
JOB MARKET SURVEY

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Management summary

Last year, in 2018, the first labour market research was conducted within the framework for the European programme Educavia (*Education for Aviation*). The working group Communication launched the first labour market study as a response to the ever-increasing need for skilled maintenance technicians in the Belgian MRO companies.

This year, in 2019, the working group Communication launched a second labour market research. To better understand the reasons for the lack of maintenance technicians in the current labour market, this year we decided not only to hear the MRO companies, but also to create a survey for aviation students and for recently graduated aviation students. We thus created three different surveys to be answered by three different target groups. This year's results correspond to a great extent to last year's results of the study, in the way that this labour market study reinforces the results from last year.

The main conclusion of this study is that the MRO sector is facing a huge challenge regarding the employment of maintenance technicians.

On the one hand, maintenance technicians are leaving the MRO companies at a fast pace. The average maintenance technician is well over the age of 44 years (with 15% of the total population even being older than 55) and in the near future many technicians will be retiring. In addition, every year many technicians are leaving the MRO companies prematurely.

On the other hand, the companies are struggling to fill in their vacancies: the MRO companies all have many vacancies at this moment and the number will only increase in the (near) future. Due to the annual growth of the MRO sector, the number of jobs is projected to double over the next 20 years. In addition, the outflow of aviation students to the MRO sector is extremely low. This is due to several reasons (low number of aviation students, many aviation graduates are continuing to study, relatively low salary in the MRO sector, unattractive working conditions in the sector, such as shift work and night work, ...).

This leads to the conclusion that the MRO sector is facing huge challenges soon. It is strongly recommended that further actions are to be taken to solve or prevent current and future employment issues. More aviation graduates will be needed in the very near future to bridge the employment gap. This means investing in increased efforts both in terms of the promotion of aviation education and in terms of making the sector more attractive to young professionals.

1. Introduction

1.1 Labour market research

This labour market research was conducted for the second year in a row within the framework of the European programme Educavia (*Education for Aviation*).

In 2018-2019, the working group Communication launched the first labour market study as a response to the ever-increasing need for skilled maintenance technicians within the Belgian MRO sector.

The study is to a large extent based on the similar labour market research that was organized by the CvBLO¹ in the Netherlands. Although the study that was conducted by the CvBLO in the Netherlands touched upon the *entire* aviation sector, we have chosen to focus solely on the aviation technical sector aka the *MRO sector*.

In order to better respond to the discrepancy between the ever-increasing need for technically skilled people in the MRO companies and the moderate outflow of aviation students, we need more information from both the MRO companies and the (former) aviation students. Furthermore, it is important to know whether the content of the current training courses meets the demands for competencies stemming from the industry. Both in terms of technical content and in the number of students.

Both the industry and the educational institutes have expressed the need for an up-to-date market survey to collect this data. In this light, we created a specific online survey. In order to continuously improve our services; we will continue to launch a similar annual survey over the coming years.

Through the survey we wanted to find answers to certain questions. These are:

- Are there enough skilled technicians available on the labour market?
- How urgent is the need for more technically skilled maintenance technicians in the MRO companies?
- Do young graduates have sufficient skills and knowledge?
- Are the courses and job opportunities attractive enough to attract students to the aviation sector?
- Do graduates quickly find work in the sector?
- Do we have sufficient knowledge of the number of enrolments in the schools and the number of jobs? How well do these match?
- Can we predict future labour needs?

We will try to find the answers to the questions as mentioned above and many more issues by analysing the results from the survey.

¹ Het College van Belanghebbenden Luchtvaartonderwijs.
(<http://www.dutchaviation.nl/nl/lidmaatschap/directory/96/cvblo.html>)

12 Methodology and Material

As indicated above, the labour market research was conducted to have a better understanding of the needs of the MRO companies in terms of employment.

To better understand the reasons for the lack of maintenance technicians in the current labour market, this year we decided not only to launch a survey for the MRO companies, but also to create a survey for aviation students and for recently graduated aviation students. We thus created *three different surveys to be filled in by three different target groups*.

We created the three online surveys using the online tool Survey Monkey®. Survey Monkey® is a software programme that allows you to create and distribute online surveys and to collect and analyse the data from the respondents.

Survey for MRO companies

In total, we invited 28 licensed Part 145-companies to participate in the survey. After repeated attempts to reach the companies, 14 companies participated in the survey.

Amongst the 14 respondents, are some of the biggest Belgian MRO companies such as Tech4lets (Tui), Brussels Airlines and Sabena Aerospace.



Survey for *current aviation students*

One of the surveys is directed towards senior aviation students; senior secondary school students (PETRUS & PAULUS WEST OOSTENDE, Stedelijk Lyceum Meir Antwerpen and ZAVO Zaventem) and senior bachelor students (Vives). In the online questionnaire, we ask the senior students about their future. Are they planning on continuing their studies? Will they start working?

In the questionnaire we also ask the students if they are considering working in the MRO sector in the (near) future or if they prefer to work in another sector.

In addition, we ask them about their most important motivations to choose for a certain job.

To distribute the survey among the senior students, we asked the teachers of the secondary schools Petrus & Paulus, ZAVO Zaventem and Stedelijk Lyceum Meir Antwerpen and the lecturers of the Bachelor (Vives) to distribute the survey among their senior students. In addition, we asked the chairman of the student association Euroavia² to distribute the survey among its members.

43 students responded to the survey.

² See: <https://euroavia.eu/>

Survey for *recently graduated aviation students*

For this labour market research, it is important to question the recently graduated (<5 years) aviation students (Petrus & Paulus West Oostende, Stedelijk Lyceum Meir Antwerpen, ZAVO Zaventem, Vives and VDAB). In the online survey, we ask the recently graduated about their first working experience(s) and why they have chosen a certain job/sector/career path. In addition, the questionnaire collects input about the motivations of young graduates whether to work in the MRO sector. These results could provide us with more information about the reasons for the outflow of young graduates to other sectors than the MRO sector.

Collect the data from the recently graduated students was rather difficult. Due to the stricter GDPR legislation, it is no longer possible to collect and keep contact information from former students. Therefore, we solely had to rely on our personal network to distribute the survey. A total of 22 recently graduated students completed the survey.

1.3 Employment in the MRO sector

All studies, including studies conducted by Airbus³ and Boeing⁴, predict a worldwide increase of the aviation industry by 3- 4% per year for the next 20 years. During this period, 33,000 new aircrafts will be built, making use of new and innovative technologies resulting in the need for 127,000 additional aircraft technicians worldwide. The adoption of new energy sources for aircraft, electricity and hydrogen, the use of composite materials and 3D printing technologies will result in an increased need for skilled aircraft technicians and new innovative training courses.

The Brussels Airport Master Plan 2040⁵ predicts a total of 120,000 direct and indirect jobs, which is twice the current amount of jobs. At the same time, the added value of Brussels Airport is estimated to increase by 6.4 bn Euro each year. The present MRO activity in Brussels Airport accounts for around 1,000 jobs. The MRO activities and derivatives in the rest of Flanders account for another 1,000 jobs. It is expected that these jobs will also double in numbers by 2040.

The Schiphol airport plan 2005-2025⁶ aims for an increase of 45 to 85 million passengers. There are currently 5,600 people employed in the MRO sector in the Netherlands, mainly aviation technicians.

We already noted that the MRO companies are experiencing difficulties in recruiting technically trained personnel. In addition, there is a discrepancy between the needs of the companies and the training programs currently offered. The current aviation technology training package does not pay sufficient attention to the new aircraft technologies.

³ <https://www.airbus.com/aircraft/market/global-market-forecast.html>

⁴ <https://www.boeing.com/commercial/market/commercial-market-outlook/>

⁵ <https://www.brusselairport2040.be/en>

⁶ <https://www.schiphol.nl/nl/schiphol-group/pagina/strategie/>

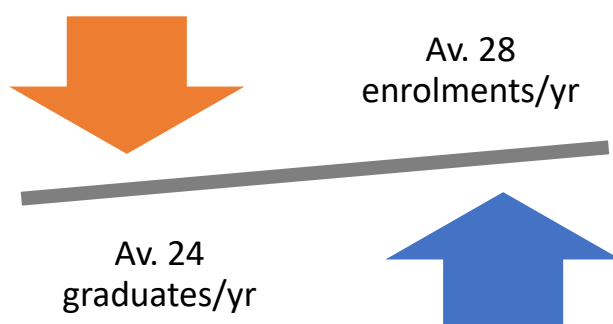
2. MRO-education in Flanders

Aviation Education in general, and MRO education in particular, forms a crucial corner stone for the ever-increasing demand for technically trained people in the MRO industry.

Below, we list the number of people enrolled and graduated between the years 2013 and 2019 in the secondary schools (Petrus & Paulus West Oostende, ZAVO Zaventem, Stedelijk Lyceum Meir Antwerpen), the VDAB Cat. A training and the Bachelor at University College VIVES.

2.1 Secondary level education (Petrus & Paulus, Zavo Zaventem, Stedelijk Lyceum Antwerpen)

According to the figures below, the total number of people enrolled in the three secondary schools and the total number of people who graduated remained relatively over the past 7 years (between 2013 and 2020). On average, 28 students are enrolled each year and an average of 24 students are graduating from the three institutes each year.



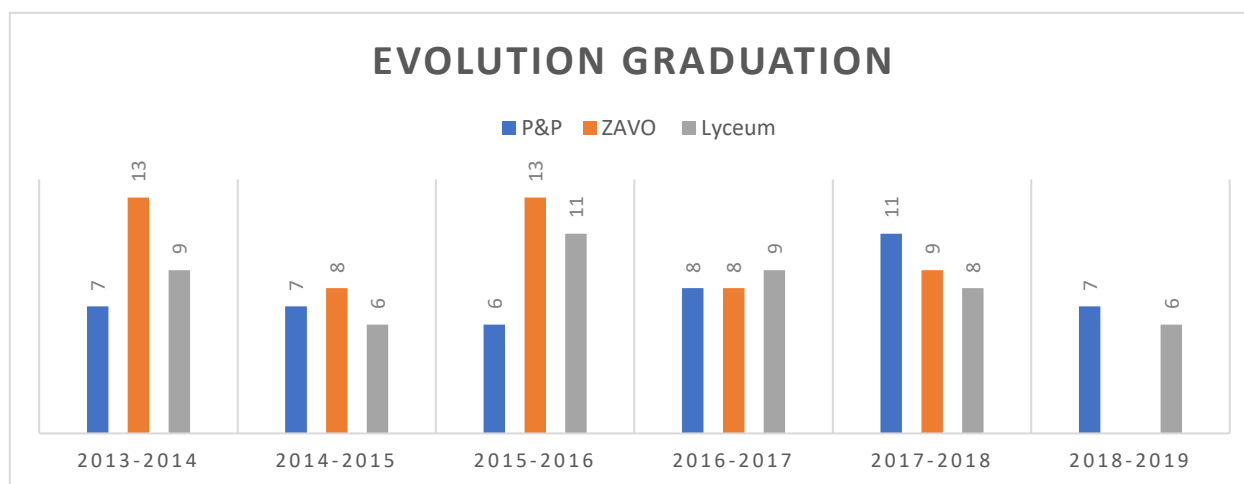
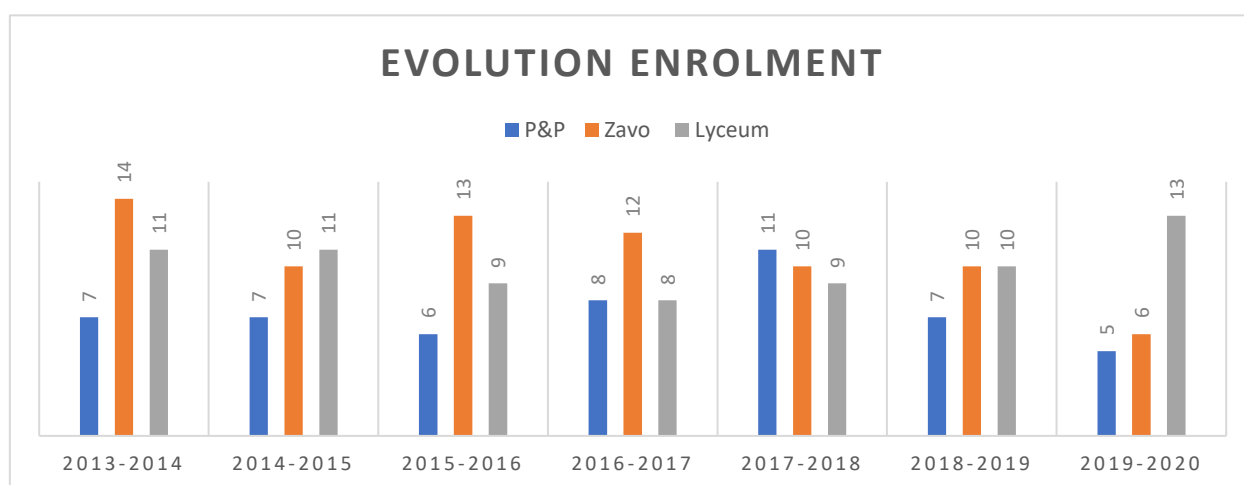
From the three secondary schools, ZAVO Zaventem has the most students, followed by Stedelijk Lyceum Meir Antwerpen and Petrus & Paulus West Oostende (in order of decreasing number of students).

From 2013 to 2019, a total of 173 secondary school students were enrolled in one of the three schools, while only a total of 146 students graduated during that period. This leads to the conclusion that every year, 4 students are ending their studies before graduation.

Table 1: Enrolment and graduation in secondary education (2013-2020)

	ENROLMENT				GRADUATED			
	P&P	ZAVO	Lyceum	Total		ZAVO	Lyceum	Total
School year 2013-2014	7	14	11	32	7	13	9	29
School year 2014-2015	7	10	11	28	7	8	6	21
School year 2015-2016	6	13	9	28	6	13	11	30
School year 2016-2017	8	12	8	28	8	8	9	25
School year 2017-2018	11	10	9	30	11	9	8	28
School year 2018-2019	7	10	10	27	7	9	6	13
School year 2019-2020	5	6	13	24				
Total	51	75	71	197	46	51	49	146

Source: figures received from Petrus & Paulus West Oostende, ZAVO Zaventem and Stedelijk Lyceum Meir Antwerpen



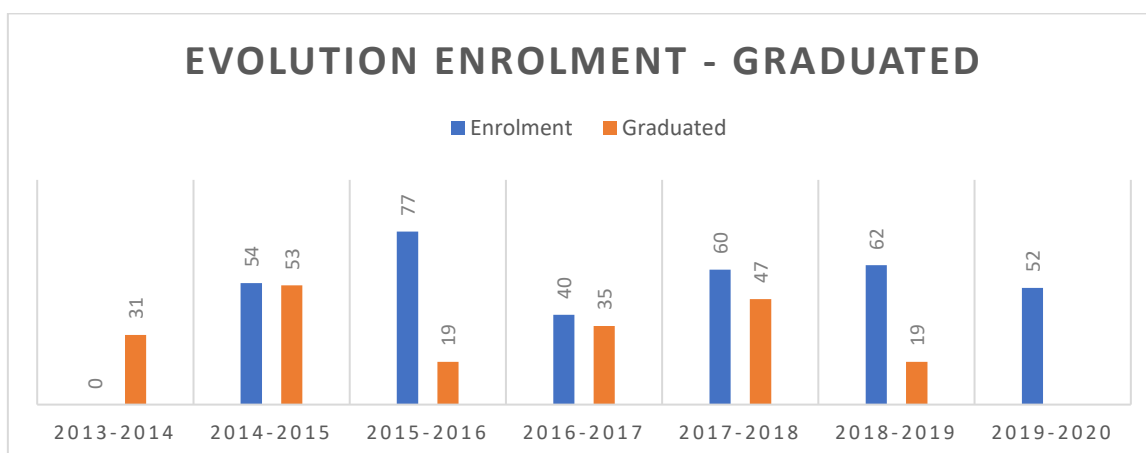
2.2 Bachelor level

The number of aviation students enrolled in the University College Vives has increased by 51% between schoolyears 2013-2014 and 2018-2019. Especially schoolyear 2015-2016 was a very successful year in terms of enrolment. 77 students were enrolled that year. Last year an especially small number of students graduated from the bachelor's in aviation at Vives.

Table 2: Enrolment and graduation in College University Vives (Bachelor)

	ENROLMENT	GRADUATED
School year 2013-2014		31
School year 2014-2015	54	53
School year 2015-2016	77	19
School year 2016-2017	40	35
School year 2017-2018	60	47
School year 2018-2019	62	19
School year 2019-2020	52	
Total	386	204

Source: figures received from University College Vives



2.3 VDAB

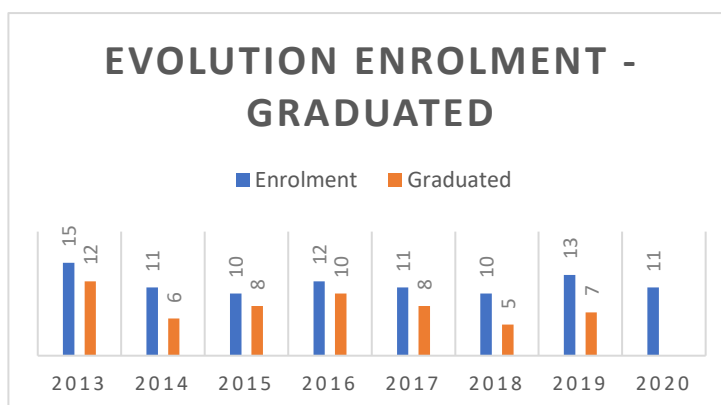
Between 2013 and 2020, a total of 93 students enrolled in the training course of the VDAB (Cat. A). During that period, a total of 56 students graduated from the training course.

According to the figures below, the number of students enrolled in the VDAB training course remained relatively stable between 2013 and 2019. However, the number of graduates fluctuated heavily across the same period, starting with 12 students graduating in 2013 and only 5 students graduating in 2018. According to the VDAB, the discrepancy between the number of students enrolling in the course and the number of people graduating is mainly due to the relatively high number of VDAB students who dis-continue their studies. They either choose to stop their studies themselves or they are forced to discontinue due to different reasons (failed exams, behavioural reasons, ...).

Table 3: Enrolment and graduation in VDAB

	ENROLMENT	GRADUATED
	15	12
2014	11	6
2015	10	8
2016	12	10
2017	11	8
2018	10	5
2019	13	7
2020	11	
Total	93	56

Source: figures received from VDAB



In summary, we can state that the number of aviation students enrolled and graduating remained relatively over time. Of all educational institutes in this research, Vives has the highest number of aviation students, with an average of 55 students enrolling and 34 students graduating each year (between 2013 and 2019). The figures above, however, show that last year an especially small number of students graduated from the aviation schools.

3. Results of the labour market research

3.1 Survey for companies

3.1.1 Profile of the companies

We invited 28 part-145 certified companies to participate in the online labour market survey. After repeated efforts to reach the companies, a total of 14 part-145 certified companies participated in the online survey. Some companies did not fully complete the questionnaire.

For this reason, this labour market research is not a complete study, but rather an extensive survey concerning basic information about the MRO sector in Flanders and Brussels.

In what follows, we will present an overview of the profile of the participating companies.

Table 4 presents an overview of the employment in the participating MRO companies.

On average, the companies in the survey employ 192 people (in FTE's) per company. 93 of those are maintenance technicians. As such, 49% of all employees in the part-145 companies are maintenance technicians. According to our research, on average half of the maintenance technicians are certified. The largest company in the survey counts 750 employees, the smallest company only 8 employees.

Table 4: Overview employment in the participating MRO companies

	# inhouse employees	# contractual maintenance technicians	# temporary maintenance technicians	% technicians/total employees	# certified maintenance technicians	# uncertified maintenance technicians
Total	2500	1052	169	48%	501	576
Average per company	192	81	12	49%	42	48

The table above shows that this survey accounts for a total of 1220 maintenance technicians.

In Flanders, a total of 2000 maintenance technicians are employed in the MRO sector.

This means that our research accounts for 61% of the total MRO sector in Flanders.

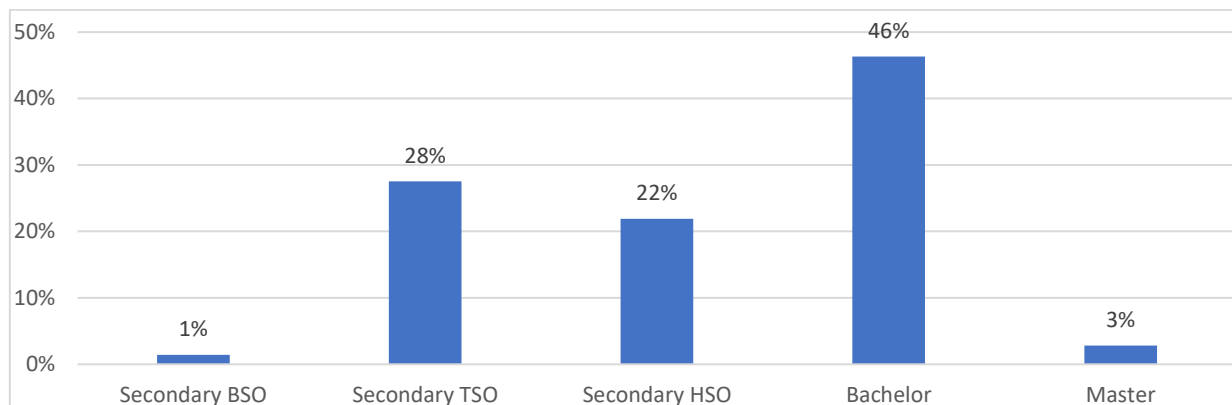
3.1.2 Employment in the MRO sector

Educational level of the employees

In the online questionnaire, we asked the companies what the educational level of their *contractual* maintenance technicians is. According to the data, most maintenance technicians have a bachelor or secondary level degree (see Figure 1). We must however conclude that the high number of bachelors in the survey is mainly due to two companies with an extreme high number of bachelor employees. This finding does in no way account to the whole MRO sector.

Apart from the extremely high number of bachelor profiles (reasons explained above), these figures reflect the figures from last year's labour market research. Last year's research showed that the largest group of maintenance technicians are indeed secondary level schooled technicians. In 2018, only 2,5% of all maintenance technicians had a masters ' degree.

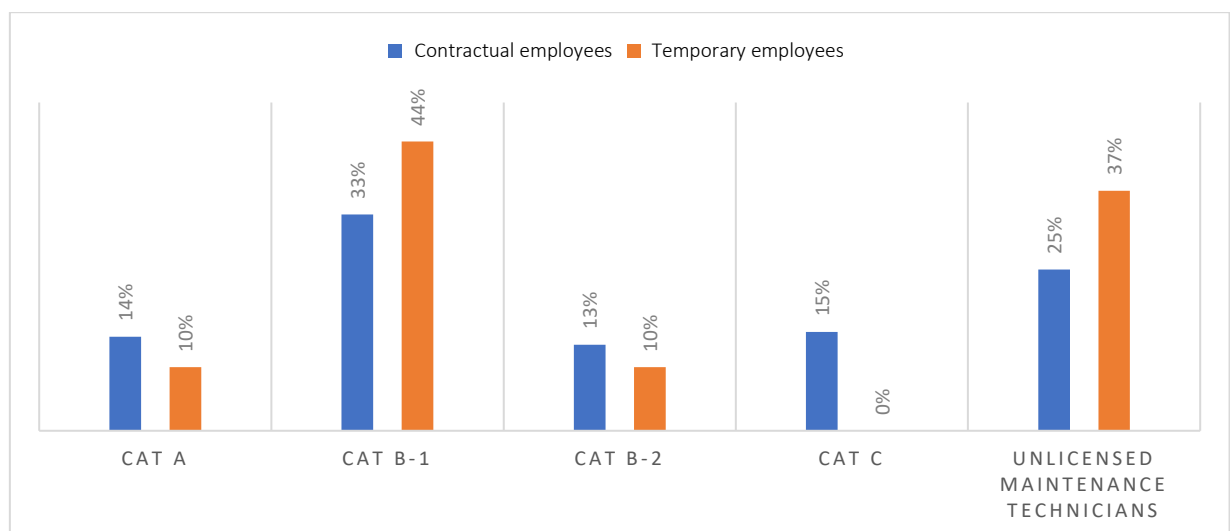
Figure 1: Educational level MRO maintenance technicians



Level of the employees

Fout! Verwijzingsbron niet gevonden. shows that most maintenance technicians are Cat B certified and/or uncertified technicians. This accounts for both the contractual and for the temporary maintenance technicians. Temporary maintenance technicians are often contractors, which means that the lack of maintenance technicians in the Flemish and Brussels MRO-companies is often compensated by employing expensive (foreign) contractors. This practice often entails very high labour costs, which in turn negatively impacts the financials of the companies involved.

Figure 2: Level of maintenance technicians



Age of the maintenance technicians

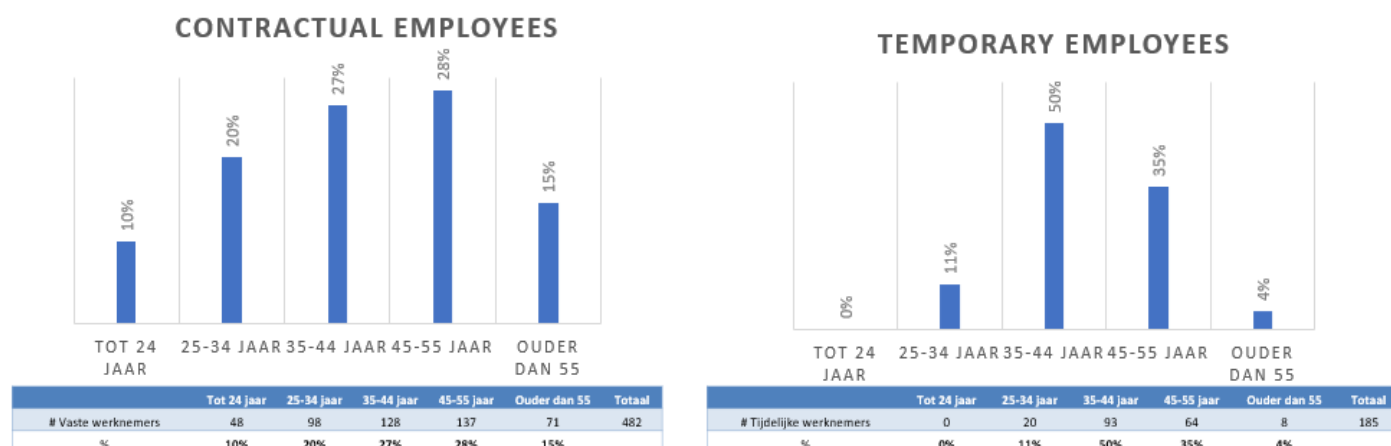
Figure 3 shows that the largest group of both contractual and temporary employees are between 35 and 55 years old. In addition, 43% of the contractual maintenance technicians is aged 45 or more, of which 15% is aged 55 or more.

This means that 15% of all maintenance technicians will be retiring within the next 10 years.

The data show that only 10% of all maintenance technicians are age 24 or lower. This means that there are not enough young employees to take the places of the retiring technicians. Furthermore, the companies indicate that there are no young employees to fill in the temporary vacancies. Temporary jobs are mainly taken up by employees between 35 and 55 years old.

These figures are also reflected in last year's labour market study, where the largest group of maintenance employees was between 35-55 years old. 43% of the contractual maintenance technicians was over the age of 45, of which 16% over the age of 55. In 2018, only 9% of the maintenance technicians was under the age of 24.

Figure 3: Age of the maintenance technicians (contractual and temporary)



3.13 Out flow employees

In the online questionnaire, we asked the companies about the outflow of maintenance technicians in their companies.

In a first question, we asked how many employees had retired this year and in a second question we asked how many employees would retire over the next 5 years.

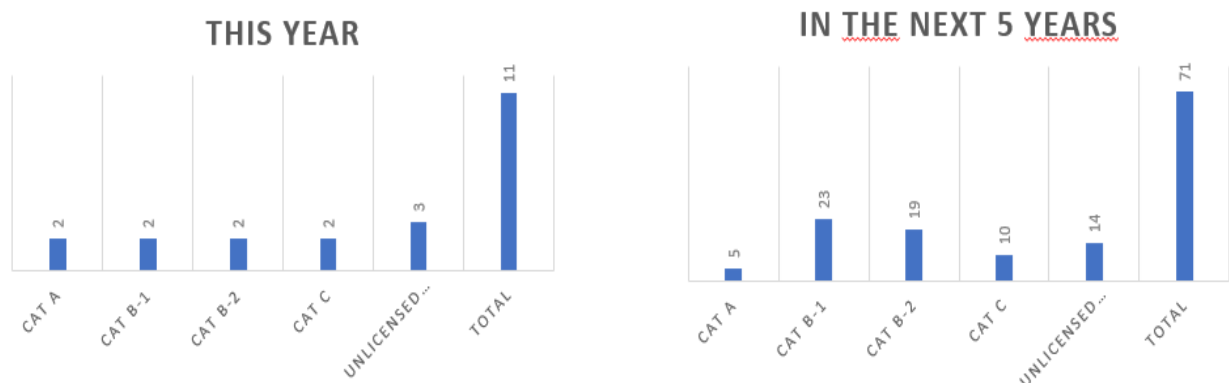
Only 4 companies filled in the number of maintenance technicians that retired this year. A total of 11 employees retired this year in these 4 companies. As discussed above, this study accounts for only part of the entire MRO sector. It is however useful to make an approximate extrapolation of the figures to the entire sector, where possible.

The average number of maintenance technicians per company in this survey is 93,8 employees. This means that, in this case, 11 maintenance technicians (based on a total population of 375 technicians) are

retiring (that is: $4 \times 93,8 = 375$). Extrapolated to a sector of 2,000 employees, this means that 59 technicians are retiring this year in the total sector.

If we take a closer look at the projected retirement over the next 5 years, we see that 71 technicians are retiring in 10 companies. These are mainly CAT B-1 and B-2 technician, retiring within the next 5 years. Here too, we see no difference to last year's numbers, and this confirms the trend.

Figure 4: Retirement of employees this year and in the next 5 years



In addition, we also asked the companies to indicate how many maintenance technicians annually are leaving the company before retirement. On average, the companies experience 7 exits per year per company. 67% of the employees leaving the company prematurely are between 35 and 44 years old. Extrapolated to the whole sector, we are talking about 151 premature exits per year in the MRO sector. Mainly Cat B-1 technicians are leaving the company prematurely. Last year's research also revealed that most people who are leaving the company early, are age between 35 and 44 years old.

The data suggests that premature exits in the company are a factor that should not be underestimated. The data suggests that the number of premature exits might be an even bigger concern for the sector than the number of yearly retirements. Especially because the age group 35-44 years old is a very important age group for the sector. Those employees have the experience and the knowledge needed to fulfil the tasks and to train the young employees. In addition, these technicians still have many active years ahead of them. The yearly retirements and the early exits in the MRO companies are a combined huge challenge for the companies.

We should however underline that we only have the numbers of the outflow of students from Petrus & Paulus West Oostende, Stedelijk Lyceum Meir Antwerpen, ZAVO Zaventem, VDAB and University College VIVES. We do not have the numbers of the outflow of students of the aviation educational institutes in the Netherlands and Wallonia. Therefore, the number of outflow of student does not represent the complete outflow of aviation students in Belgium.

3.14 In-flow employees

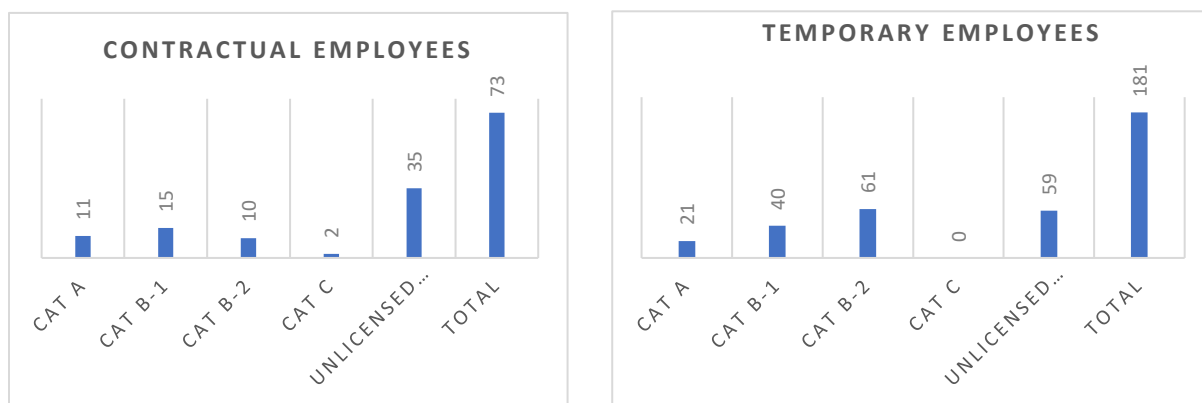
In the online questionnaire, we asked the companies how many contractual and temporary maintenance technicians they hire each year.

Last year, a total of 73 new contractual maintenance technicians were hired in 11 companies and 181 temporary technicians were hired in 10 companies. This amounts to an average of 7 contractual recruitments and 18 temporary recruitments per year per company.

For contractual employees it is foremost un-licensed technicians that are recruited. For temporary contracts, its foremost un-licensed and CAT B-2 technicians.

We also asked the companies about their job vacancies for maintenance technicians at this moment and in the coming 5 years. At the moment of the survey, there were 69 open vacancies in a total of 10 companies.

Figure 5: Inflow of contractual and temporary employees



Extrapolated to the whole MRO sector, this means that there are currently 147 vacancies. On average, at this moment there are 7 unfilled vacancies per company. As Figure 6 below shows, the companies are mainly looking for CAT B-1 and B-2 technicians and unlicensed technicians to reinforce their teams.

Over the coming 5 years, 175 additional maintenance technicians will be required in a total of 10 companies. Extrapolated to the whole sector, this means the sector will need 372 extra maintenance technicians in the coming 5 years. On average, in the next 5 years, the companies will need 17,5 extra maintenance technicians per company. The companies are mainly looking for CAT B-2 technicians and Junior Maintenance Technicians (Figure 7).

Figure 6: Open vacancies at this moment

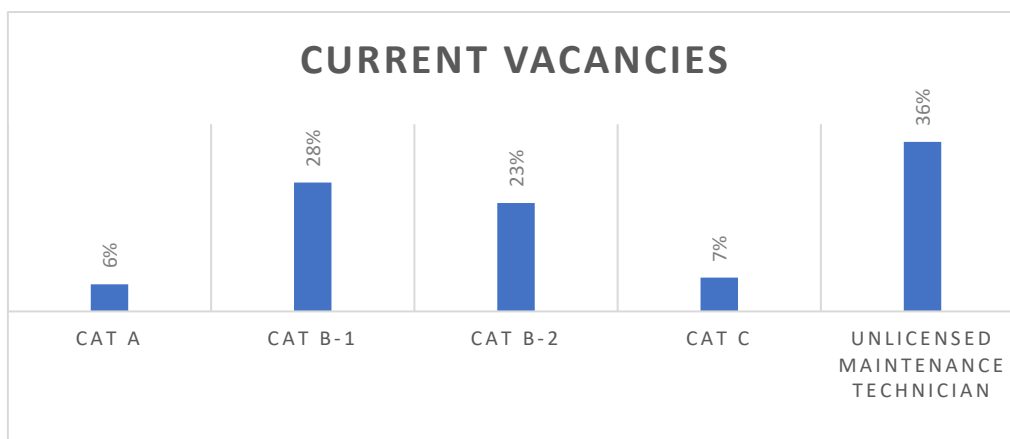
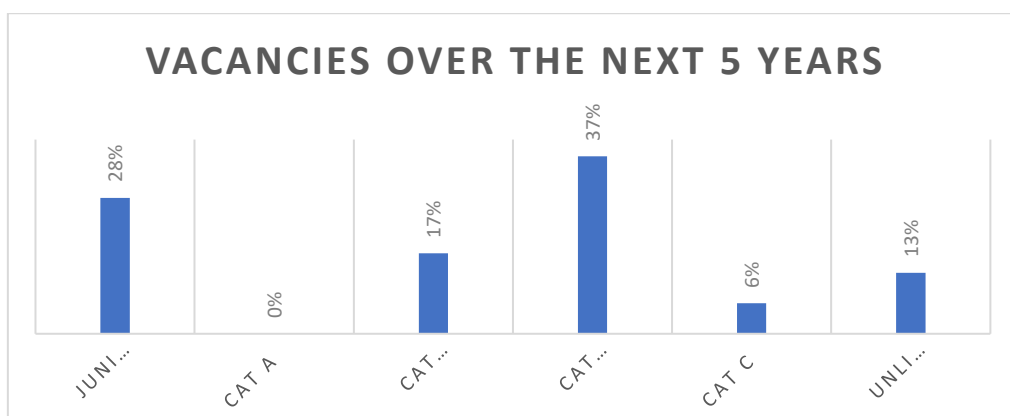


Figure 7: Number of additional technicians needed over the next 5 years



According to this data, the MRO companies are in high need of extra maintenance technicians. The inflow of contractual and temporary employees is rather low compared to the outflow (retirement and premature exits). In addition, the companies have a high number of unfilled vacancies.

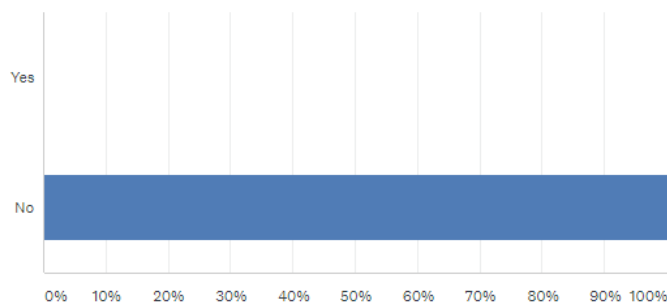
We asked the respondents in the survey if there are, according to them, enough well-trained technicians on the labour market. Figure 8 shows the answer to that questions.

Not a single company in the survey thinks there are enough well-trained employees on the labour market.

According to them, the main reasons for the lack of maintenance technicians are:

1. Other sectors are more attractive to young graduates (80%) – this causes students to choose alternative sector and not the MRO sector.
2. The lack of students (70%) – the inflow of students is simply too low.
3. Unfavourable working conditions: work-life balance (50%) – there is a lack of transparency related to working conditions/benefits/work-life balance.
4. Other countries and regions are more attractive to employees (40%) – there is a structural deficit related to working conditions when compared to other regions.

Figure 8: Are there enough well-trained technicians on the labour market?



One of the questions in the survey asks the respondents about the way in which the company copes with the lack of maintenance technicians:

- 90% of the companies tries to keep the interns/trainees within the company.
- 80% of the companies participates in job fairs.
- 70% is publishing their vacancies on one or more media channels.
- 60% tries to recruit near-graduates or young graduates.

This implies that many companies are relying on the educational institutes to fill their vacancies, as the companies try to keep their interns within the company and try to recruit near- or young- graduates via the schools.

3.15 Aviation Education

The finding above was confirmed by the data we collected related to the structural contacts between the industry and the educational institutes. 90% of all the companies indicated that they have close contacts with one or more educational institutes. According to Figure 10 all companies in the survey have good contacts with University College Vives. 55% of the companies have close contacts with Petrus & Paulus West Oostende. Over 30% of the companies are in contact with Stedelijk Lyceum Meir Antwerpen and ZAVO Zaventem.

Figure 9: Does your company have close contacts with educational institutes?

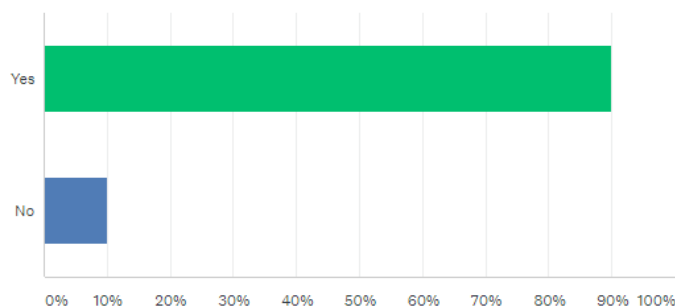
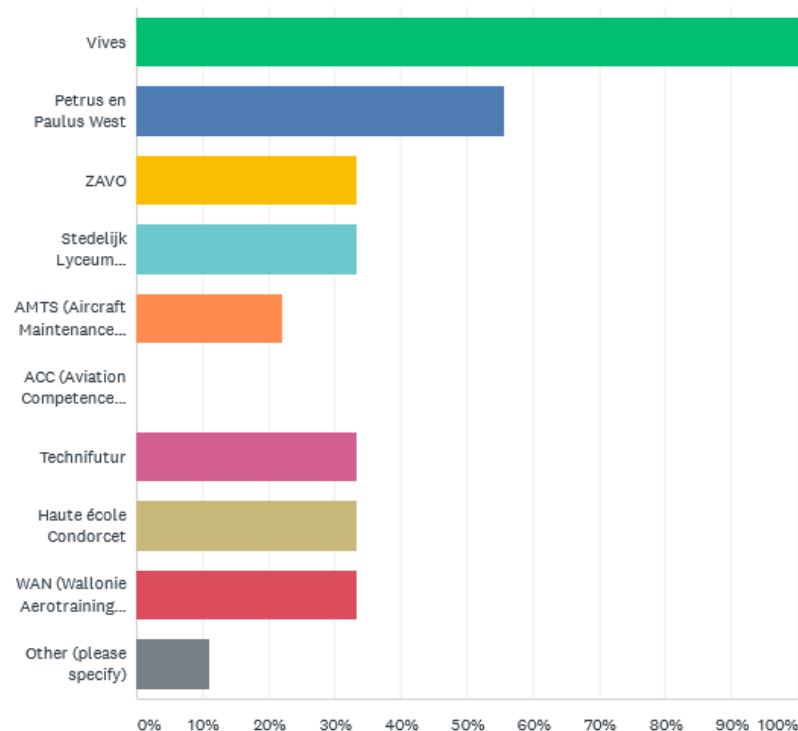


Figure 10: which educational institutes do the companies have close contacts with?



In the online questionnaire, we asked the companies how they would evaluate the Flemish educational institutes. Does the training of maintenance technicians fully or partially meet the demands stemming from the industry? And how would the industry assess the level of the Flemish educational institutes compared to the schools in other regions or even in other countries?

In Figure 11, we see that 70% of the companies are satisfied or even very satisfied with the knowledge and skills of the young graduates working in their company. 60% of the respondents is also positive to very positive with the educational level of the Flemish educational institutes compared to educational institutes in other countries or regions (Figure 12).

Figure 11: Satisfaction with the knowledge and skills of the recently graduated maintenance technicians

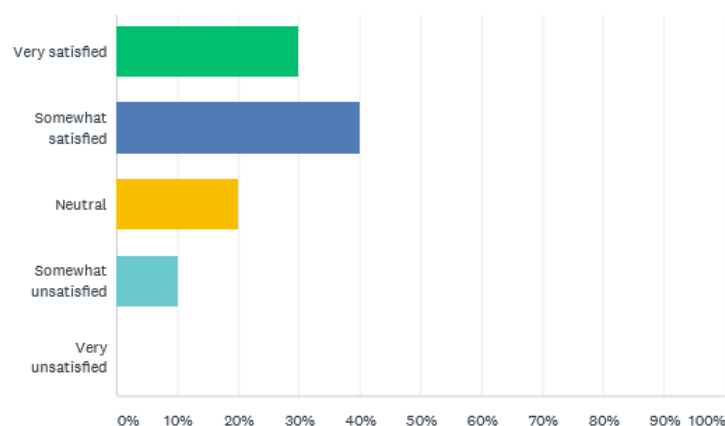
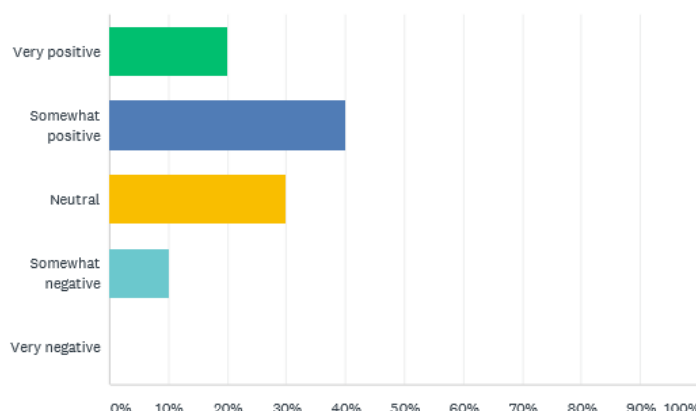


Figure 12: How would you assess the quality of the Flemish educational institutes?



In an open question, we asked the companies how the educational institutes can better prevent the outflow of aviation students to other sectors. In what follows, we listed the answers:

- Promoting traineeships throughout the entire education program.
- Making the aviation sector more attractive to aviation students by increasing the wages, giving better prospects.
- Preparing future technicians for the work-life balance (working in shifts, including night shifts).
- Making the sector more attractive by providing the students with more information about the sector.

In addition, we asked the companies about their views related to the future trends for MRO education:

- According to one respondent, the theoretical level of aviation education in Flanders is good, but according to him not all young graduates have sufficient *manual* skills. The respondent believes that students need to be *more practically educated*
- Use of software and systems in Helicopters for both Cat. B2 & B1.3.
- Digitalization (including VR).
- New materials: Composites and composite repair.
- On-site learning and distance learning.

According to the respondents, these are the needs of the MRO companies regarding the training or education of MRO aircraft technicians:

- A more practical training.
- Use of software applications, HUMS, On Board Computer, ERP systems.
- Better basic knowledge.
- Composite knowledge.
- Delivering engineers with the education on a Cat. B1 or B2 level.
- Part 147 approved type rating facility's for example on Robinson © or Helicopter Guimbal ©.
- More training facilities in Europe with reasonable prices.
- More hands-on training, most new recruits know little hands on maintenance practices.

Overall, the respondents in this survey are positive about the Flemish educational institutes.

3.16 E-learning modules

As a last question, we asked the respondents about their use of e-learning modules. Our research shows, that 56% of all companies make use of e-learning modules to train their employees.

67% of the companies believe that the e-learning modules currently available meet the training needs of the company. For 33% of the companies, this is not the case.

In an open question, the respondents had the chance to specify what e-learning modules could potentially be of interest to their company. In what follows, we list the answers:

- Effective e-learning with more interaction and a possibility to be tailored to the company's needs.
- SRM, FTS, EWIS, HF.
- E-learning modules on new technologies, such as Fuel Tank Safety.

3.17 Conclusions survey for companies

The analysis of the results from the survey for companies provided us with plenty of insights about the employment of maintenance technicians in the MRO companies. As discussed above, since the survey only includes the answers of a limited number of MRO companies, this research is not a complete study, but rather a survey providing us with basic information about the MRO sector in Flanders and Brussels.

In what follows the main conclusions of the survey for companies are listed:

- Over the next 10 years, many maintenance technicians are retiring in the MRO companies. 43% of all contractual maintenance technicians is over the age of 43, of which 15% is older than 55. This means that, in the next few years, the companies will encounter a large outflow of experienced technicians. On the other hand, only 10% of all maintenance technicians are under the age of 24 years old. This means that there will not be enough young maintenance technicians to take the places of the retired employees. Apart from retirement, another huge challenge for the sector are the early exits of maintenance technicians. Per company, an average of 7 employees is leaving the company every year. Extrapolated to the whole sector, this means a total of 151 early exits per year. 67% of the people leaving the company prematurely is between the age of 34-55 years old.
- The companies in our survey are currently coping with many vacancies, we noted a total of 69 vacancies in only 10 companies. Over the next 5 years, the number of vacancies will only increase. Companies are mainly looking for un-licensed technicians, Cat B-1 and Cat B-2 technicians. We know that the aviation sector is booming business, with a global annual growth of 4%. It is projected that the doubling of the aviation activities over the next 20 years, will also result in the doubling of the number of jobs for aviation technicians. The sector growth is very likely to result in a huge challenge for the MRO companies regarding employment.
- Not enough students are graduating from aviation education. In 2018-2019 an exceptionally small number of students graduated from aviation education. On average 66 students are graduating from one of the 4+1 institutes (Petrus & Paulus West Oostende, Stedelijk Lyceum Meir Antwerpen, ZAVO Zaventem, Vives and VDAB) every year.

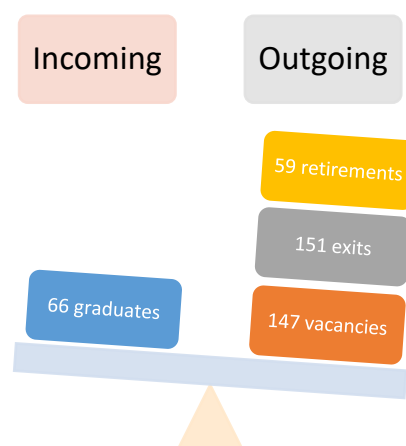
▪ Every year:

- 59 retirements
- 151 exits (apart from retirement)
- 147 vacancies

= need for 357 technicians / year

+ 66 graduates/ year

= GAP



! Mind that this sum does not consider the *real number* of young graduates being employed⁷ in the MRO sector and the projected growth of the sector as a whole. The actual gap is likely to be a lot larger than projected!

It is also important to note that the number of exits is likely to be partly overlapping with the number of vacancies, since the vacancies in the companies are already considering some of the (premature) exits. Therefore, the actual number of vacancies might be slightly less than projected here.

We should however underline that we only have the numbers of the outflow of students from Petrus & Paulus West Oostende, Stedelijk Lyceum Meir Antwerpen, ZAVO Zaventem, VDAB and College University VIVES. It is likely that some aviation graduates from the Netherlands and Wallonia are employed in Flemish and Brussels MRO companies and vice versa (for example Walloon graduates working in Brussels companies, Dutch graduates working in Antwerp companies, ...). Since we do not have the numbers of the outflow of aviation graduates in the Netherlands and Wallonia, it is impossible to take these students into account. We should also mention here that, in absence of the numbers for the Netherlands and the Walloon region, we also do not consider the “spill-over effect” whereby technicians “migrate” from / to these regions.

- According to the MRO companies who participated in the survey the main reasons for the lack of technicians are:
 - Other sectors/other countries are more attractive to employees.
 - There are not enough aviation students.
 - Young potentials are not employed in the MRO-sector (but in other branches of the aviation sector or even other sectors).
- The companies actively maintain good contacts with the educational institutes to recruit near- and young graduates. Another recruiting strategy the companies use, is to try to keep trainees and interns in their companies.

⁷ As will be explained later in this report, only a small number of the young graduates start working in the MRO sector. Most young graduates are being employed in other branches of the aviation sector or even other sectors.

3.2 Survey for students

3.2.1 Profile of the respondents

43 students filled in the survey, of which only 1 female student. This is not surprising given the low number of female students in aviation education. As Figure 13 shows, 53% of all respondents in the survey are bachelor students, 42% of the respondents are secondary level students and 5% (2 respondents) study a masters in aviation.

All respondents are between the ages of 15 and 26 years old, with the largest group between 18 and 20 years old (Figure 14). *Fout! Verwijzingsbron niet gevonden.*

Figure 13: Educational level of the students

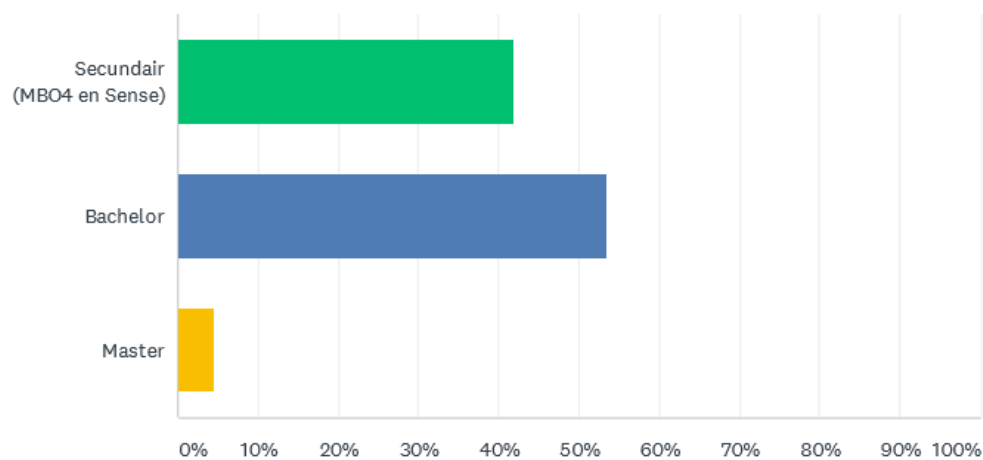
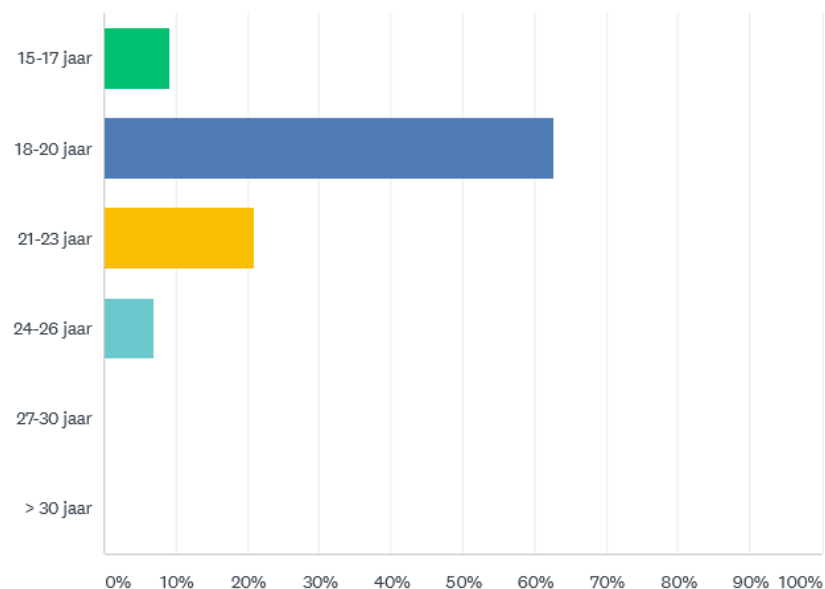


Figure 14: Age of the respondents



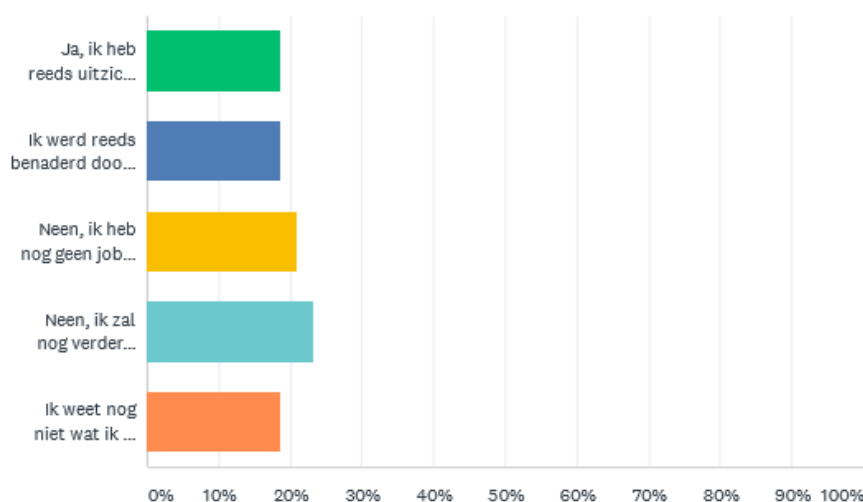
The students who participated in the survey are all students of the secondary schools Petrus and Paulus West Oostende and Stedelijk Lyceum Meir Antwerpen and of University College Vives and the University of Leuven KUL.

3.2.2 Future perspective of the students

In the survey we asked the students about their future perspectives, whether they already have a job, if they already had one (or more) job offerings or if they wish to continue to study.

As Figure 15 shows, 19% of the students who responded to the survey already have a job (8 respondents), even *before* graduating. Another 19% already were approached by one or more companies (8 respondents). 21% does not have a job yet (9 respondents), 19% is unsure about their future (8 respondents) and 23% is planning on continuing their studies (10 respondents).

Figure 15: Future perspective of the students



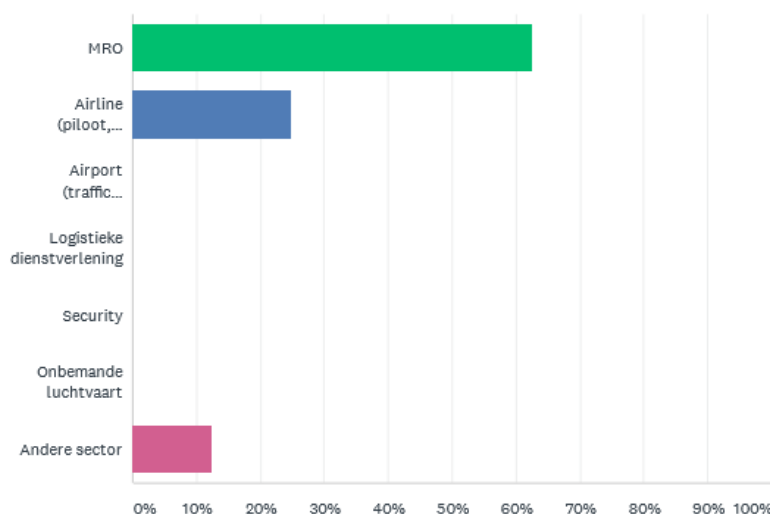
8 respondents with perspective on a job

As discussed above, 19% of all respondents in the survey have a job before graduating from their studies. According to the data, it is mainly secondary level students who already have a job before graduating.

As shown in Figure 16⁸, 6 of the 8 respondents will be employed in the MRO sector. The 2 students who chose not to be employed in the MRO sector, would be employed in the broader aviation industry; they would be working in an airline company (Pilot, administration, services, operations, sales).⁸

⁸ The one student who indicated to be employed in another sector will be working as an aircraft mechanic Cat B-1, which is the MRO sector.

Figure 16: Sector of employment



50% of the students found their job through their school/educational institute, 25% through personal contacts and the others through a job fair or vacancy on the employer's website.

25 Respondents without perspective on a job

25 respondents in the survey do not have a job yet (a duly signed contract). Of those 25, 32% (8 respondents) has already been approached one or more times by an employer, 36% (9 respondents) did not manage to find a job yet and 32% (8 respondents) have not made up their minds about what they want to do in the (near) future.

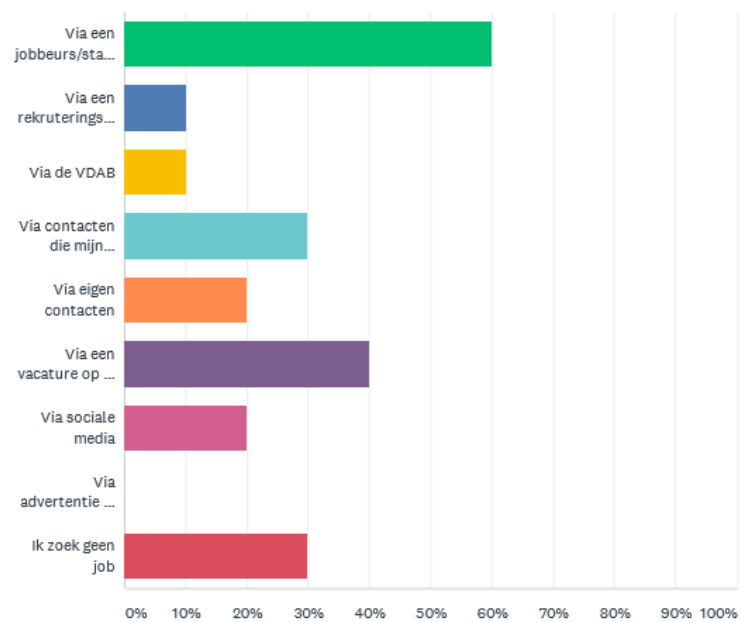
According to our research, for nearly all students without a job perspective, the MRO sector is a desired sector of employment. Almost 70% of the students would consider a job in the MRO sector. This is mainly the case for the secondary level students, but also for the students of University College vives. 56% of the respondents would want to work in an airline company and 48% for an airport company.⁹ This is mainly the case for bachelor level students.

From this data, we can conclude that, overall, aviation students are very interested to work in the MRO sector. We see however, that only a small percentage of the graduated students start working in this sector. This raises many questions on why the interested students are discouraged or lose their interest in the MRO sector. Are other sectors more successful in attracting young graduates? Are other sectors offering a better salary package/ better employment condition? It would be useful to do more research about the reasons why students are overall interested to work in the MRO sector but do not actually end up in this sector.

The students who do not have a job yet, are planning to look for a job via job fairs (60%) and vacancies on the employer's website (40%). 30% is counting on their schools/educational institutes to find a job through their contacts (see Figure 17).

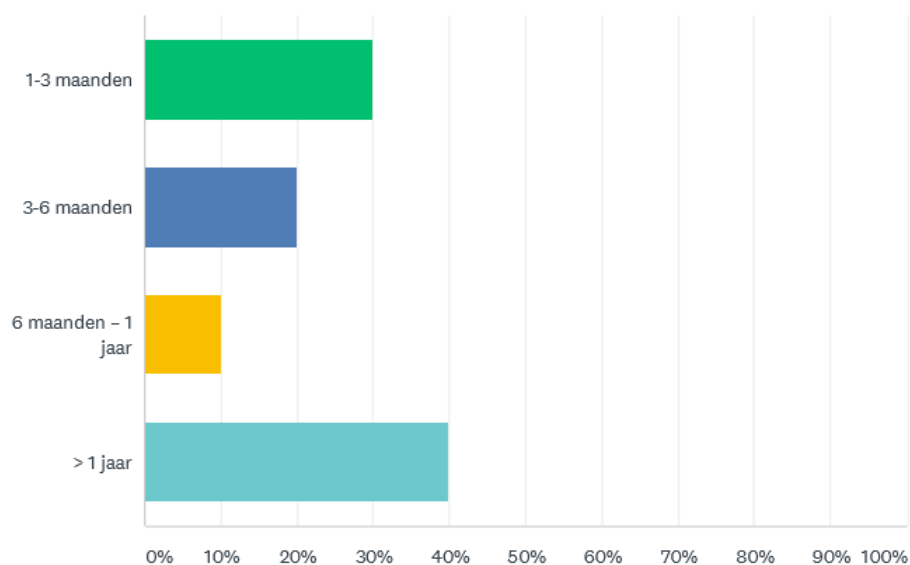
⁹ The respondents were allowed to indicate more than one sector as a desired sector of employment.

Figure 17: channels to find a job



Overall, the students are not so confident about finding a job. 40% thinks it will take more than a year to find a job. Only 30% of the respondents are positive that they will find a job within 3 months after graduation. In general, bachelor level students are slightly less confident about finding a job very soon.

Figure 18: How long will it take to find a job?



10 respondents will continue to study

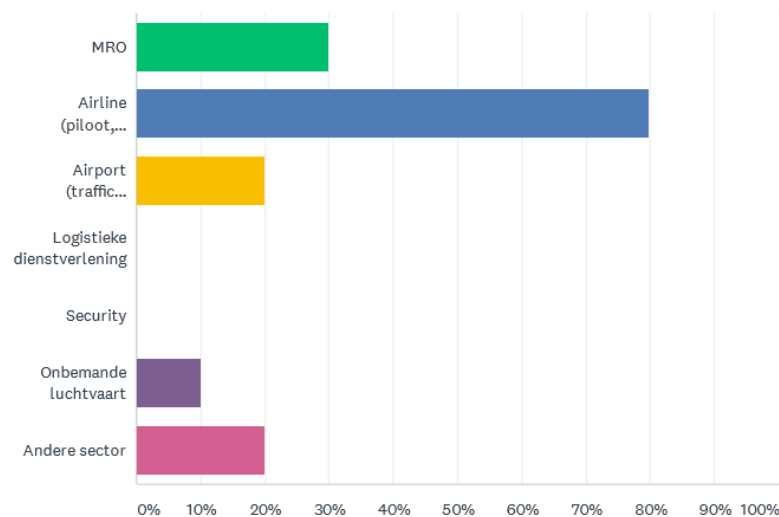
23% of all respondents in this survey wish to continue studying. This accounts mainly for the bachelor students (9 out of 10 respondents). Most students will do a Bachelor, Ba-na-Ba, Master, or pilot training.

According to our research, the main reasons why bachelor students choose to continue to study are:

1. They do not want to start working (40%)
2. They do not want to do a job with their current degree (30%)
3. They are interested in the further education (30%)

In addition, we found that most of the students wanting to continue their studies do not wish to be employed in the MRO sector. According to Figure 19, only 30% of the respondents would consider a job in the MRO sector (3 respondents). Most students wish to be employed by an Airline (pilot, administration, services, operations, and sales).

Figure 19: Desired sectors of employment

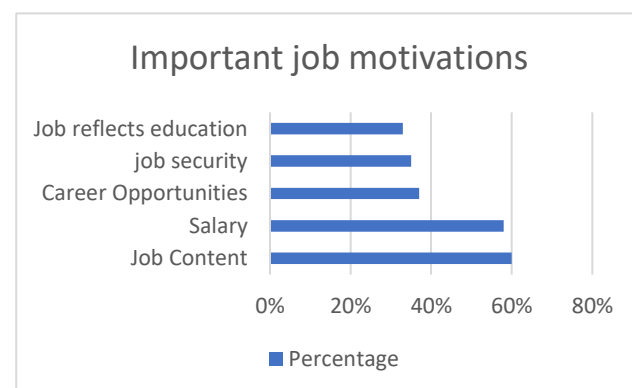


3.2.3 Job Motivations

In the survey, we asked the respondents about their motivations for choosing a specific job and the reasons that keep them from working in the MRO sector.

According to this labour market research, the most important job motivations for students are:

1. Job content (60%)
2. Salary (58%)
3. Career opportunities (37%)
4. Job security (35%)
5. The job reflects my education (33%)

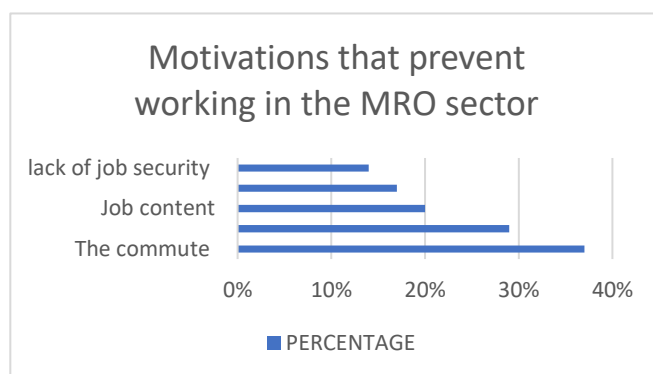


The young employees do not seem to be motivated by extra-legal benefits.

In general, the job content and salary seem to be more important to bachelor students than to secondary students.

In addition, we also asked the respondents what specific motivations keep them from working in the MRO sector: The reasons are listed below:

1. The commute (distance workplace – home) (37%)
2. Unattractive salary in the aviation sector (29%)
3. Job content (20%)
4. Lack of career opportunities (17%)
5. Unfavourable working conditions / lack of job security (14%)



These results show that there is a huge discrepancy between what young professionals are looking for in a job and what the MRO sector can offer them.

Most students identify job content, salary, career opportunities and job security as most important job motivations, while these are the same reasons why students choose *not* to work in the MRO sector.

3.2.4 Recruitment in the MRO sector

50% of the students who already have a job, found their job through the educational institute where they are currently studying. Other students found their job via own contacts (25%), a job fair (12,5%) or a vacancy on the website of the employer (12,5%).

60% of the students without perspective on a job, think that they will find a job via a job fair. Other channels to find a job include vacancies on the employer's website and via contacts of the educational institutes.

Students do not expect to find a job through social media nor via advertisements in a newspaper nor on television.

3.2.5 Conclusion survey for students

Many people responded to this survey; a total 43 students participated in the online questionnaire. In what follows, we list the main conclusions of the survey for students:

- 19% of the respondents (8 respondents) already have a job before graduating. This is a very high number and is in line with the results of the survey for companies, in which it was made clear that companies actively try to recruit near-graduates through keeping good contacts with the aviation schools and trying to keep trainees/interns in their companies. The students who already have a job before graduating are foremost secondary students. 6 of them will be employed within the MRO sector.
- 23% of the respondents (10 respondents) are planning to continue to study. The students choosing to continue their studies are nearly all bachelor students. Most of them will do a bachelors or masters. They all wish to be employed in the broader aviation sector in the future (mostly in Airline – Pilot). Only 3 respondents indicated that they consider a job in the MRO sector. The main reasons for continuing to study are because the students do not want to start working yet, because they are interested in the further education and because they do not want to do a job with their current degree.
- 58% of the respondents (25 respondent) in the survey do not have a perspective on job yet. Of those 25, 32% (8 respondents) has already been approached one or more times by an employer, 36% (9 respondents) did not manage to find a job yet and 32% (8 resp) has not made their minds up about what they want to do in the near future. According to our research, for nearly all students without perspective on a job, the MRO sector is a desired sector of employment. Almost 70% of the students would consider a job in the MRO sector.
- The key motivations for students to choose a job are the job content, the salary, and the career opportunities. These exact motivations are also the reasons why students would choose not to work in the MRO sector. According to them, the unattractive salary, the unattractive job content, and the lack of career opportunities in the sector, is what keeps them from working in the MRO sector.

3.3 Survey for recently graduated

3.3.1 Profile of the respondents

A total of 22 respondents filled in the survey for recently graduated people, of which only 2 women. This is not surprising given the low number of female students in aviation education. All respondents in the survey have graduated from aviation education not more than 5 years ago. This was a requirement to participate in the survey.

Since the GDPR-legislation, it is no longer possible to collect, store and use personal data of students and alumni, it was very difficult to reach out to this group of respondents. With the help of colleagues who recently graduated from aviation education and the student organisation Euroavia, we managed to reach 22 recently graduated people. The respondents are all alumni from the schools University College VIVES, Petrus & Paulus West Oostende, VDAB and KU Leuven.

Over 35% of the respondents in this survey graduated from secondary education (Petrus & Paulus West Oostende and VDAB), nearly 60% graduated from College University Vives and 5% graduated from a master's degree in KU Leuven (see Figure 20). Figure 21 shows the age distribution of the respondents.

Figure 20: Educational level of the respondents

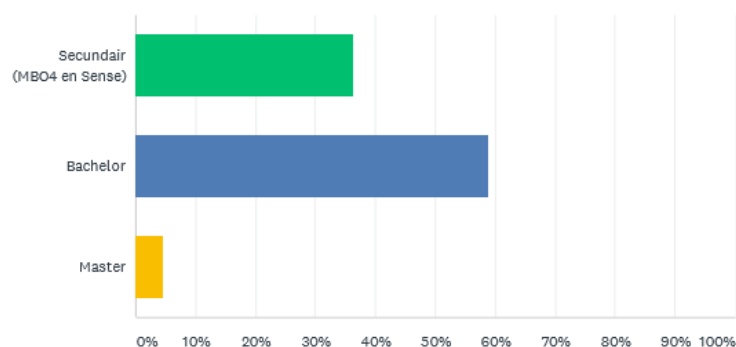
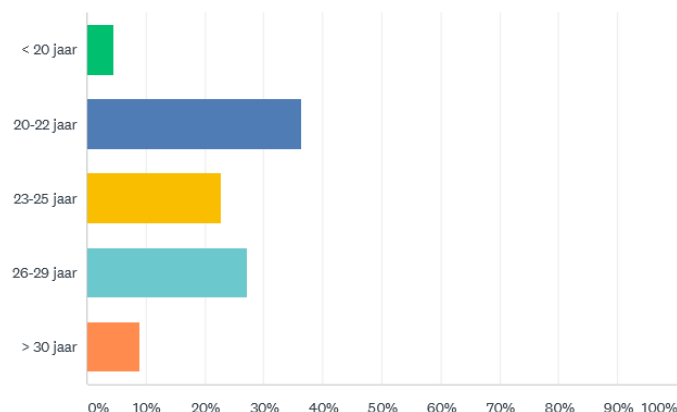
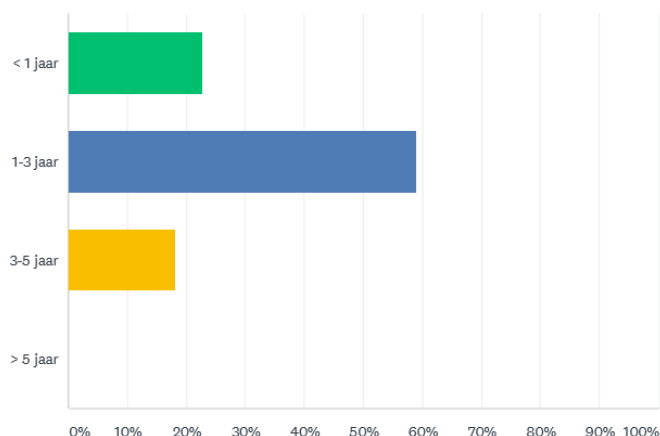


Figure 21: Age of the respondents



All respondents in the survey for recently graduated have graduated from aviation education somewhere in the past 5 years (see Figure 22).

Figure 22: How long have you been graduated?

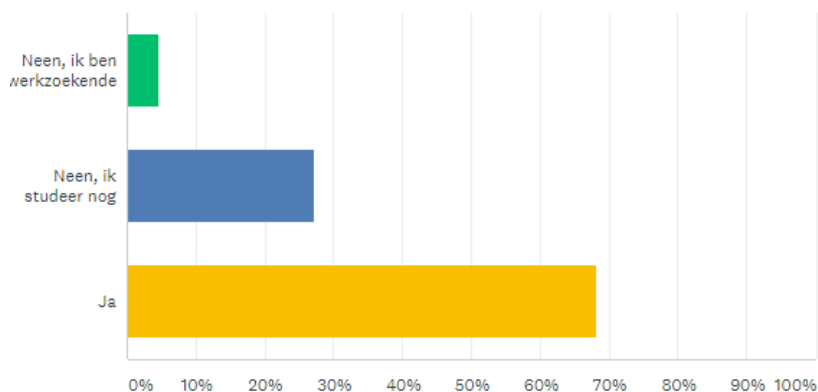


3.3.2 Current (employment) situation of the recently graduated

Fout! Verwijzingsbron niet gevonden. gives an overview of the current working situation of the recently graduated. According to this figure, nearly 70% (15 respondents) is currently employed. 27% (6 respondents) is still studying and 5% (1 respondent) is looking for a job.

The respondents who are still studying are, all but 1, former bachelor students continuing their studies, doing a master or a training to become a pilot.

Figure 23: Are you currently employed?



6 respondents continue to study

27% of the respondents in the survey are continuing to study. Except for 1 respondent, all 5 respondents are former bachelor students, continuing their studies to get a master's degree or do a training to become a pilot.

According to our research, the main reasons why people choose to continue studying are:

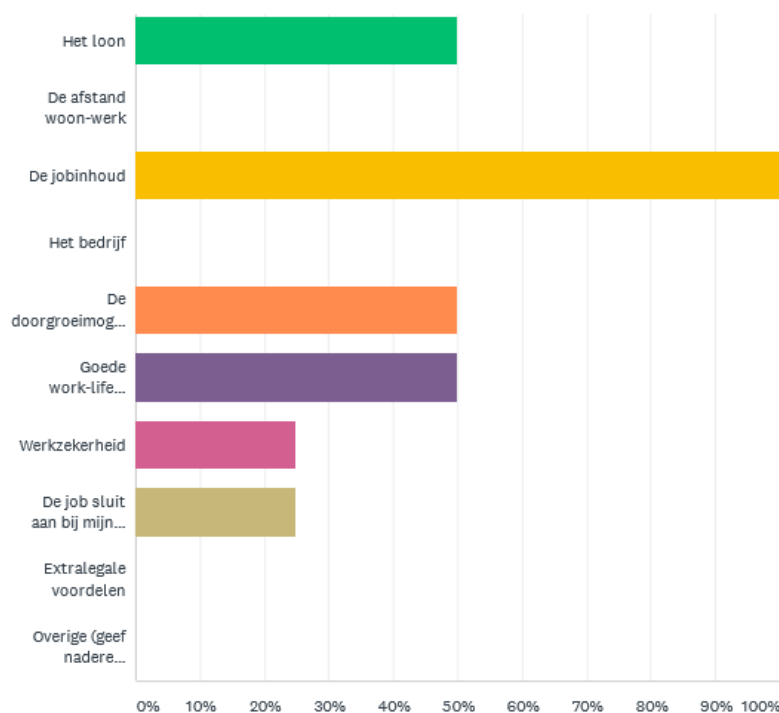
1. Interest in the further education.
2. To have better working conditions.
3. Because the further education provides better opportunities on the labour market.

Most of these respondents want to be employed in a commercial airline company (as Pilot, or working for administration, services, operations, sales). Another desired branch is unmanned aviation (drones). It is striking to see that none of the respondents who continue their studies wish to be employed in the MRO sector.

We asked the respondents who continue to study, what the most important attributes are in a job. The results are shown in Figure 24. According to our research job content is important to all the respondents. For 50% of the respondents, the wage, career opportunities and a good work-life balance are important reasons to choose a job.

The survey for students showed that extra-legal benefits and the company itself, do not play a role in the decision-making of the young employees. This finding was also reflected in the survey for recent graduates.

Figure 24: most important attributes in a job according to the recently graduated

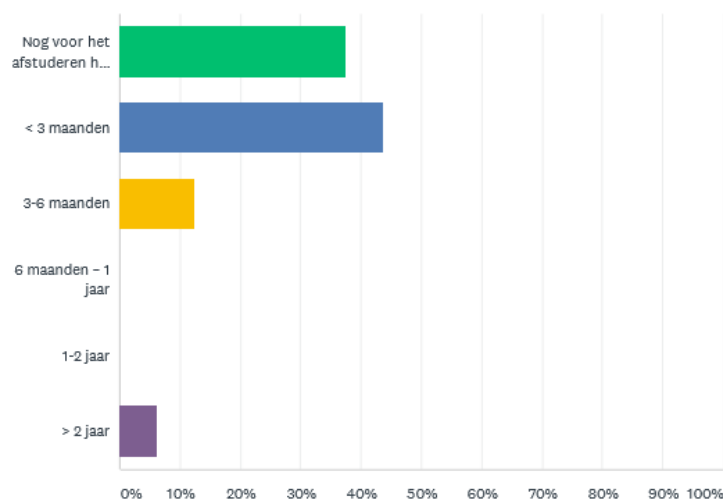


15 respondents are employed

15 out of the 22 respondents are currently working. As Figure 25 shows, just over 80% of the recently graduated had a job within 3 months after graduation. Just under 40% even signed their contracts before graduation.

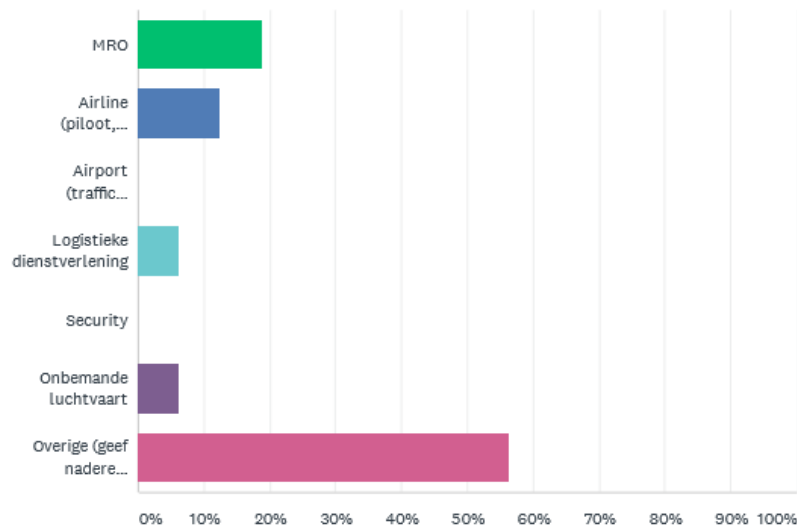
The analysis of the survey for companies showed that companies actively try to recruit young graduates via their contacts with educational institutes and by trying to keep current trainees in their company. This finding is reflected in the numbers below. These numbers show that companies actively try to recruit near-graduates.

Figure 25: How long did it take to find a job?



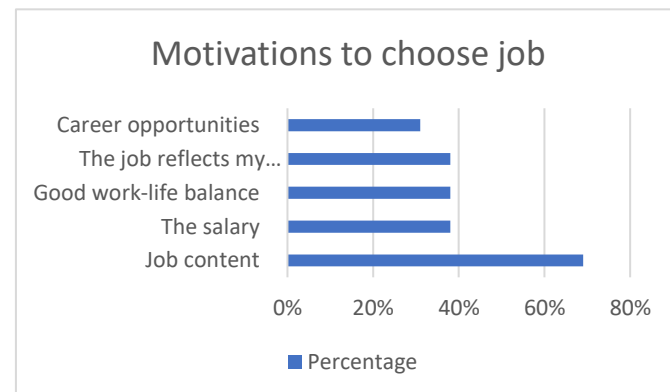
As Figure 26 shows, only 4 respondents are currently working in the MRO sector. The respondents that are not employed in the MRO sector are however employed in other branches of the aviation sector. Only 1 respondent in the survey is employed in another sector than the aviation sector. Other than airlines, logistics and unmanned aviation, respondents are also employed in windmills, sports, education, the government (CAMO) and an aviation service centre.

Figure 26: Sectors of employment



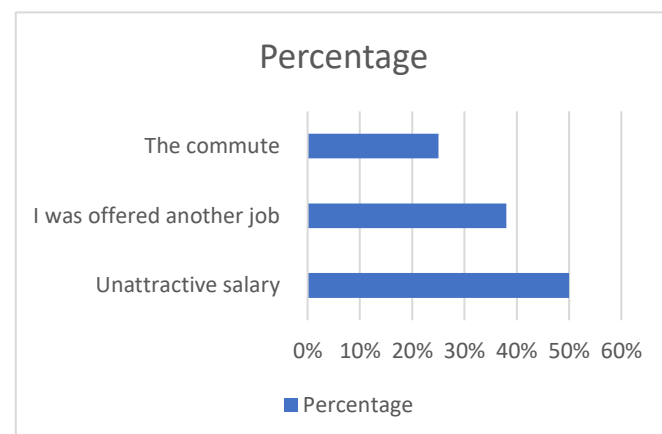
We asked the respondents who are currently employed, what their key motivations were to choose the job:

1. Job content (69%)
2. The salary (38%)
3. Good work-life balance (38%)
4. The job reflects my education (38%)
5. Career opportunities (31%)



In addition, we also asked the respondents what attributes keep them from working in the MRO sector and make the young graduates choose to work in another sector:

1. Unattractive salary in the aviation sector (50%)
2. I was offered another job (38%)
3. The commute (distance workplace – home) (25%)

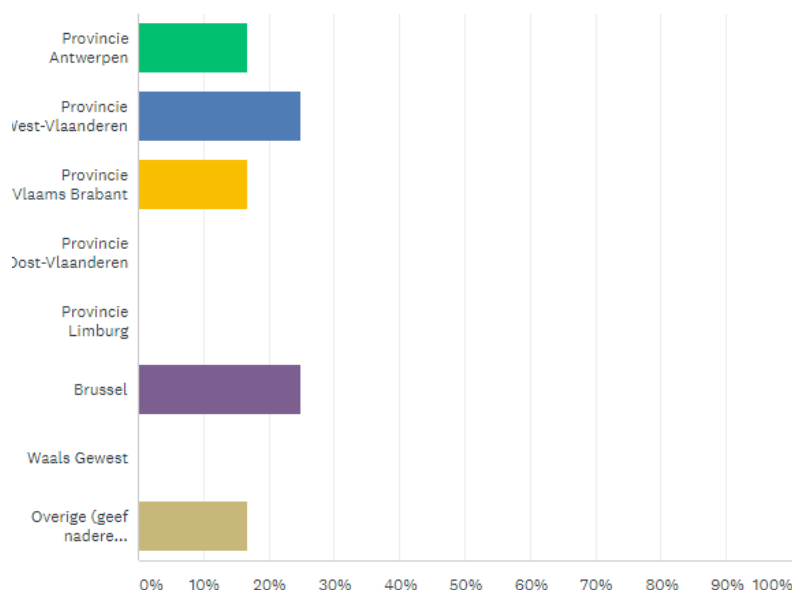


Here to, we see that the discrepancy between what young professionals are looking for in a job and what the MRO sector has to offer is striking. The unattractive salary in the sector and the long commutes are an obvious hurdle for the sector.

3.3.3 Employment in the aviation sector

Figure 27 shows the place of employment of the recently graduated. Most respondents are employed in West-Vlaanderen and the region of Brussels. This is not astonishing since most respondents in the survey received their training in West-Vlaanderen. It is thus assumed, that most of the respondents live in West-Vlaanderen. Since the centre of aviation is located around the capital Brussels (at Zaventem airport), it is not surprising that nearly 30% of the respondents are employed in a Brussels company. Two respondents are working abroad (in Budapest and Schiphol).

Figure 27: place of employment



We asked the recently graduated that are currently employed how happy they are with their current jobs in terms of salary, commute (distance work-home), job content, career opportunities, work environment and work-life balance. Figure 28 gives an overview of the results. According to these results, the young professionals are generally satisfied to very satisfied with their working conditions.

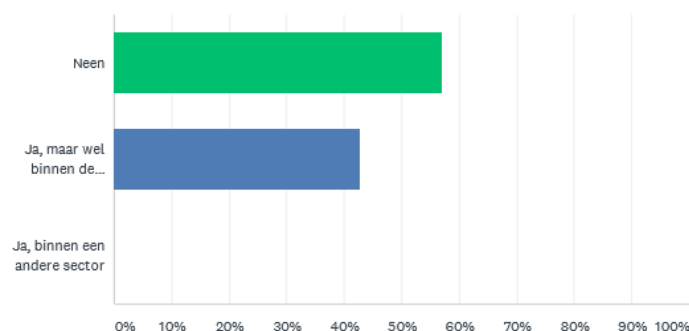
Figure 28: Job satisfaction



We asked to young professionals if they intend to change jobs soon (> 5 years).

According to the survey, nearly 60% is *not* planning on changing jobs anytime soon. Just over 40% of the respondents intends to change jobs, but *still within the aviation sector*. None of the respondents is planning on working in another than the aviation sector.

Figure 29: Are you planning on changing jobs soon?



3.3.4 Aviation education

In the online questionnaire, the respondents were asked about their satisfaction with the aviation training received. Apart from 1 respondent, all respondents are satisfied to very satisfied with their aviation education (see Figure 30). Although 4 respondents indicate that the aviation training does not give access to the desired job. Only 1 respondent wouldn't choose the same study again (see Figure 31).

The main motivations for *not* choosing the same study again, are an unattractive salary in the sector and insufficient job opportunities close to home.

Figure 30: How satisfied are you with the training received?

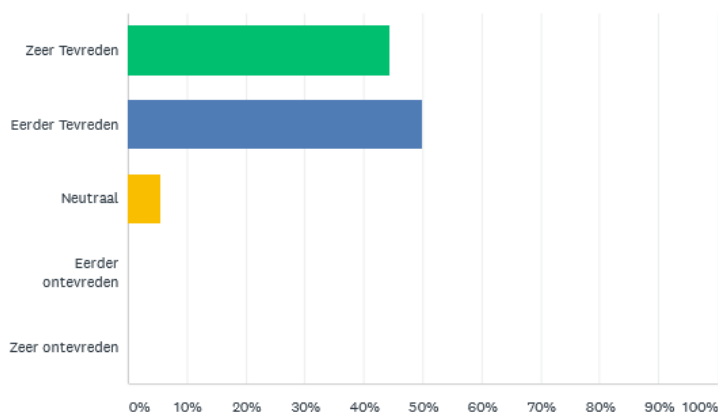
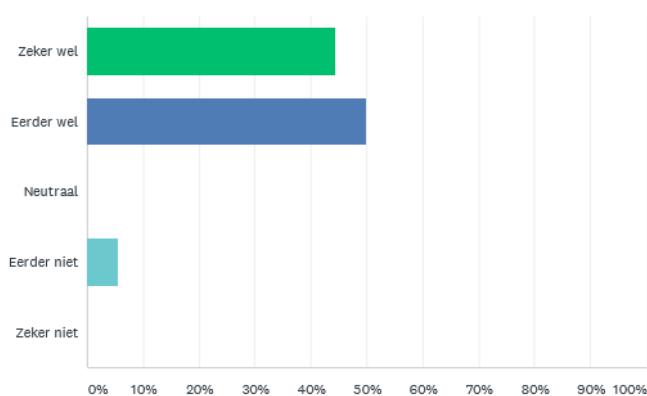
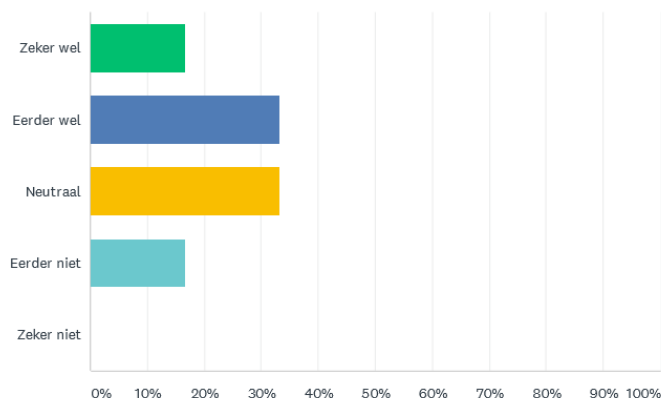


Figure 31: Would you choose the same training again?



50% of the respondents believe that the training program prepared them for the labour market. Over 30% is neutral, and nearly 20% believes that the training program did not sufficiently prepare for work life. The three respondents who believe their education did not sufficiently prepare them for the labour market are all former bachelor students from University College Vives.

Figure 32: Did the training prepare you for the labour market?



3.3.5 Conclusions survey for recently graduated

22 recently graduated aviation students participated in the survey. A prerequisite for participation in the survey is that the recently graduated did not graduate longer than 5 years ago. Almost 60% of the respondents in the survey are former bachelor students. In the following we will list the main conclusions from this survey:

- Almost 30% (6 respondents) of all recently graduated is continuing to study. 5 bachelor students and 1 secondary student are studying. They are all doing a masters or an airline pilot training. These numbers reflect to great extend the number from the survey for students. Nearly half of all bachelor students choose to continue to study. The most important reasons why young graduates choose to continue studying is because they are interested in further education, to get better working conditions and to have better chances on the labour market. It is striking to notice, that not one of the respondents who continue to study wish to be employed in the MRO sector.
- Nearly 30% of the respondents (15 respondents) are currently being employed. 44% of those already had a job before graduation and 38% had a job within 3 months after graduation. These numbers reflect the numbers from the survey for students and the survey for companies, where it was highlighted that most companies try to actively recruit near-graduates by keeping good contacts with the aviation schools. Of the 15 respondents currently working, only 3 respondents (19%) are working in the MRO sector. According to this survey, only 13,5% of the recently graduated aviation students start working in the MRO sector. This is an extremely low number, especially given the many efforts in terms of training hours and cost per student. The other respondents are nearly all working in the broader aviation sector.
- According to this survey, the key motivations to choose a job are job content, salary and a good work-life balance. Ironically, these are also the most important reasons why people would not choose to work in the MRO sector.
- Generally, the recently graduated are satisfied to very satisfied with their current working conditions (salary, commute (work-home distance), job content, career opportunities, work environment and work-life balance). Nearly 60% of the respondents is not planning to change jobs in the next 5 years. Although just over 40% is planning on doing so, they do not desire to work in another sector.
- Overall, the recently graduated are positive about aviation education in Flanders.

4. Conclusions

The main conclusion of this study is that the MRO sector is facing a huge challenge regarding the employment of maintenance technicians.

- On the one hand, maintenance technicians are leaving the MRO companies at a fast pace:

The average maintenance technician is over the age of 44 years old (15% being older than 55) and soon many technicians will be retiring. In addition, every year many technicians are leaving the company prematurely.

- On the other hand, the companies are struggling to fill in their vacancies: the MRO companies all have many vacancies at this moment and the number will only increase in the future.

Due to the annual growth of the MRO sector, the number of jobs is projected to double in the next 20 years. In addition, the outflow of aviation students to the MRO sector is extremely low. According to our research, this has several causes:

- First, the number of students graduating from aviation education (VDAB, Secondary and bachelor) is generally very low (66 graduates/year).
- Second, many graduates are choosing to continue to study. These are mostly bachelor students, doing another bachelor, master, or pilot training. They do not wish to be employed in the MRO sector.
- Thirdly, many students, near-graduates and young-graduates do consider a job in the MRO sector. However, companies have the custom to recruit near-graduates while they are still in school, as a response to the shortage of maintenance technicians on the labour market. Near-graduates often take these chances and sign a contract even before graduating. Many of these students do not start working in the MRO sector. Other companies/ other sectors seem to be more successful in attracting near- and young graduates.
- Lastly, it was indicated that some employment conditions in the MRO sector are unfavourable, such as the unattractive salary, the unattractive job content, the lack of career opportunities and the work-life balance (working in shifts).

This leads to the conclusion that the MRO sector is facing huge challenges soon. It is strongly recommended that further actions will be taken to solve or prevent current and future employment issues. More aviation graduates will be needed in the very near future to bridge the employment gap.

This means increased efforts both in terms of the promotion of aviation education and in terms of making the sector more attractive to young professionals.

Following questions should hereby be answered:

- How can we make the sector more attractive?
- How can we make aviation education more attractive/more known?
- How can the cooperation between industry and education be improved?
- Why are other sectors more successful in attracting young potentials?
- Are other sectors more actively recruiting near graduates in the schools?
- Do other companies offer the students/technicians more?

Overall, the companies, students and recently graduates are positive about aviation education in Flanders and Brussels. All companies have good contacts with the aviation schools.

5. Annexes

Annex 1 – Survey

Questionnaire for companies

Welcome and thank you!

Thank you very much for participating in this survey.

The survey only takes 10 minutes to complete and your answers are of utmost importance to improve our services.

Educavia's main objective is to translate the needs of the industry to the educational institutes. By filling in this survey, you provide us with a lot of useful information to improve the future of aviation education.

General information

* 1. In which department(s) of aviation does your company operate? (multiple options possible)

- ☐ Maintenance
- ☐ Repair Overhaul
- ☐ Overige (s.v.p. vermelden)
- ☐

* 2. How many persons (in FTE's) does your company employ in total?

* 3. How many contractually employed maintenance technicians (in FTE's) does your company currently employ?

* 4. How many short term (interim or contractors) maintenance technicians (in FTE's) does your company currently employ?

5. How many licensed (part. 66) maintenance technicians (in FTE's) does your company currently employ?

6. How many unlicensed maintenance technicians (in FTE's) does your company currently employ?

Employment

* 7. What is the educational level of the maintenance technicians currently working in your company on a contractual basis? (Please indicate the number of persons per educational level)

Secondary BSO	<input type="text"/>
Secondary TSO	<input type="text"/>
Secondary HSO	<input type="text"/>
Bachelor	<input type="text"/>
Master	<input type="text"/>
Total	<input type="text"/>

* 8. What is the level of the maintenance technicians currently working in your company on a contractual basis? (Please indicate the number of persons per level)

Cat A	<input type="text"/>
Cat B-1	<input type="text"/>
Cat B-2	<input type="text"/>
Cat C	<input type="text"/>
Unlicensed maintenance technicians	<input type="text"/>
Total	<input type="text"/>

* 9. What is the age of the maintenance technicians currently working in your company on a contractual basis? (Please indicate the number of persons per age group)

< 24 y/o	<input type="text"/>
25-34 y/o	<input type="text"/>
35-44 y/o	<input type="text"/>
45-55 y/o	<input type="text"/>
> 55 y/o	<input type="text"/>
Total	<input type="text"/>

* 10. What is the level of the maintenance technicians currently working in your company on a temporary basis?
(Please indicate the number of persons per level)

Cat A

Cat B-1

Cat B-2

Cat C

Unlicensed maintenance technicians

Total

* 11. What is the age of the maintenance technicians currently working in your company on a temporary basis?
(Please indicate the number of persons per age group)

< 24 y/o

25-34 y/o

35-44 y/o

45-55 y/o

> 55 y/o

Total

Leaving the company

* 12. How many maintenance technicians (in FTE's) leave your company each year (apart from retirement)? (Please indicate the number of persons per level)

Cat A

Cat B-1

Cat B-2

Cat C

Unlicensed maintenance technicians

Total

* 13. What is the age of the maintenance technicians leaving your company each year (apart from retirement)? (Please indicate the number of persons per age group)

< 24 y/o

25-34 y/o

35-44 y/o

45-55 y/o

> 55 y/o

Total

* 14. How many maintenance technicians (in FTE's) are retiring this year? (Please indicate the number of people per level)

Cat A

Cat B-1

Cat B-2

Cat C

Unlicensed maintenance technicians

Total

* 15. How many maintenance technicians (in FTE's) will be retiring in the next 5 years? (Please indicate the number of persons per level)

Cat A

Cat B-1

Cat B-2

Cat C

Unlicensed maintenance technicians

Total

Recruitment

* 16. How many contractual maintenance technicians did your company hire in the past year? (Please indicate the number of persons per level)

Cat A	<input type="text"/>
Cat B-1	<input type="text"/>
Cat B-2	<input type="text"/>
Cat C	<input type="text"/>
Unlicensed maintenance technician	<input type="text"/>
Total	<input type="text"/>

* 17. How many temporary maintenance technicians did your company hire in the past year? (Please indicate the number of persons per level)

Cat A	<input type="text"/>
Cat B-1	<input type="text"/>
Cat B-2	<input type="text"/>
Cat C	<input type="text"/>
Unlicensed maintenance technicians	<input type="text"/>
Total	<input type="text"/>

* 18. How many vacancies for maintenance technicians are open at this moment?

Cat A	<input type="text"/>
Cat B-1	<input type="text"/>
Cat B-2	<input type="text"/>
Cat C	<input type="text"/>
Unlicensed maintenance technician	<input type="text"/>
Total	<input type="text"/>

* 19. How many additional maintenance technicians will your company need in the next 5 years? (Please indicate the number of persons per level)

Junior maintenance technician

Cat A

Cat B-1

Cat B-2

Cat C

Unlicensed maintenance technicians

* 20. How many maintenance technician trainees/interns does your company supervise each year?

Secondary BSO

Secondary TSO

Secondary HSO

Bachelor

Master

21. What (new) aviation activities will require the most (additional) employees in the next 5 years?

* 22. How does your company cope with the shortage of maintenance technicians? (Multiple options possible)

- ☐ I am actively searching through employment agencies
- ☐ I am always looking to recruit young graduates and near-graduates
- ☐ I participate in job fairs
- ☐ I publish job openings through one or more media channels
- ☐ I try to keep trainees in my company
- ☐ I recruit abroad (if so, please indicate the countries)
- ☐ I recruit contractors
- ☐ I do nothing
- ☐ Overige (s.v.p. vermelden)

* 23. Are there, according to you, enough well-trained people available in the labour market?

☐ Yes

☐ No

* 24. What is, according to you, the main reason for the shortage of maintenance technicians in the labour market?
(max. 3 answers possible)

- ☐ The lack of students
- ☐ Other sectors are more attractive to young graduates Low
- ☐ wages in the sector
- ☐ Other regions and countries are more attractive to the maintenance technicians Terms of
- ☐ employment in the sector: work-life balance
- ☐ Terms of employment in the sector: labour mobility

Aviation Education

* 25. Do you have close contact with regional aviation education institutes?

☐ Yes

☐ No

Aviation Education

* 26. Which aviation education institutes are you in close contact with?

- ☐ Vives
- ☐ Petrus en Paulus West
- ☐ ZAVO
- ☐ Stedelijk Lyceum Antwerpen
- ☐ AMTS (Aircraft Maintenance Technician Schools) ACC
- ☐ (Aviation Competence Centre)
- ☐ Technifutur
- ☐ Haute école Condorcet
- ☐ WAN (Wallonie Aerotraining Network) Overige
- ☐ (s.v.p. vermelden)

* 27. How satisfied are you with the knowledge and skills of the recently graduated maintenance technicians working in your company?

- ☐ Very satisfied ☐ Somewhat unsatisfied
- ☐ Somewhat satisfied ☐ Very unsatisfied
- ☐ Neutral

* 28. Overall, how would you rate the quality of the Flemish educational institutes compared to educational institutes in other countries or regions?

- ☐ Very positive ☐ Somewhat negative Very
- ☐ Somewhat positive ☐ negative
- ☐ Neutral

29. In your opinion, how can the educational institutes better prevent the outflow of aviation students to other sectors?

30. What are the future trends for MRO education?

31. What are the needs of the MRO companies with regard to the training or education of MRO aircraft technicians?

* 32. Does your company make use of E-learning modules for training the maintenance technicians?

☐ Yes

☐ No

33. What do you think of the current range of E-learning offered?

☐ The E-learning modules on the market correspond to the training needs of my company

☐ The E-learning modules on the market do not correspond to the training needs of my company

34. What E-learning modules could potentially be interesting for your company?

Identification Information

35. Identification data

name

Company name

E-mail

Phone number

Thank you!

Thank you very much for participating in the survey.

Thanks to your answers, we can constantly improve our services.

Annex 2 – Survey for students

Questionnaire for students

Welkom en bedankt!

Geachte student,

Hartelijk dank voor uw deelname aan dit onderzoek.

De enquête duurt slechts 5 minuten en dankzij de resultaten kunnen wij het luchtvaartonderwijs steeds verbeteren.

Profiel

1. U bent een?

- ☐ Man
- ☐ Vrouw

2. Wat is uw leeftijd?

- ☐ 15-17 jaar
- ☐ 18-20 jaar
- ☐ 21-23 jaar
- ☐ 24-26 jaar
- ☐ 27-30 jaar
- ☐ > 30 jaar

3. In welke richting studeert u binnenkort af?

- ☐ Secundair (MBO4 en Sense)
- ☐ Bachelor
- ☐ Master

4. Aan welke opleidingsinstelling studeert u momenteel?

- ☐ VIVES
- ☐ Petrus en Paulus West
- ☐ VDAB
- ☐ Stedelijk Lyceum Antwerpen
- ☐ ZAVO
- ☐ Overige (geef nadere toelichting)

5. Heeft u reeds uitzicht op een job?

- ☐ Ja, ik heb reeds uitzicht op een job
- ☐ Neen, ik zal nog verder studeren
- ☐ Ik werd reeds benaderd door één of meerdere bedrijven maar heb nog geen keuze gemaakt
- ☐ Ik weet nog niet wat ik in de toekomst zal doen
- ☐ Neen, ik heb nog geen job gevonden

Ik heb reeds zicht op een job

6. Binnen welke sector zal u worden tewerkgesteld?

- ☐ MRO ☐ Logistieke dienstverlening
- ☐ Airline (piloot, administratie, dienstverlening, operations, sales) ☐ Security
- Airport (traffic control, operations, dienstverlening) ☐ Onbemande luchtvaart
- ☐ Andere sector

7. Omwille van welke reden(en) koos u voor deze job? (duid de 3 belangrijkste aan)

- | | |
|--|--|
| <input type="checkbox"/> Het loon | <input type="checkbox"/> Goede work-life balance |
| <input type="checkbox"/> De afstand woon-werk | <input type="checkbox"/> Werkzekerheid |
| <input type="checkbox"/> De jobinhoud | <input type="checkbox"/> De job sluit aan bij mijn opleiding |
| <input type="checkbox"/> Het bedrijf | <input type="checkbox"/> Extralegale voordelen |
| <input type="checkbox"/> De doorgroeimogelijkheden | |
| <input type="checkbox"/> Overige (geef nadere toelichting) | |

8. Hoe vond u deze job?

- | | |
|---|--|
| <input type="radio"/> Via een jobbeurs of stagebeurs | <input type="radio"/> Via eigen contacten |
| <input type="radio"/> Via een rekruterings- of uitzendkantoor | <input type="radio"/> Via een vacature op de website van de werkgever |
| <input type="radio"/> Via Aviato | <input type="radio"/> Via sociale media (Facebook, Instagram, LinkedIn) |
| <input type="radio"/> Via de VDAB | <input type="radio"/> Via advertentie in de krant, op tv of via andere media |
| <input type="radio"/> Via mijn onderwijsinstelling | |

9. Indien u niet binnen de luchtvaartsector aan de slag gaat, waarom ambieert u geen job binnen de luchtvaartsector?

- | | |
|---|--|
| <input type="checkbox"/> Onaantrekkelijk loon in de luchtvaartsector | <input type="checkbox"/> Ongunstige work-life balance in de luchtvaartsector |
| <input type="checkbox"/> De afstand woon-werk | <input type="checkbox"/> Onvoldoende werkzekerheid in de luchtvaartsector |
| <input type="checkbox"/> De jobinhoud | <input type="checkbox"/> Er werd mij een job aangeboden en ik heb die aangenomen |
| <input type="checkbox"/> Het gebrek aan doorgroeimogelijkheden in de luchtvaartsector | <input type="checkbox"/> Ongunstige werkomstandigheden in de luchtvaartsector |

☐ Overige (geef nadere toelichting)

Ik heb nog geen job gevonden

10. Binnen welke sector(en) zou u graag worden aangesteld?

- | | |
|--|---|
| <input type="checkbox"/> MRO | <input type="checkbox"/> Logistieke dienstverlening |
| <input type="checkbox"/> Airline (piloot, administratie, dienstverlening, operations, sales) | <input type="checkbox"/> Security |
| <input type="checkbox"/> Airport (traffic control, operations, dienstverlening) | <input type="checkbox"/> Onbemande luchtvaart |
| <input type="checkbox"/> Andere sector | |

11. Via welke kanalen zult u een job zoeken?

- | | |
|---|---|
| <input type="checkbox"/> Via een jobbeurs/stagebeurs | <input type="checkbox"/> Via een vacature op de website van de werkgever |
| <input type="checkbox"/> Via een rekruterings- of uitzendkantoor | <input type="checkbox"/> Via sociale media |
| <input type="checkbox"/> Via de VDAB | <input type="checkbox"/> Via advertentie in de krant, op tv of via andere media |
| <input type="checkbox"/> Via contacten die mijn onderwijsinstelling heeft | <input type="checkbox"/> Ik zoek geen job |
| <input type="checkbox"/> Via eigen contacten | |

12. Wat vindt u belangrijk in een job? (duid de 3 belangrijkste aan)

- | | |
|--|--|
| <input type="checkbox"/> Het loon | <input type="checkbox"/> Goede work-life balance |
| <input type="checkbox"/> De afstand woon-werk | <input type="checkbox"/> Werkzekerheid |
| <input type="checkbox"/> De jobinhoud | <input type="checkbox"/> De job sluit aan bij mijn opleiding |
| <input type="checkbox"/> Het bedrijf | <input type="checkbox"/> Extralegale voordelen |
| <input type="checkbox"/> De doorgroeimogelijkheden | |
| <input type="checkbox"/> Overige (geef nadere toelichting) | |

13. Binnen welke tijd denkt u een job te hebben?

- ☐ 1-3 maanden
- ☐ 3-6 maanden
- ☐ 6 maanden – 1 jaar
- ☐ > 1 jaar

14. Indien u geen job in de luchtvaartsector ambieert, waarom verkiest u een andere sector boven de luchtvaartsector?

☐ Onaantrekkelijk loon in de luchtvaartsector

☐ Ongunstige work-life balance in de luchtvaartsector

☐ De afstand woon-werk

☐ Onvoldoende werkzekerheid in de luchtvaartsector

☐ De jobinhoud

☐ Ongunstige werkomstandigheden in de luchtvaartsector

☐ Het gebrek aan doorgroeimogelijkheden in de luchtvaartsector ☐

☐ Overige (geef nadere toelichting)

Ik studeer verder

15. Welke opleiding zal u volgen na deze studie?

- | | |
|---|--|
| <input type="radio"/> Bachelor | <input type="radio"/> Master |
| <input type="radio"/> Graduaat | <input type="radio"/> Postgraduaat unmanned aircraft systems |
| <input type="radio"/> Ba-na-Ba | <input type="radio"/> Ik heb nog geen keuze gemaakt |
| <input type="radio"/> Overige (geef nadere toelichting) | |

16. Waarom kiest u ervoor om verder te studeren?

- | | |
|--|--|
| <input type="checkbox"/> Omdat de vervolgstudie mij betere kansen biedt op de arbeidsmarkt | <input type="checkbox"/> Omdat de vervolgstudie mij interesseert |
| <input type="checkbox"/> Omdat ik geen job wil uitoefenen met mijn huidige diploma | <input type="checkbox"/> Omdat ik nog niet wil werken |
| <input type="checkbox"/> Om betere arbeidsvoorwaarden te krijgen | <input type="checkbox"/> Ik wil meer ervaring opdoen/meer bijleren |
| <input type="checkbox"/> Overige (geef nadere toelichting) | |

17. In welke sector(en) wenst u in de toekomst tewerkgesteld te worden?

- ☐ MRO
- ☐ Airline (piloot, administratie, dienstverlening, operations, sales)
- ☐ Airport (traffic control, operations, dienstverlening)
- ☐ Logistieke dienstverlening
- ☐ Security
- ☐ Onbemande luchtvaart
- ☐ Andere sector

18. Waarom zou u in deze sector willen werken? (Duid de drie belangrijkste aan)

- | | |
|--|--|
| <input type="checkbox"/> Het loon | <input type="checkbox"/> Goede work-life balance |
| <input type="checkbox"/> De afstand woon-werk | <input type="checkbox"/> Werkzekerheid |
| <input type="checkbox"/> De jobinhoud | <input type="checkbox"/> De job sluit aan bij mijn opleiding |
| <input type="checkbox"/> Het bedrijf | <input type="checkbox"/> Extralegale voordelen |
| <input type="checkbox"/> De doorgroeimogelijkheden | |
| <input type="checkbox"/> Overige (geef nadere toelichting) | |

19. Indien u geen job in de luchtvaartsector ambieert, waarom verkiest u een andere sector boven de luchtvaartsector?

- | | |
|---|---|
| <input type="checkbox"/> Onaantrekkelijk loon in de luchtvaartsector | <input type="checkbox"/> Ongunstige work-life balance in de luchtvaartsector |
| <input type="checkbox"/> De afstand woon-werk | <input type="checkbox"/> Onvoldoende werkzekerheid in de luchtvaartsector |
| <input type="checkbox"/> De jobinhoud | <input type="checkbox"/> Ongunstige werkomstandigheden in de luchtvaartsector |
| <input type="checkbox"/> Het gebrek aan doorgroeimogelijkheden in de luchtvaartsector | <input type="checkbox"/> |

- ☐ Overige (geef nadere toelichting)

Ik weet nog niet wat ik wil doen/ik heb nog geen keuze gemaakt

20. Binnen welke sector(en) zou u graag worden aangesteld?

- | | |
|--|---|
| <input type="checkbox"/> MRO | <input type="checkbox"/> Logistieke dienstverlening |
| <input type="checkbox"/> Airline (piloot, administratie, dienstverlening, operations, sales) | <input type="checkbox"/> Security |
| <input type="checkbox"/> Airport (traffic control, operations, dienstverlening) | <input type="checkbox"/> Andere sector |
| <input type="checkbox"/> Overige (geef nadere toelichting) | |

21. Wat vindt u belangrijk in een job? (duid de 3 belangrijkste aan)

- | | |
|--|--|
| <input type="checkbox"/> Het loon | <input type="checkbox"/> Goede work-life balance |
| <input type="checkbox"/> De afstand woon-werk | <input type="checkbox"/> Werkzekerheid |
| <input type="checkbox"/> De jobinhoud | <input type="checkbox"/> De job sluit aan bij mijn opleiding |
| <input type="checkbox"/> Het bedrijf | <input type="checkbox"/> Extralegale voordelen |
| <input type="checkbox"/> De doorgroeimogelijkheden | |
| <input type="checkbox"/> Overige (geef nadere toelichting) | |

22. Indien u geen job binnen de luchtvaartsector ambieert, waarom geeft u de voorkeur aan een andere sector?

- | | |
|---|---|
| <input type="checkbox"/> Onaantrekkelijk loon in de luchtvaartsector | <input type="checkbox"/> Ongunstige work-life balance in de luchtvaartsector |
| <input type="checkbox"/> De afstand woon-werk | <input type="checkbox"/> Onvoldoende werkzekerheid in de luchtvaartsector |
| <input type="checkbox"/> De jobinhoud | <input type="checkbox"/> Ongunstige werkomstandigheden in de luchtvaartsector |
| <input type="checkbox"/> Het gebrek aan doorgroeimogelijkheden in de luchtvaartsector | <input type="checkbox"/> |

- ☐ Overige (geef nadere toelichting)

Bedankt!

Hartelijk dank voor uw medewerking. Uw antwoorden werden geregistreerd.

Annex 3 – survey for recently graduated

Welkom en bedankt!

Hartelijk dank om deel te nemen aan onze bevraging!

De bevraging duurt slechts 5 minuten en uw antwoorden zijn voor ons van groot belang.

Profiel

1. U bent een?

- ☐ Man
- ☐ Vrouw

2. Wat is uw leeftijd?

- ☐ < 20 jaar
- ☐ 20-22 jaar
- ☐ 23-25 jaar
- ☐ 26-29 jaar
- ☐ > 30 jaar

3. In welke richting bent u recent afgestudeerd?

- ☐ Secundair (MBO4 en Sense)
- ☐ Bachelor
- ☐ Master

4. Aan welke opleidingsinstelling bent u recent afgestudeerd?

- ☐ VIVES
- ☐ Petrus en Paulus West
- ☐ VDAB
- ☐ Stedelijk Lyceum Antwerpen
- ☐ ZAVO

5. Hoelang bent u reeds afgestudeerd?

- ☐ < 1 jaar
- ☐ 1-3 jaar
- ☐ 3-5 jaar
- ☐ > 5 jaar

6. Bent u momenteel tewerkgesteld?

- ☐ Neen, ik ben werkzoekende
- ☐ Neen, ik studeer nog
- ☐ Ja

Ik ben werkzoekende

7. Hoelang bent u reeds op zoek naar werk?

- ☐ < 3 maanden ☐ 1-2 jaar
- ☐ 3-6 maanden ☐ > 2 jaar
- ☐ 6 maanden – 1 jaar

8. Binnen welke sector(en) zoekt u momenteel werk? (meerdere opties mogelijk)

- ☐ MRO ☐ Logistieke dienstverlening
- ☐ Airline (piloot, administratie, dienstverlening, operations, sales) ☐ Security
- ☐ Airport (traffic control, operations, dienstverlening) ☐ Onbemande luchtvaart
- ☐ Overige (geef nadere toelichting)

9. Wat is voor u belangrijk in een job? (duid de drie belangrijkste aan)

- ☐ Het loon ☐ Goede work-life balance
- ☐ De afstand woon-werk ☐ Werkzekerheid
- ☐ De jobinhoud ☐ De job sluit aan bij mijn opleiding
- ☐ Het bedrijf ☐ Extralegale voordelen
- ☐ De doorgroeimogelijkheden
- ☐ Overige (geef nadere toelichting)

10. Indien u geen job in de luchtvaartsector ambieert, waarom verkiest u een andere sector?

- ☐ Onaantrekkelijk loon in de luchtvaartsector ☐ Ongunstige work-life balance in de luchtvaartsector
- ☐ De afstand woon-werk ☐ Onvoldoende werkzekerheid in de luchtvaartsector
- ☐ De jobinhoud ☐ Er werd mij een job aangeboden en ik heb die aangenomen
- ☐ Het gebrek aan doorgroeimogelijkheden in de luchtvaartsector ☐ Ongunstige werkomstandigheden in de luchtvaartsector
- ☐ Overige (geef nadere toelichting)

Ik studeer nog

11. Welke opleiding volgt u momenteel?

- ☐ Bachelor ☐ Master
- ☐ Graduaat ☐ Postgraduaat unmanned aircraft systems
- ☐ Ba-na-Ba
- ☐ Overige (geef nadere toelichting)

12. Wat is de reden dat u verder studeert? (indien de vervolgstudie geen bachelor of graduaat is) (duid de 3 belangrijkste redenen aan)

- ☐ Omdat de vervolgstudie mij betere kansen biedt op de arbeidsmarkt ☐ Omdat de vervolgstudie mij interesseert
- ☐ Omdat ik geen job wil uitoefenen met mijn huidige diploma ☐ Omdat ik nog niet wil werken
- ☐ Om betere arbeidsvoorwaarden te krijgen

☐ Overige (geef nadere toelichting)

13. In welke sector(en) wenst u in de toekomst tewerkgesteld te worden?

- ☐ MRO ☐ Logistieke dienstverlening
- ☐ Airline (piloot, administratie, dienstverlening, operations, sales) ☐ Security
- ☐ Airport (traffic control, operations, dienstverlening) ☐ Onbemande luchtvaart
- ☐ Overige (geef nadere toelichting)

14. Wat is voor u belangrijk in een job? (duid de drie belangrijkste aan)

- ☐ Het loon
- ☐ De afstand woon-werk
- ☐ De jobinhoud
- ☐ Het bedrijf
- ☐ De doorgroeimogelijkheden
- ☐ Goede work-life balance
- ☐ Werkzekerheid
- ☐ De job sluit aan bij mijn opleiding
- ☐ Extralegale voordelen
- ☐ Overige (geef nadere toelichting)

15. Indien u geen job in de luchtvaartsector ambieert, waarom verkiest u een andere sector?

- | | |
|---|--|
| <input type="checkbox"/> Onaantrekkelijk loon in de luchtvaartsector | <input type="checkbox"/> Ongunstige work-life balance in de luchtvaartsector |
| <input type="checkbox"/> De afstand woon-werk | <input type="checkbox"/> Onvoldoende werkzekerheid in de luchtvaartsector |
| <input type="checkbox"/> De jobinhoud | <input type="checkbox"/> Er werd mij een job aangeboden en ik heb die aangenomen |
| <input type="checkbox"/> Het gebrek aan doorgroeimogelijkheden in de luchtvaartsector | <input type="checkbox"/> Ongunstige werkomstandigheden in de luchtvaartsector |
| <input type="checkbox"/> Overige (geef nadere toelichting) | |

Ik ben tewerkgesteld

16. Hoelang heeft u werk moeten zoeken?

- | | |
|--|--|
| <input type="radio"/> Nog voor het afstuderen had ik een job | <input type="radio"/> 6 maanden – 1 jaar |
| <input type="radio"/> < 3 maanden | <input type="radio"/> 1-2 jaar |
| <input type="radio"/> 3-6 maanden | <input type="radio"/> > 2 jaar |

17. Binnen welke sector bent u momenteel actief?

- | | |
|---|--|
| <input type="radio"/> MRO | <input type="radio"/> Logistieke dienstverlening |
| <input type="radio"/> Airline (piloot, administratie, dienstverlening, operations, sales) | <input type="radio"/> Security |
| <input type="radio"/> Airport (traffic control, operations, dienstverlening) | <input type="radio"/> Onbemande luchtvaart |
| <input type="radio"/> Overige (geef nadere toelichting) | |

18. Wat waren de belangrijkste motivaties om voor deze job te kiezen? (duid de drie belangrijkste aan)

- | | |
|--|--|
| <input type="checkbox"/> Het loon | <input type="checkbox"/> Goede work-life balance |
| <input type="checkbox"/> De afstand woon-werk | <input type="checkbox"/> Werkzekerheid |
| <input type="checkbox"/> De jobinhoud | <input type="checkbox"/> De job sluit aan bij mijn opleiding |
| <input type="checkbox"/> Het bedrijf | <input type="checkbox"/> Extralegale voordelen |
| <input type="checkbox"/> De doorgroeimogelijkheden | |
| <input type="checkbox"/> Overige (geef nadere toelichting) | |

Indien u niet tewerkgesteld bent binnen de luchtvaartsector, waarom verkiest u een andere sector?

- | | |
|---|--|
| <input type="checkbox"/> Onaantrekkelijk loon in de luchtvaartsector | <input type="checkbox"/> Ongunstige work-life balance in de luchtvaartsector |
| <input type="checkbox"/> De afstand woon-werk | <input type="checkbox"/> Onvoldoende werkzekerheid in de luchtvaartsector |
| <input type="checkbox"/> De jobinhoud | <input type="checkbox"/> Er werd mij een job aangeboden en ik heb die aangenomen |
| <input type="checkbox"/> Het gebrek aan doorgroeimogelijkheden in de luchtvaartsector | <input type="checkbox"/> Ongunstige werkomstandigheden in de luchtvaartsector |
| <input type="checkbox"/> Overige (geef nadere toelichting) | |

Tewerkstelling in de luchtvaartsector (Enkel voor mensen tewerkgesteld binnen de luchtvaartsector)

Waar is uw plaats van tewerkstelling?

- ☐ Provincie Antwerpen
- ☐ Provincie West-Vlaanderen
- ☐ Provincie Vlaams Brabant
- ☐ Provincie Oost-Vlaanderen
- ☐ Provincie Limburg
- ☐ Brussel
- ☐ Waals Gewest
- ☐ Overige (geef nadere toelichting)

Hoe tevreden bent u met uw loon?

- | | |
|---------------------------------------|---|
| <input type="radio"/> Zeer Tevreden | <input type="radio"/> Eerder ontevreden |
| <input type="radio"/> Eerder Tevreden | <input type="radio"/> Zeer ontevreden |
| <input type="radio"/> Neutraal | |

Hoe tevreden bent u met uw woon-werksituatie (in afstand tot het werk)?

- | | |
|---------------------------------------|---|
| <input type="radio"/> Zeer Tevreden | <input type="radio"/> Eerder ontevreden |
| <input type="radio"/> Eerder Tevreden | <input type="radio"/> Zeer ontevreden |
| <input type="radio"/> Neutraal | |

Hoe tevreden bent u met de jobinhoud?

- | | |
|---------------------------------------|---|
| <input type="radio"/> Zeer Tevreden | <input type="radio"/> Eerder ontevreden |
| <input type="radio"/> Eerder Tevreden | <input type="radio"/> Zeer ontevreden |
| <input type="radio"/> Neutraal | |

19. Hoe tevreden bent u met de doorgroeimogelijkheden?

- | | |
|---------------------------------------|---|
| <input type="radio"/> Zeer Tevreden | <input type="radio"/> Eerder ontevreden |
| <input type="radio"/> Eerder Tevreden | <input type="radio"/> Zeer ontevreden |
| <input type="radio"/> Neutraal | |

Hoe tevreden bent u met uw werkomgeving?

- | | |
|---------------------------------------|---|
| <input type="radio"/> Zeer Tevreden | <input type="radio"/> Eerder ontevreden |
| <input type="radio"/> Eerder Tevreden | <input type="radio"/> Zeer ontevreden |
| <input type="radio"/> Neutraal | |

Hoe tevreden bent u met uw life-work balance?

- | | |
|---------------------------------------|---|
| <input type="radio"/> Zeer Tevreden | <input type="radio"/> Eerder ontevreden |
| <input type="radio"/> Eerder Tevreden | <input type="radio"/> Zeer ontevreden |
| <input type="radio"/> Neutraal | |

Bent u van plan om in de nabije toekomst (<5 jaar) van job te veranderen?

- ☐ Neen
- ☐ Ja, maar wel binnen de luchtvaartsector
- ☐ Ja, binnen een andere sector

Tewerkstelling binnen een andere dan de luchtvaartsector

Waarom zou u in een andere sector willen werken? (Meerdere opties mogelijk)

- | | |
|--|--|
| <input type="checkbox"/> Beter loon | <input type="checkbox"/> Betere work-life balance |
| <input type="checkbox"/> Betere arbeidsvoorwaarden | <input type="checkbox"/> Meer werkzekerheid |
| <input type="checkbox"/> De afstand woon-werk | <input type="checkbox"/> Extralegale voordelen |
| <input type="checkbox"/> De jobinhoud | <input type="checkbox"/> Ik wil meer ervaring opdoen/meer bijleren |
| <input type="checkbox"/> De doorgroeimogelijkheden | |

Opleiding

29. Hoe tevreden bent u van de opleiding die u heeft gevolgd?

- | | |
|---------------------------------------|---|
| <input type="radio"/> Zeer Tevreden | <input type="radio"/> Eerder ontevreden |
| <input type="radio"/> Eerder Tevreden | <input type="radio"/> Zeer ontevreden |
| <input type="radio"/> Neutraal | |

30. Zou u dezelfde studiekeuze opnieuw maken?

- | | |
|----------------------------------|-----------------------------------|
| <input type="radio"/> Zeker wel | <input type="radio"/> Eerder niet |
| <input type="radio"/> Eerder wel | <input type="radio"/> Zeker niet |
| <input type="radio"/> Neutraal | |

31. 33. Heeft de opleiding u voldoende voorbereid op de arbeidsmarkt?

- | | |
|----------------------------------|-----------------------------------|
| <input type="radio"/> Zeker wel | <input type="radio"/> Eerder niet |
| <input type="radio"/> Eerder wel | <input type="radio"/> Zeker niet |
| <input type="radio"/> Neutraal | |

Indien u niet of minder tevreden bent over de opleiding die u heeft gevolgd, waarom bent u niet tevreden?

- ☐ De opleiding bereidt mij onvoldoende voor op de arbeidsmarkt
- ☐ De opleiding voldoet niet aan mijn verwachtingen
- ☐ De opleiding biedt geen toegang tot de job die ik zou willen uitoefenen
- ☐ De opleiding biedt geen toegang tot de bedrijven waar ik zou willen werken
- ☐ Ik vind de opleiding onvoldoende interessant
- ☐ De opleiding is onvoldoende gediversifieerd
- ☐ Overige (geef nadere toelichting)

Indien u de studiekeuze niet opnieuw zou maken, waarom niet?

- | | |
|---|---|
| <input type="checkbox"/> Er is te weinig werkgelegenheid | <input type="checkbox"/> De opleiding is onvoldoende interessant |
| <input type="checkbox"/> Onaantrekkelijk loon in de sector | <input type="checkbox"/> De opleiding bereidt mij onvoldoende voor op de arbeidsmarkt |
| <input type="checkbox"/> Er is onvoldoende werkgelegenheid in de buurt waar ik woon | |

☐

Overige (geef nadere toelichting)

Hartelijk dank!

Heel erg bedankt om deel te nemen aan deze survey. Uw antwoorden werden geregistreerd.