

HUMAN CAPITAL CHALLENGES IN CIVIL AVIATION

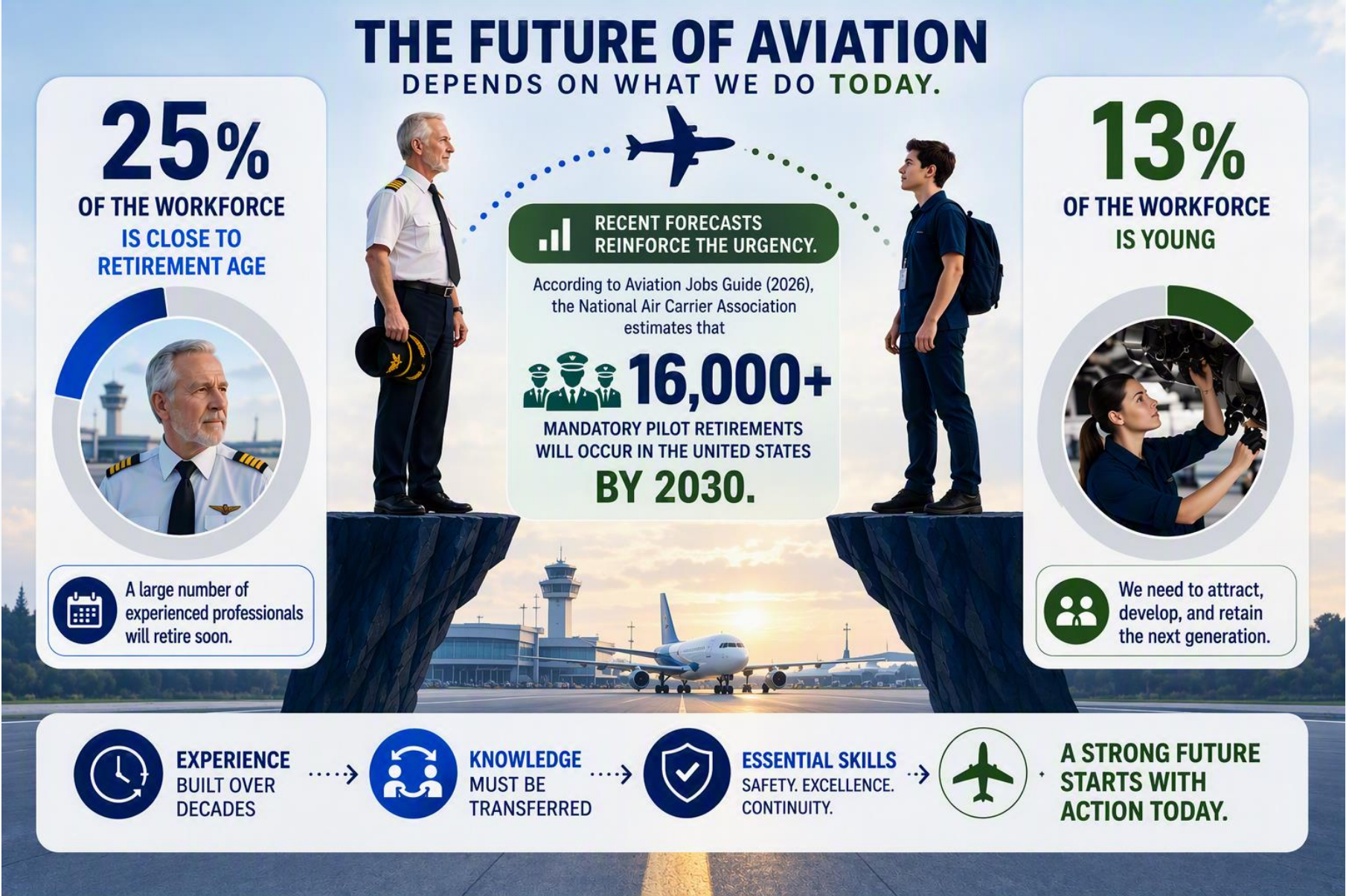
A dialogue on building a sustainable
workforce through retention



Are we prepared for tomorrow's demand in aviation?



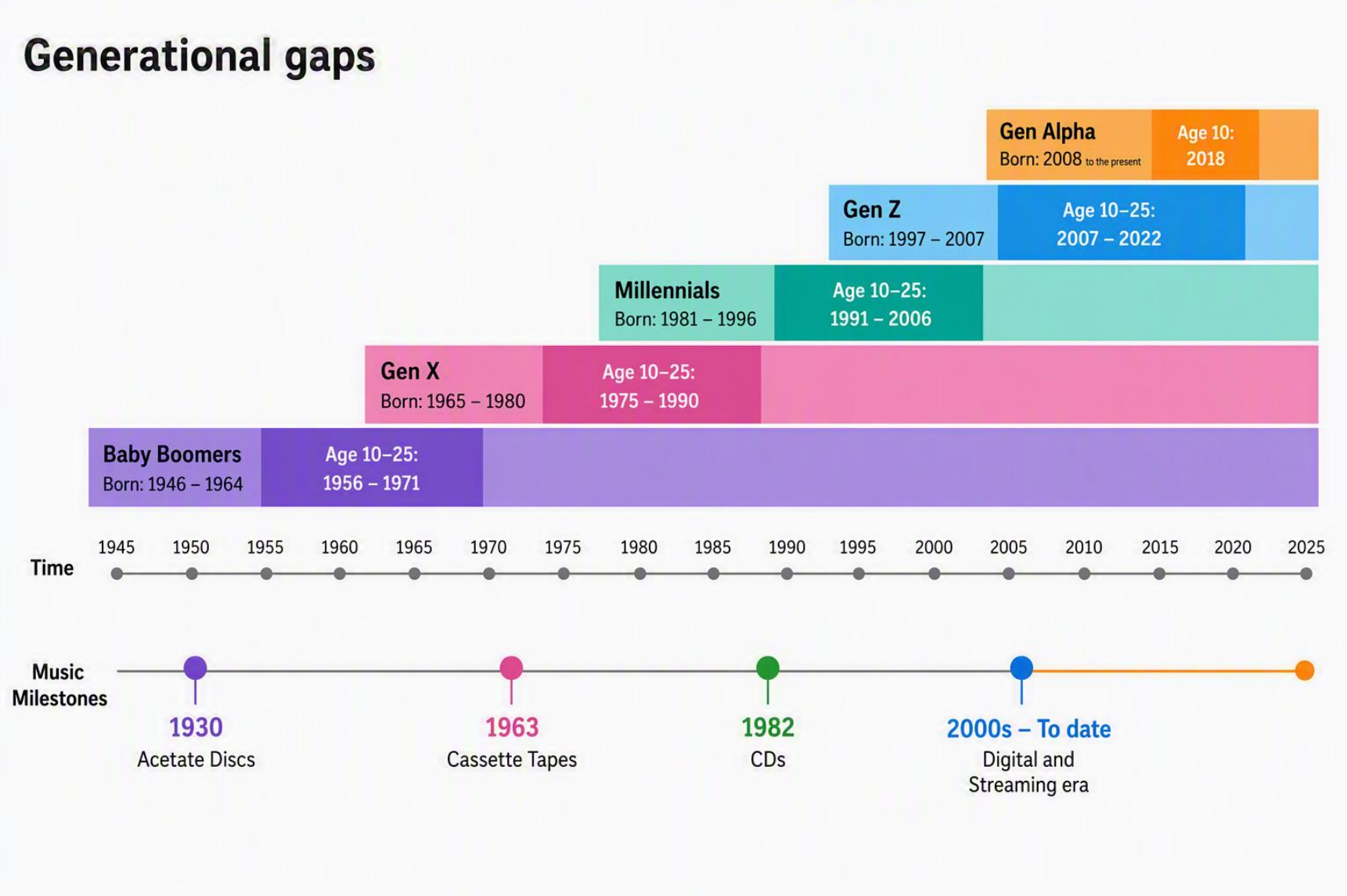




A group of four diverse professionals are gathered in an airport control tower and hangar. On the left, a woman in a headset and dark uniform is speaking. In the center, a man in a blue work shirt with safety glasses around his neck stands with his arms crossed, looking at a tablet held by a woman in a business suit. To the right, another woman in a yellow safety vest and headset looks on. The background shows airport tarmac, planes, and a control tower.

Candidate-Driven Market, generational gaps, and employee engagement





Different Generations. Different Journeys.

Same Workplace. A Stronger Future.

More experienced generations

(e.g., Baby Boomers, Gen X, some Millennials)



-  Built careers when many processes were manual
-  More formal communication
-  Accumulated knowledge through years of experience
-  Value stability and deep expertise

Younger generations

(e.g. Gen Z, Gen Alpha, many Millennials)



-  Entering an environment where information is immediate
-  Technology is embedded in everyday work
-  Bring new perspectives, creativity and fresh ideas
-  Seek career progression, flexibility and financial security.

Different environments. Shared destination.

Experience and new perspectives together keep aviation moving forward.



—  — Different generations. Different experiences. Same workplace. —

And, in our case, the same commitment to aviation.

Generational Differences Affect Productivity in Guyana’s Aviation Industry

A study found that:



85.96%

of employees indicated that generational differences substantially affect workplace productivity.

KEY FACTORS IDENTIFIED IN THE STUDY:



Communication challenges



Differences in technological skills



Source: Sulaman & Santhi, Texila International Journal of Management, Vol. 11, Issue 2.

PEOPLE POWER SAFER SKIES

Engagement: the real retention problem

We are not losing people at the exit. We are losing them **long before it.**

ATTRACT
DEVELOP
ENGAGE
RETAIN
THRIVE



“We are not losing people at the exit. We are losing them **long before it.**”



Why people often stay

Job Embeddedness Theory (Mitchell et al., 2001)

Link People, teams and activities they don't want to abandon	Fit Compatibility with the rest of their life	Sacrifice Tenure, benefits, seniority, reputation they would give up

These are frictions, not motives — inertia, not engagement.

THE OPPORTUNITY
Listen earlier. Act sooner.

Create a feedback culture

Provide development and clear career paths

Empower managers

Turn retention into contribution

From attendance to advancement.

Sources: Work Institute 2022; Gallup State of the Global Workplace 2024; Mitchell et al. 2001.

PEOPLE TODAY. SAFER SKIES TOMORROW.

From motive to courage

To motivate is not to cheer. It is to give someone **a motive, a reason.**

PURPOSE
PEOPLE
PROGRESS
SAFETY



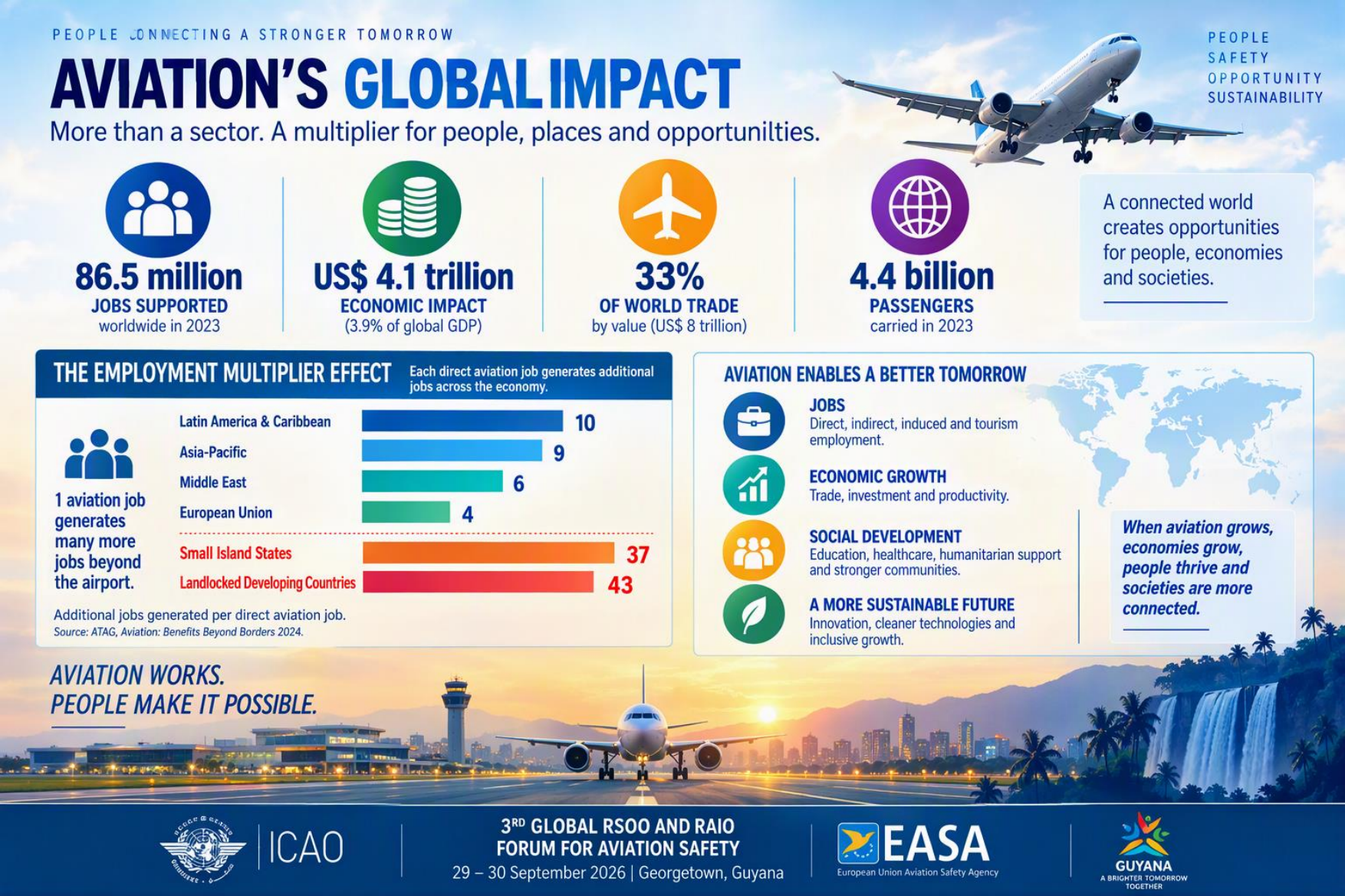
“ A motive gives a destination.
When you buy a flight ticket you know where you land – you may not know the weather or the delay, but never the destination.

“ Vulnerability is not weakness.
It is the precondition for courage.
Brené Brown



We're not trying to keep people in the building. We're trying to **keep them contributing.**

PEOPLE
SAFETY
OPPORTUNITY
SUSTAINABILITY

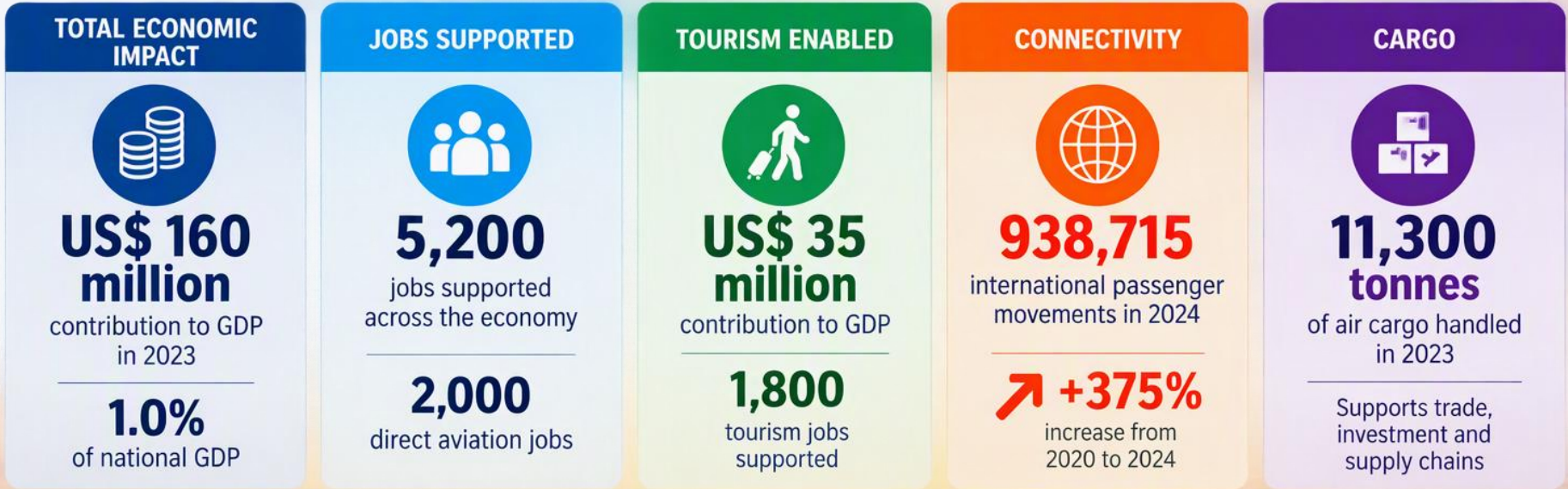


PEOPLE CONNECTING A STRONGER TOMORROW

THE VALUE OF AIR TRANSPORT TO GUYANA

More than a sector. A catalyst for people, places and opportunities.

PEOPLE
SAFETY
OPPORTUNITY
SUSTAINABILITY



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Source: IATA, The Value of Air Transport to Guyana (2024).

PEOPLE CONNECTING A STRONGER TOMORROW

STRATEGIES TO IMPROVE RETENTION

Invest in people. Strengthen our aviation future.



PEOPLE
SAFETY
OPPORTUNITY
SUSTAINABILITY

1

KNOWLEDGE TRANSFER & SUCCESSION PLANNING
Preserve today's expertise for tomorrow's safety.

Capture and transfer critical knowledge

Mentoring and job shadowing

Succession plans for key roles

2

FLEXIBILITY & WORKING CONDITIONS
Enable people to perform and stay.

Flexible work arrangements where operationally possible

Safe, healthy and inclusive workplaces

Manage workload and support well-being

Competitive and fair employment conditions

3

GENERATIONAL INTEGRATION & INCLUSIVE COMMUNICATION
Different perspectives. A stronger aviation community.

Bridge generations through two-way learning

Encourage open dialogue and mutual respect

Leverage diverse skills and technological strengths

Build inclusive teams and leadership

4

RECOGNITION, PURPOSE & INDIVIDUAL MOTIVE
Give people a reason to stay and grow.

Recognize and value contributions

Provide clear career pathways

Connect individual goals with organizational purpose

Create meaningful opportunities for development and impact

**RETAIN PEOPLE.
STRENGTHEN AVIATION.**



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EASA

European Union Aviation Safety Agency



GUYANA
A BRIGHTER TOMORROW
TOGETHER WITH 'TOGETHER'

THANK YOU

SAFETY
OPPORTUNITY
SUSTAINABILITY

For your attention, insights and commitment to a safer, more sustainable aviation future.

People make the difference.



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PEOPLE

Today and tomorrow



SAFETY

Stronger together



OPPORTUNITY

Connected communities



SUSTAINABILITY

Lasting impact



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