-life balance are having on job-seeking levels. People want more; more money, more benefits, more opportunity to progress and more home time.”*

If employers action this feedback and make improvements, we could see the focus on retention strategies prove itself as an effective way to be successful in the market.

It is important to find out what is making employees stay loyal too. For the 34% of respondents who were planning to remain with their employer, what were their motivations to stay? 27% said it was their salary and benefits, followed by work-life balance (23%) and relationships with colleagues and leadership (20%).

*“If we look at these top reasons you get a sense of why people are staying put. Firstly, providing a good work-life balance can make employees feel they can enjoy their free time with personal and family commitments. People are looking for employers who are taking care of them financially too. Relationships with leadership and your colleagues can make any job more enjoyable. This is significant if the job is stressful from the workload and deadlines that those working in MRO and Engineering may endure. Enjoying the company of the people you work with can often ease the pressures.”*

Employers may also want to consider how active the market is right now. 63% of respondents said they had been headhunted in the last six months. For those working in Europe, this rose to 76%, a significant figure.

*“Whilst employees might not be active in a job search, headhunting with interesting and lucrative jobs on offer can turn even the most passive candidates' heads. If you aren't looking for a job, you might not be aware of what else is on offer in the marketplace. Headhunting can provide intel on how much you are worth and even what other career progression opportunities could be available.”*



**Better salaries and benefits are not only the top motivator to make people change jobs, but also the top reason people stay with their employers**

# Reward

## The MRO & Engineering Employment Report

The rising cost of living means that many are looking for salary increases in line with growing inflation rates. With these rates set to soar further through 2023 and beyond, this means that people will need to make financial sacrifices and implement crucial changes to their lifestyles if they can't secure pay rises in line with it.

Salaries and benefits are employees' biggest motivators to change jobs as well as stay with an employer, so making changes could have a huge impact on retention and attraction strategies and success moving forward.

Overall, 79% of respondents had received a pay rise in the last five years. 89% of those working in the UK had received one, but just 53% of those working in the Asia-Pacific region had. Unlicensed engineers (83%) and B1/B2 engineers (81%) had achieved a pay rise whilst only 71% in management did.

### The percentage of respondents who have received a pay rise in the last five years



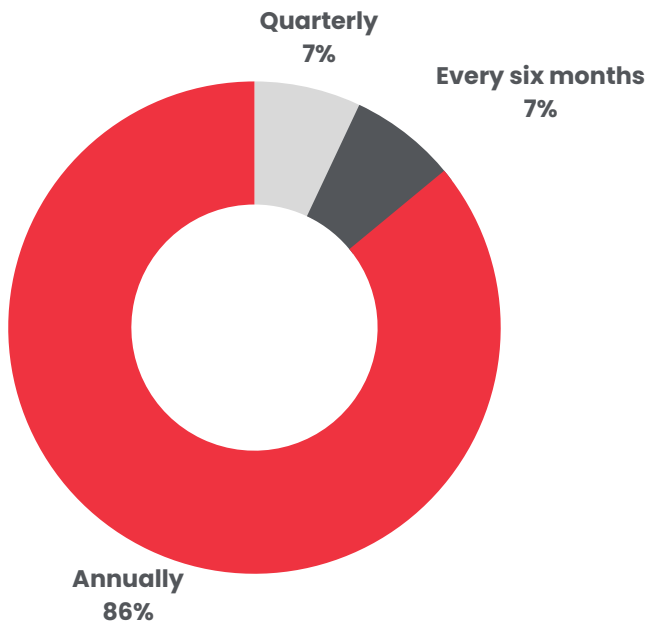
For those who had received a pay rise, we wanted to find out when they received it. 57% said in the last six months, 27% in the last 12 months, 6% in the last 18 months, 4% in the last two years and 6% over two years ago.

***“With 84% of pay rises happening in the last year, you get a feeling of the pressures on salaries right now.”***

We asked respondents if they received regular salary reviews with their employer and less than half (46%) agreed that they did. We found that this barely differed across regions, job categories and aircraft types. Of those receiving regular salary reviews, 86% received them annually, 7% every six months and 7% every quarter.

***“How often salary reviews are conducted as well as the amount of a pay rise they receive at each review will influence how people can improve their lifestyles and could also influence whether they want to seek employment elsewhere for bigger and more frequent pay rises.”***

### How frequently do you receive salary reviews?



The amount of a pay rise will have a significant impact on the receiver, in terms of the difference it will have on their lifestyle as well as the impact it will have on their feelings of being valued for their work by their employer. For those who had received a pay rise in the last five years, 29% received less than a five per cent increase, 38% a five to ten per cent increase, 14% a ten to fifteen per cent increase, 5% a fifteen to twenty per cent increase and 14% an increase of over twenty per cent.

Whilst we saw fewer respondents in the Asia-Pacific region receiving a pay rise in the last five years, they were the group that was the most likely to receive a pay rise of twenty per cent or more (28%). In the UK, 77% of respondents received a pay rise of up to 10% whereas we saw the European market offering more pay rises of ten to fifteen per cent (20%).

**“**  
**84% of pay rises have happened in the last 12 months**

# Reward – Continued

## The MRO & Engineering Employment Report

### What was the percentage of your pay rise? By working location

% of pay rise	Average	UK	Europe	Asia-Pacific	Middle East & Africa	Americas
Under 5%	29%	35%	23%	5%	37%	15%
5 to 10%	38%	42%	31%	50%	20%	57%
10 to 15%	14%	10%	20%	11%	17%	14%
15 to 20%	5%	4%	3%	6%	7%	14%
Over 20%	14%	9%	23%	28%	20%	0%

### What was the percentage of your pay rise? By job type/discipline

% of pay rise	Average	Airworthiness	B1/B2 Licensed Engineer	Unlicensed Engineer	Safety & Quality	Management
Under 5%	29%	18%	34%	29%	36%	23%
5 to 10%	38%	33%	37%	41%	43%	41%
10 to 15%	14%	21%	14%	10%	14%	8%
15 to 20%	5%	7%	3%	3%	0%	10%
Over 20%	14%	21%	12%	17%	7%	18%

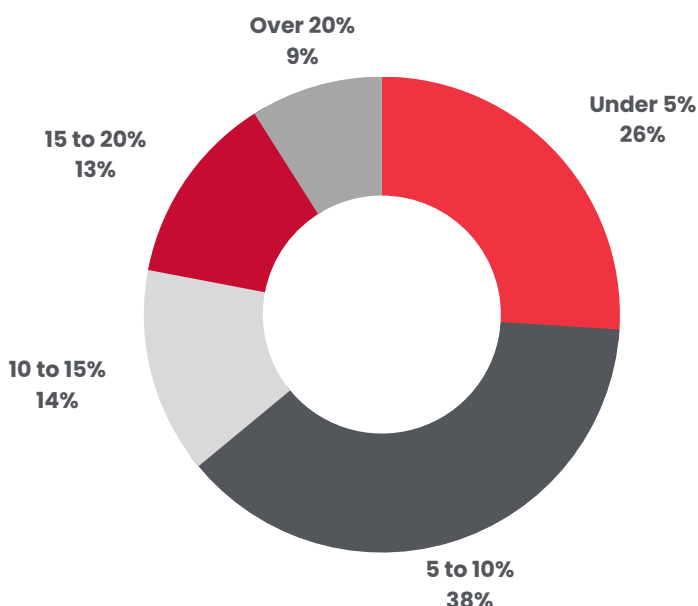
# Reward – Continued

## The MRO & Engineering Employment Report

In a profession where many are working shifts set by their employer, we wanted to know if they were receiving a shift allowance too. 35% agreed that they were. B1/B2 licensed engineers were the most likely to receive one (58%) followed by unlicensed engineers (38%).

We then looked at what percentage of their base salary their shift allowance equated to. 26% said under five per cent, 38% five to ten per cent, 14% ten to fifteen per cent, 13% fifteen to twenty per cent and 9% over twenty per cent.

### The percentage of their base salary their shift allowance equated to



Counteroffers have been rife in MRO and Engineering with varying success rates. Employers have used the strategy to avoid entering the talent attraction market. But is this the answer to make people stay? Or could the implementation of financial incentives or loyalty bonuses help to keep employees longer and improve loyalty? 85% of respondents agreed a loyalty bonus was an attractive incentive to stay with an employer, yet only 24% said one was on offer.

*“If you are considering implementing loyalty bonuses to motivate talent retention for the long term, these financial incentives alone might not be enough to make people stay. A financial reward for achieving a milestone such as reaching a certain tenure might seem more time-efficient and more cost-effective than hiring new talent. Other factors such as a positive work culture, good leadership, and career development opportunities, I believe will also continue to play a role in employee retention.”*



“  
85% of respondents  
thought a loyalty bonus  
was attractive

# Benefits and shift patterns

## The MRO & Engineering Employment Report

Employee benefits are becoming an increasingly important part of an employee's total compensation package. Salaries coupled with benefits are a vital part of retaining talent, as well as attracting them.

Respondents shared the benefits they were receiving. The top five included bonus (44%), type rating (40%), private medical – individual and family (39%), expenses for travel (26%) and enhanced pension (26%). 11% said they received none of these benefits.

Were respondents happy with the benefits on offer by their employer? Sadly not. 60% shared they did not think their employer offered enough benefits.

Often employers offer all their employees the same basic benefits and just enhance them in line with seniority and promotions. It could be understandable from a benefits management point of view that this is a simple and effective way of developing a benefits programme.

***“Management and human resources make the decisions and that is what is implemented. However, if you start to look at what different groups of employees desire, many employers will be faced with a complex situation, with different needs and wants emerging.”***

We asked respondents to share what the top three most important benefits would be in their next job. Overall, bonus (55%), private medical – individual and family (53%) and enhanced pension (39%) came out on top. Mirroring elements of the top five benefits received. So why don't more people think their employers offer enough?

***“When we looked at the youngest (under 30 years old) respondents versus the oldest (over 60 years old) for example, whilst both groups agreed on bonus and private medical – individual and family, the younger group prioritised type ratings next, whilst the older group prioritised an enhanced pension and rarely cared about type ratings.”***



**60% of respondents did not think their employer offered enough benefits**

### Top 5 benefits received versus benefits desired

Top 5 benefits received	Top 5 benefits desired
Bonus	Bonus
Type Rating	Private Medical – Individual & Family
Private Medical – Individual & Family	Enhanced Pension
Expenses for Travel	Accommodation Allowance
Enhanced Pension	Expenses for Living Costs

Whilst there are similarities between the employees' wants and needs, there are also some differences. Employers will need to decide how much they want to personalise packages to meet some of these different people.

Shift patterns have gained a lot of attention in MRO and Engineering. Employers want to know what shift patterns other aviation businesses and airlines are offering, and candidates are equally as keen to understand what a potential employer's shift patterns are.

We asked respondents what type of shift pattern they were currently working. Overall, 3% were working four weeks on and four weeks off, 2% were working two weeks on and two weeks off, 55% were working Monday to Friday and 40% said it was another shift pattern. These included examples such as one week on and one week off, five weeks on and five weeks off, 12 days on and eight days off, two days on, two nights on and four days off and five days on and five days off. What this proves is that globally there are huge variations in shifts.

We continued and sought out what shift they worked. 69% said days, 4% said nights and 27% responded it was a mix of days and nights. Unlicensed engineers were the most likely to be working just nights (10%). B1/B2 licensed engineers were the most likely to be working a combination of days and nights (40%).

# Benefits and shift patterns – Continued

## The MRO & Engineering Employment Report

### What shift pattern are you currently working? By job type/discipline

Shift Pattern	Average	Airworthiness	B1/B2 Licensed Engineer	Unlicensed Engineer	Safety & Quality	Management
4 weeks on, 4 weeks off	3%	2%	3%	2%	0%	3%
2 weeks on, 2 weeks off	2%	0%	4%	0%	0%	0%
Monday to Friday	55%	92%	29%	59%	96%	83%
Other	40%	6%	64%	39%	4%	14%

### What shift do you work? By job type/discipline

Shift	Average	Airworthiness	B1/B2 Licensed Engineer	Unlicensed Engineer	Safety & Quality	Management
Days	69%	88%	55%	66%	83%	87%
Nights	4%	2%	5%	10%	0%	2%
Combination of Days & Nights	27%	10%	40%	24%	17%	11%

Are employees happy with their shift patterns or do they desire something different? We compared current shift patterns to those that were desired. We saw that more respondents wanted to work in the four weeks on and four weeks off and two weeks on and two weeks off shift patterns than were. We were surprised to see a disparity between those currently working a Monday to Friday shift pattern to those who wanted to. The final group desired something else.

***“What these results show is that there are different needs from different people. Employers are in a difficult position as it will be impossible to keep all their employees happy in terms of shift patterns as whatever work needs to be covered, the shift patterns are going to need to reflect this.”***

### Shift patterns: current versus desired

Shift Pattern	Current	Desired
4 weeks on, 4 weeks off	3%	12%
2 weeks on, 2 weeks off	2%	15%
Monday to Friday	55%	43%
Other	40%	30%

# Stress and well-being

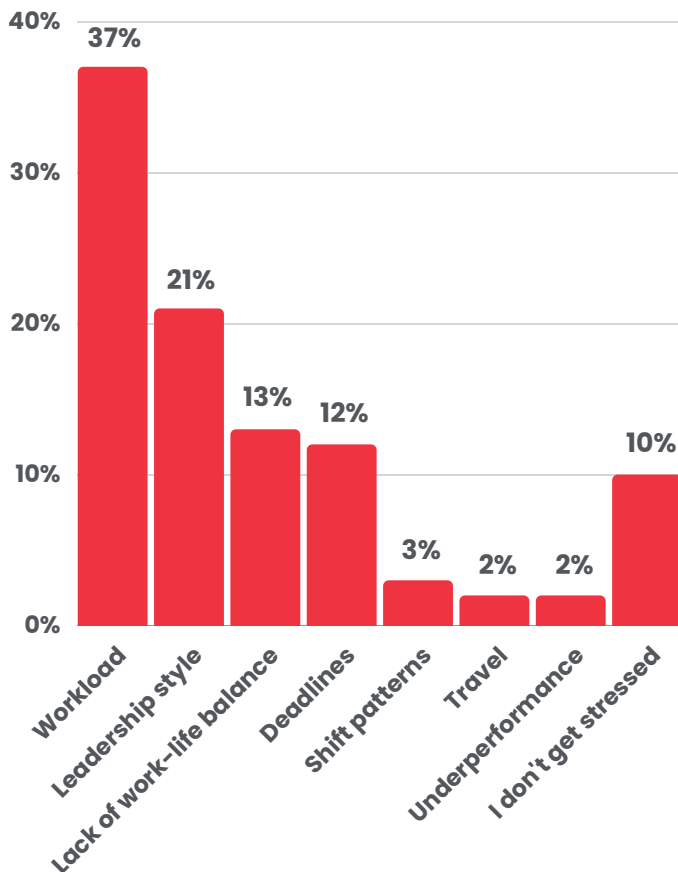
## The MRO & Engineering Employment Report

If aviation businesses and airlines prioritise and look after their employees in terms of well-being, they may gain an advantage in being seen as an attractive place to work. Promoting work-life balance and a healthy work environment is paramount for an employee's health, both mentally and physically.

We asked respondents to rate their stress level from one (not at all stressed) to five (very stressed). Over 50% rated their stress level at four or five and 19% rated it as low at one or two. The areas causing the most stress were workload (37%), leadership style (21%) and lack of work-life balance (13%). 10% said they did not get stressed.

**“**  
**Over 50% of respondents felt stressed or very stressed**

### Top stress factors



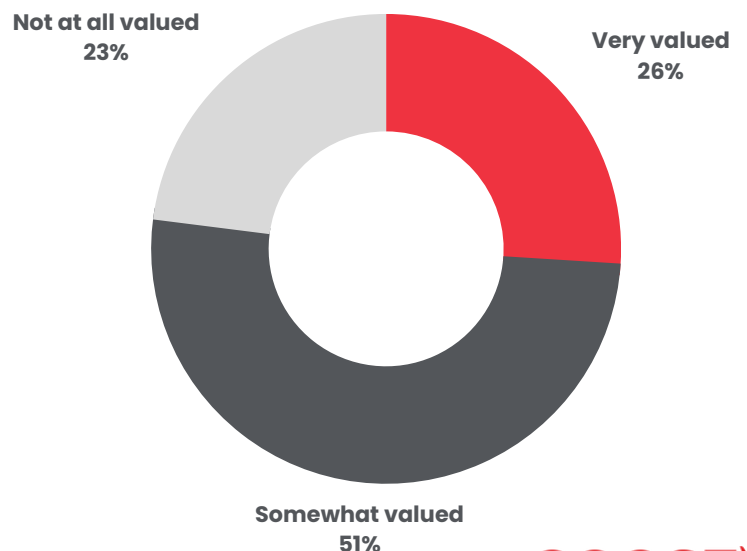
**“The workload of an individual can have a direct impact on work-life balance as it can be challenging to meet work deadlines at the same time as keeping a healthy personal life. A heavy workload can also contribute to poor productivity, increased sickness rates amongst teams, and general burnout.”**

But it isn't just work that is going to be having an impact on employees' stress levels. Negative news cycles headlining economic uncertainty, the cost of living, climate change and social instability around the world are also going to contribute to feelings of stress.

**“Employers in aviation need to do more to address the stress situation and start acting on how they can make work that little bit less stressful, prevention will be better than a cure. From looking at workloads, leadership styles and implementing more incentives to regain the balance for their employees in terms of work-life. If employees' mental health is being impacted by stress, leaders are going to need more resources available to them. They shouldn't be the fixer; they should be the connector to other resources that will benefit their employees.”**

Feeling valued by your employer could also have a significant impact on employees' well-being. Research has shown that it can create loyalty, aid motivation, increase levels of happiness, impact a person's mental and physical health, and improve employee engagement. Just 26% of the respondents said they felt very valued by their employer, with 51% saying they felt somewhat valued and nearly a quarter (23%) citing they didn't feel at all valued.

### How valued do you feel by your employer?



# Stress and well-being – continued

## The MRO & Engineering Employment Report

To provide some context to the respondents' answers, we asked that they left some commentary:

- It takes a lot of sweat and tears. Plus lots of time away from home and unsocial hours to gain a licence. It is undervalued by the industry generally. **B1/B2 Licensed Engineer – feels not at all valued**
- Serve yourself and your team, don't rely on the employer to serve you, because they won't. **Unlicensed Engineer – feels not at all valued**
- Because of the worldwide shortage of licensed aircraft engineers, I somewhat feel these personnel are highly valued and in demand at the moment. **B1/B2 Licensed Engineer – feels very valued**
- My company is losing staff at an unsustainable rate. **Management – feels not at all valued**
- Dying industry, bad pay, and treated poorly by all airlines. Why would anyone young want to work in such an industry? **B1/B2 Licensed Engineer – feels not at all valued**
- Underpaid, under-appreciated and under-valued. **Airworthiness – feels not at all valued**

*"I've always believed that making employees feel valued is key to retention. If your team feel valued, they are more engaged with you. If they are more engaged with you as an employer, they become more loyal. Brushing off employee well-being and engagement through how valued employees feel, in my opinion, could be a recipe for a disaster. It is well known that when people feel less valued, they can quickly lose interest in their role and the employer they work for. On top of that, in a connected world, employees are more likely to share poor experiences with their networks and peers. If you aren't prioritising making employees feel valued and focusing on what it is that makes them feel valued, I think you might face a tough time ahead in keeping your people and even attracting new talent."*

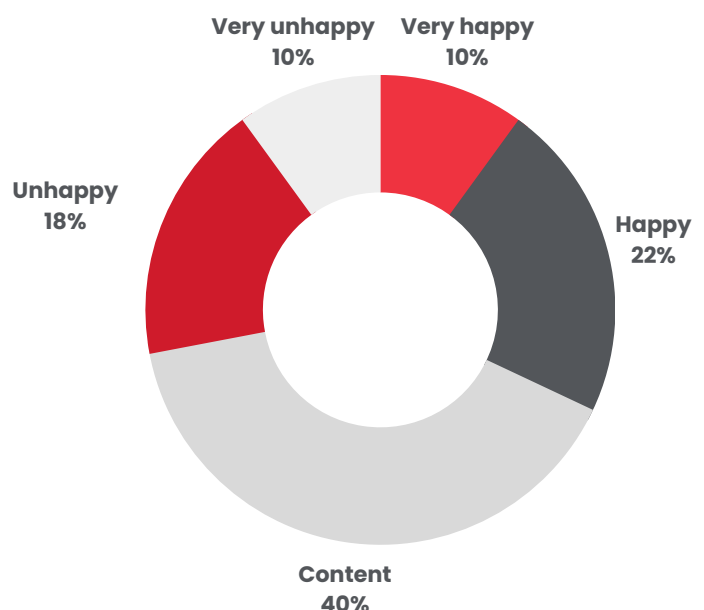
Studies have shown that being happy at work comes with several benefits. It contributes to employees' overall well-being. We asked respondents to rate how happy they felt from one to five, with one meaning very unhappy and five meaning very happy. 32% responded at four or five, meaning they felt happy or very happy. Over a quarter (28%) responded at one or two, unhappy or very unhappy.



## Only 32% of respondents felt very happy or happy in their jobs

*"I'd like to think all employers want their employees to be happy at work. When people are happy in their jobs, they tend to be more productive and motivated. They want to do their best for their employer. It can also help to create better relationships in teams if the majority are happy and creates a more positive work environment for all."*

### How happy do you feel in your current job?





# Stress and well-being - continued

## The MRO & Engineering Employment Report

To aid employers in their pursuit of making their employees feel happier at work, we investigated what the top factors would be from the respondents themselves to improve it. Overall, a higher salary (48%) came out on top, followed by better company culture (17%) and better leadership (15%).

*“If we want our employees to be happier, should we just pay people more?”*

### What would make you happier in your job?

Higher salary	48%
Better company culture	17%
Better leadership	15%
Shorter commute	8%
More employee benefits	7%
Better shift pattern	5%

Company culture and values have never been talked about more. Who are we? What do we stand for? What are we trying to achieve? What is it like to work here? These will all be familiar discussions that many of us have had, but does it really matter to us as employers and more importantly do our employees care about it? With it being the second highest rating on contributing to increased happiness, it appears that it does.

“

**48% of respondents said receiving a higher salary would make them happier at work**

*“If as leaders we aren’t doing a good job of defining and promoting our business purpose, how will we attract and retain the talent that cares about it? It is not enough to have your purpose in a business plan, it must be visible in the business in both what you say and do. A heightened focus on building a shared sense of purpose and values between your business and your employees is going to be so important in attraction and retention moving forward.”*

We also wanted to highlight that getting a better shift pattern was the least popular answer to this question. Whilst many employers heavily focus on what the right shift patterns to offer their employees are and how they compare to competitors, if the goal is to make employees feel happier and retain them, there seem many other factors that are more important to focus on right now. In addition, when we asked respondents to choose what was more important to them in terms of salary, versus their shift pattern, 68% chose salary.

### Percentage of respondents who said their salary was more important than their shift pattern



# Career referral

## The MRO & Engineering Employment Report

The current and future attractiveness of a profession can be impacted by the advocacy of those already doing the job. With new generations being spoiled for choice in terms of what they can do as a career, aviation will need to continue working hard to attract people. This is even more prevalent in MRO and Engineering, where skill shortages, as well as talent shortages, could reach a crisis point.

We asked respondents if they felt optimistic about their future career prospects. 78% agreed that they did.

### Percentage of respondents who felt optimistic about their future career prospects



*“When people feel optimistic about their future career prospects, it can mean they think they can learn new skills, take on more responsibility and get help to grow professionally. These are all fantastic things that employers and the sector can promote to new talent. If too many MRO and Engineering professionals don’t feel optimistic, it could impact the reputation of the profession and promote feelings of boredom or stagnation that could turn some people off and look to other career opportunities.”*

68% of respondents said they thought there was enough diversity in their profession, but 55% agreed more needed to be done.

*“MRO and Engineering has traditionally been male dominated, just 4% of our survey respondents for example said they were female. Sectors and professions can suffer if diversity and inclusion are not prioritised. More needs to be done in terms of representation, including more women, and people from different racial and ethnic backgrounds, to embracing people from different generations, cultures, religions, and those with different political beliefs, education, and socioeconomic backgrounds. Creating these diverse and inclusive workforces not only creates attractive professions to work in but businesses may also enjoy increased employee engagement, and retention, improve creativity and innovation and have more diverse skillsets and understanding of the market.”*

We asked respondents if they would repeat their MRO and Engineering careers if they had the chance. 88% agreed that they would. People don't just want to hear from an employer or the media about what it is like to work in a profession. They want to hear from the people doing the job.

“

**88% of respondents would repeat their career again**

*“It is clear from this data that the MRO and Engineering profession is full of advocates. This could be the opportunity to use them more and promote their careers.”*

When we asked if respondents would recommend their career to young people, we saw a slight dip in the answers with 81% responding yes.

*“We must factor in that the world is changing and so respondents might feel that new people coming into the profession are not as well equipped as they were. The feeling throughout the report is that pay, work-life balance and career progression opportunities are becoming tougher, and they may not see that new generations will find this attractive.”*

“

**81% of respondents would recommend their career to young people**

# Final thought and recommendations

## The MRO & Engineering Employment Report

---

As the retention of employees, as well as the hiring marketplace for MRO and Engineering, becomes increasingly tough and competitive, people strategies will remain high on the agenda this year. Hiring managers will be under pressure to not only find and attract experienced MRO and Engineering professionals but also to create and implement plans to entice new talent with diverse backgrounds.

On top of this researching, creating, and executing desirable compensation packages, as well as selecting the most important employee benefits and creating a positive work-life balance will be paramount. Developing career progression opportunities will also be significant.

Many will be focused on reducing the stress levels of their employees and creating a culture that respects making their people feel happy and valued.

Employers may wish to reflect on embarking on a re-evaluation of some of their talent strategies. We have produced a selection of recommendations to consider, including:

### ***Prioritise creating competitive compensation packages for retention, attraction and engagement***

A renewed focus on the compensation packages on offer to current employees could make a significant impact on retention levels and future attraction campaigns.

- Create pay rise criteria and implement increases in line with what would be available with a new employer that could limit attrition rates.
- Benchmark compensation internally, comparing the same and similar roles to level out pay discrepancies.
- Invest in a bespoke compensation intelligence report to benchmark your current packages with your direct competitors and seek external advice on your future reward strategies.
- Start sharing annual total reward statements encompassing both past and potential future earnings.

### ***Be mindful of change management and communication***

People are sensitive to change and need over-communication when changes are put in place.

- Hold regular employee meetings and share news and change.
- Embed communicating change and the benefits of it in one to ones and review meetings.
- Ensure changes are shared in a timely manner to avoid speculation and employee concerns.

### ***Embed a renewed focus on reducing stress and improving work-life balance***

Take time to address workloads and deadlines and facilitate any changes where possible.

- Implement more resources to aid managers and leaders in connecting employees to the help that they need.
- Invest in leadership training to ensure current styles are reflective of what people want today.

# Final thought and recommendations – *continued*

## The MRO & Engineering Employment Report

---

### *Use current employees to advocate for the profession*

Think of your employees as honest messengers in promoting careers in MRO and Engineering.

- Allow staff to influence the voice of attraction strategies.
- Create employee case studies in written, audio and video mediums.
- Encourage your team to be part of advocacy and career events.

In our first year of creating this survey, we would like to thank all the people who have taken part. We feel privileged to have the opportunity to create this report and to share the experiences, opinions and challenges that people face.

We hope you enjoyed the report, and we welcome feedback on the findings.

**Mark and Samantha**



# Methodology

## The MRO & Engineering Report

---

The MRO & Engineering Survey 2023 was open for four weeks and closed on the 30th of April 2023. A total of 546 MRO & Engineering professionals took part in the survey.

### The survey

The survey was designed for MRO & Engineering professionals to take part, representing those in jobs such as Airworthiness, B1/B2 Engineers, Unlicensed Engineers, Safety and Quality as well as Management.

Respondents answered the survey questions anonymously online using Survey Monkey, an industry-leading survey platform.

Respondents were asked questions and all responses were held in the strictest confidence. No answers were linked to any personal data that could identify an individual.

### Data gathering

We promoted the survey using the following activities:

- GOOSE Recruitment website
- Targeted emails to MRO & Engineering professionals known to GOOSE Recruitment
- Social media, including LinkedIn, Twitter, Facebook and aviation influencer networks

### Data analysis

The responses to the survey were analysed to identify the most important trends and points of interest in the research. Our experts worldwide have reviewed the data to ensure that it reflects the reality of the local markets and global trends.

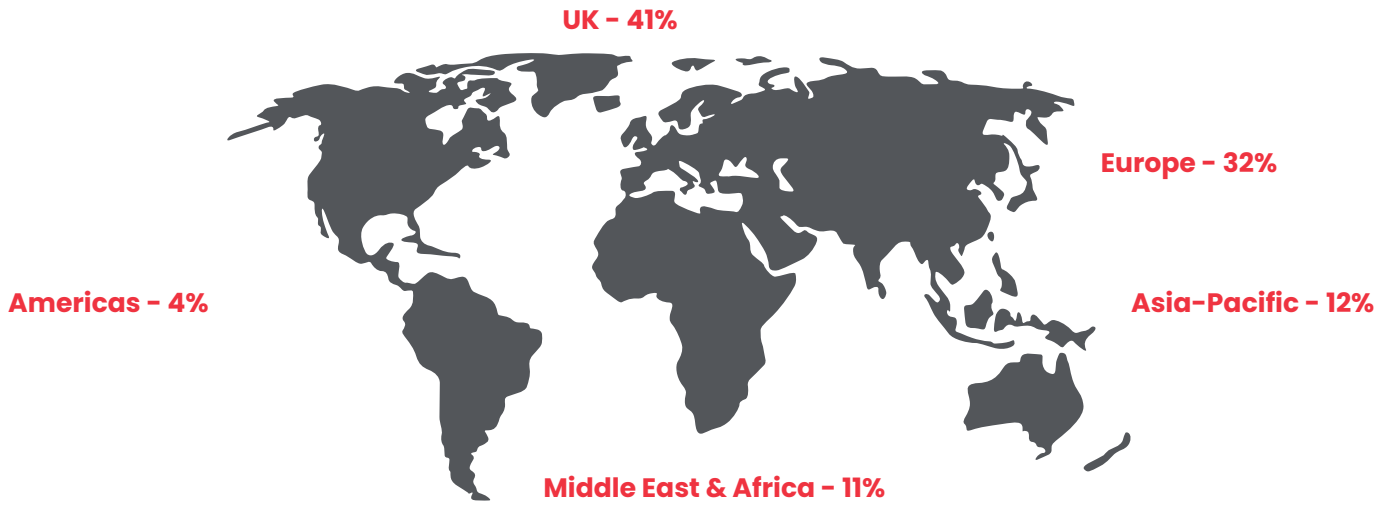
We believe that the combination of the survey's unique scale and reach, and our market expertise means that this report delivers a representative view of trends and opportunities in employment and remuneration in our sector, right across the world.

This report was created internally by GOOSE Recruitment.

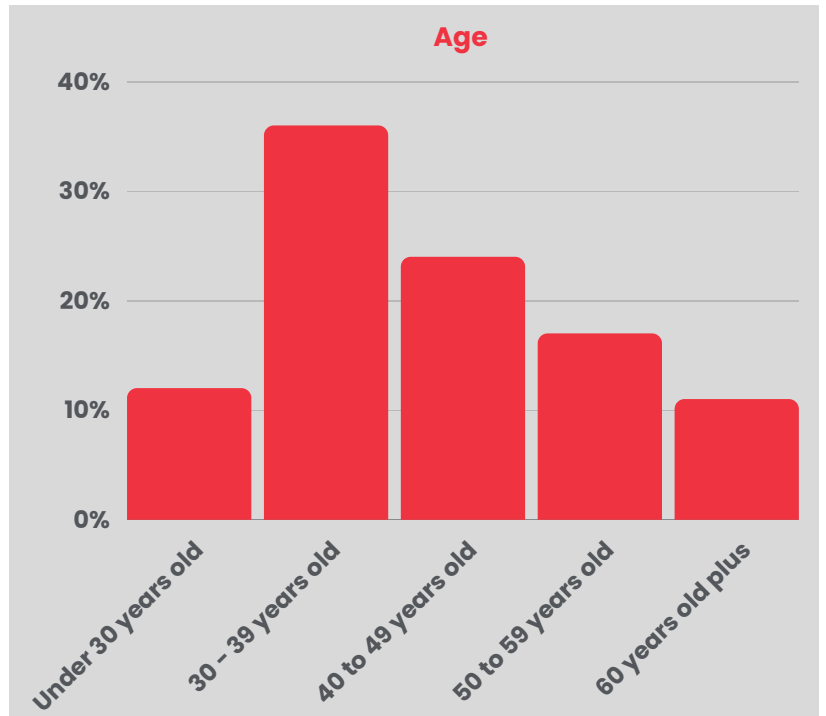
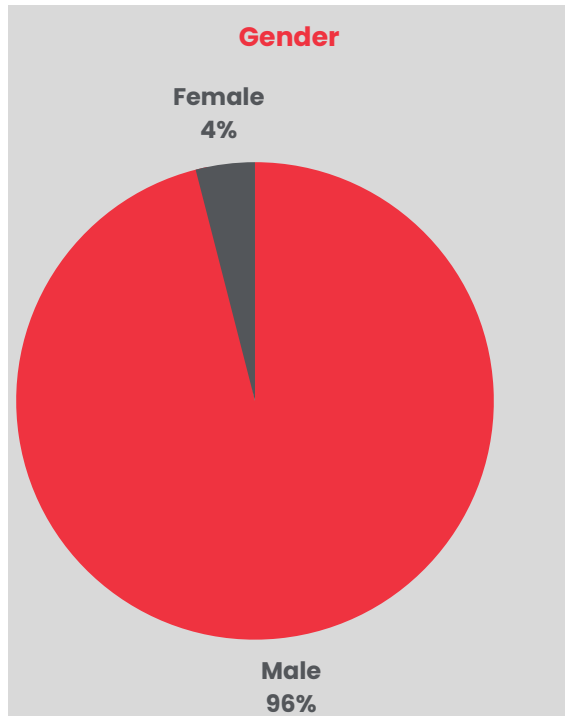
# Demographics

## The MRO & Engineering Report

This world map demonstrates the breakdown of respondents by working location



These charts illustrate the gender and age of respondents



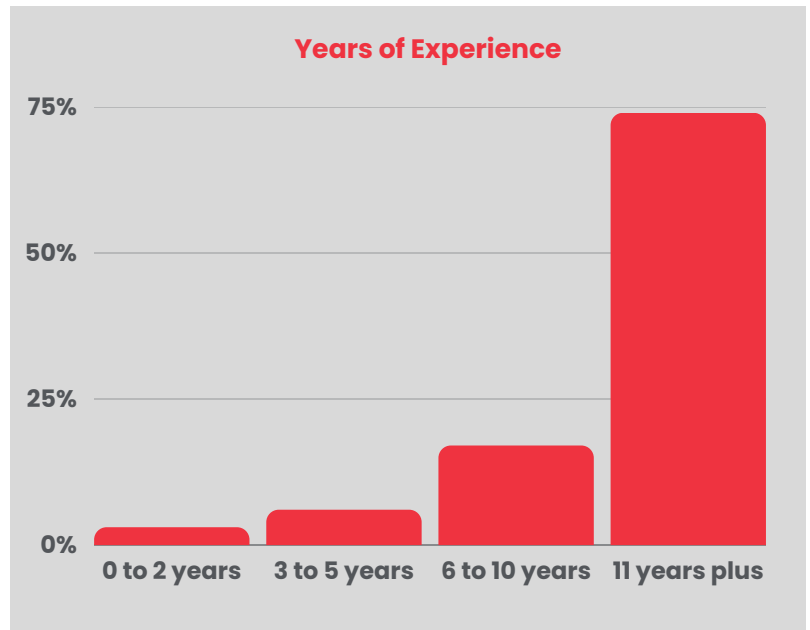
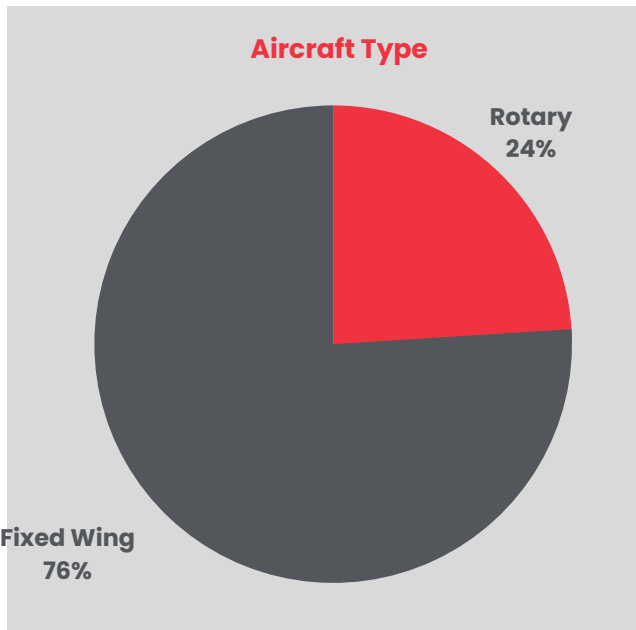
# Demographics - Continued

## The MRO & Engineering Report

### Respondents by job type/discipline

Job Type /Discipline	Airworthiness	B1/B2 Licensed Engineer	Unlicensed Engineer	Safety & Quality	Management
Percentage of respondents	15%	51%	11%	6%	17%

These charts illustrate the aircraft type and years of experience of respondents





**GOOSE**   
RECRUITMENT