



Talent Retention and Developing the APAC Workforce

- AeroEngines APAC 2026

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Agenda

- **Who We Are**
- **APAC MRO Growth Forecast**
- **APAC Workforce Challenge**
- **Our Talent Strategy: Build vs Buy**
- **Build - Internal Talent Pipelines**
- **Buy - External Experienced Talents**
- **Summary**



Who we are?

Since 1950

14 operating companies

15,000 employees globally



Airframe
Base Maintenance
Line Maintenance

Components
Repair & Overhaul
Landing Gear Services
Composite

Engines
Maintenance
Repair & Overhaul
On/near wing support

Line Maintenance
174,528 flight movements

Base Maintenance
1,369 aircraft inputs

Freighter Conversion
27 aircraft outputs

Component
26,815 outputs

Aerostructure
519 outputs

Landing Gear
312 outputs

Engine
446 outputs

APAC MRO Growth Forecast



Massive, long-term aircraft demand

APAC will require 19,560 new passenger aircraft over the next 20 years, representing 46% of total global demand during the forecast period*. In the next decade China will become the third largest fleet market after North America and Western Europe.

Aging Fleets and Maintenance Demand

Delayed aircraft deliveries and global supply-chain constraints are forcing operators to retain aging airframes, intensifying the need for more frequent heavy checks, structural inspections, and engine shop visits.

Rapid Growing of Asia Pacific Engine Segment

The APAC Aircraft Engine MRO market was valued at USD 13.31 billion in 2024 and is projected to reach USD 22.03 billion by 2032, growing at a CAGR of 6.5%. Engine MRO continues to dominate spend (>50%), while Components show the fastest growth (54%).

Regional Growth Hotspots

Asia-Pacific remains one of the world's fastest-growing aviation markets driven by rapid growth in China, India, and SE Asia, with strong passenger demand and delivery backlogs prompting airlines to operate older aircraft for longer—directly increasing MRO workload and spend.

Digital Adoption and Skills Evolution

Digital tools like predictive analytics and digital twins enhance efficiency and reshape MRO workforce skills.

Source: [Airbus Global Services Forecast \(GSF\) 2026](#)

[Asia-Pacific Aircraft Engine MRO Market Demand Drivers 2026 – Aviation Week / LinkedIn](#)

APAC Workforce Challenge

The Demand Gap

The global aviation industry needs 416,000 new technical staff in the next decade; **119,000 are needed in Asia-Pacific alone**. Aging Fleets and Maintenance Demand

The Retirement “Cliff”

A majority of experienced technical staff are nearing retirement, with CAE forecasting that 83% of the current maintenance workforce will retire by 2034

Training Lag

Training capacity must scale rapidly as CAE forecasts unprecedented demand for technical staff and highlights the need for advanced training technologies (VR/AR) to keep pace with evolving aircraft systems.

Middle East Talent War

The Middle East faces one of the world’s fastest-expanding MRO markets, driving intense competition for skilled maintenance technicians.

Source: [2025 CAE Aviation Talent Forecast](#)

[Middle East MRO Growth Drives Regional Efforts To Boost Talent - Aviation Week](#)



Our Talent Strategy: Build vs Buy



Build

(Internal Talent Pipelines)



Buy

(External Experienced Talents)

We build long-term internal capability while strategically buying niche expertise.

Building Internal Talent Pipelines

- Strategic Workforce Planning
- Early Career Talent Acquisition
- Training & Capability Building with Clear Career Pathways
- Nurture Future Leaders and Enhance Internal Mobilities



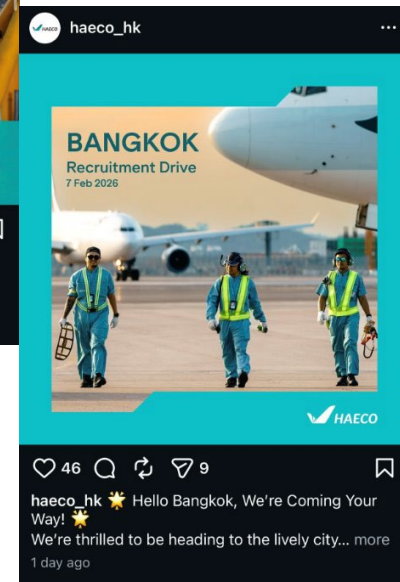
Retaining Talents

- Elevate the Employee Experience
- Culture Transformation



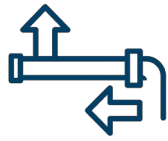
Buying External Experienced Talents

- Diversified Sourcing Channels Across APAC
- Collaborate with governments optimizes visa schemes
- Alternative pathways for younger professionals.



Summary – Building Future-Ready Talents Together

A stronger industry requires a collective approach



Expand training pipelines together

Partner with technical colleges and universities across APAC



Share proven best practices

Knowledge transfer on retention and employee experience



Co-invest in capability development

Joint training initiatives rather than talent wars



Build the resilient ecosystem

Collaborate with governments, educational institutions, and MRO providers

Thank You

