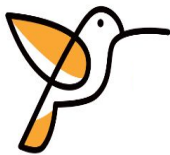
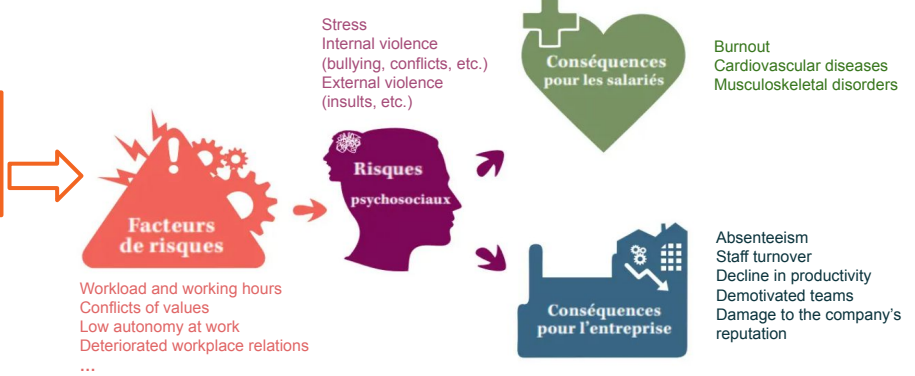




LE
C
O
L
I
B
R
I

SPECIAL Edition Psychosocial Risks (RPS) What if it was YOU?

RPS : What is it ? (1)



What is the company responsibility?

The french **Labour Code**: L.4121-1 article requires employers to take the necessary measures to ensure the safety and protect the physical and mental health of workers.

The **European Directive** (12 June 1989) concerns the implementation of measures aimed at promoting the improvement of workers' health and safety at work.

Both articles highlight the need for the company to:

- Identify and analyse risk factors
- Avoid risks
- Elaborate appropriate action plan
- Implement long-term monitoring

At the Prime Minister's request, the report "**Well-being and productivity at work: ten proposals to improve psychological health in the workplace**" by Henri LACHMANN, Christian LAROSE, Muriel PENICAUD, Marguerite MOLEUX was submitted in Avril 2010.



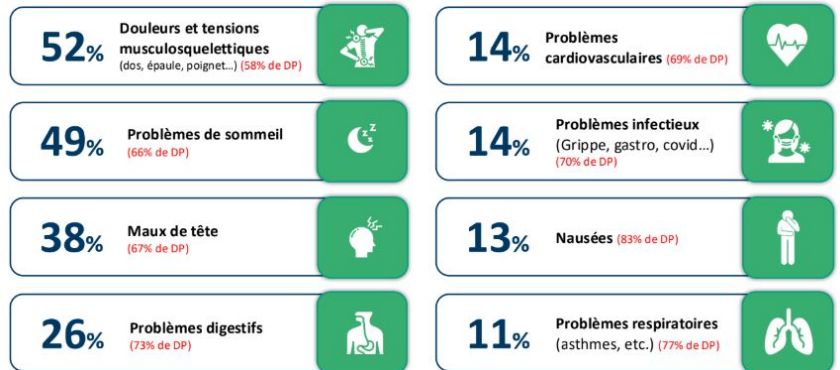
BVA Q15 Barometer – Survey of 2,000 employees conducted between 27/10 and 4/11 2025⁽²⁾

- **47%** of employees are experiencing psychological distress, 14% of whom are experiencing severe psychological distress.

If this distress is left untreated, it may lead to more serious health problems such as various psychosomatic illnesses, high blood pressure, various anxiety disorders, severe depression and addiction disorders,

- **32%** of those surveyed are at risk of burnout, 12% of whom are at severe risk.

There is no physical health without mental health
When the mind suffers, the body reacts ⁽²⁾



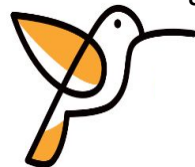
Top 3 expectations (T15 BVA)

- **Recognition**
- **Workload management**
- **Work-life balance**



IPECA's 2024 Health & Sick Leave Survey

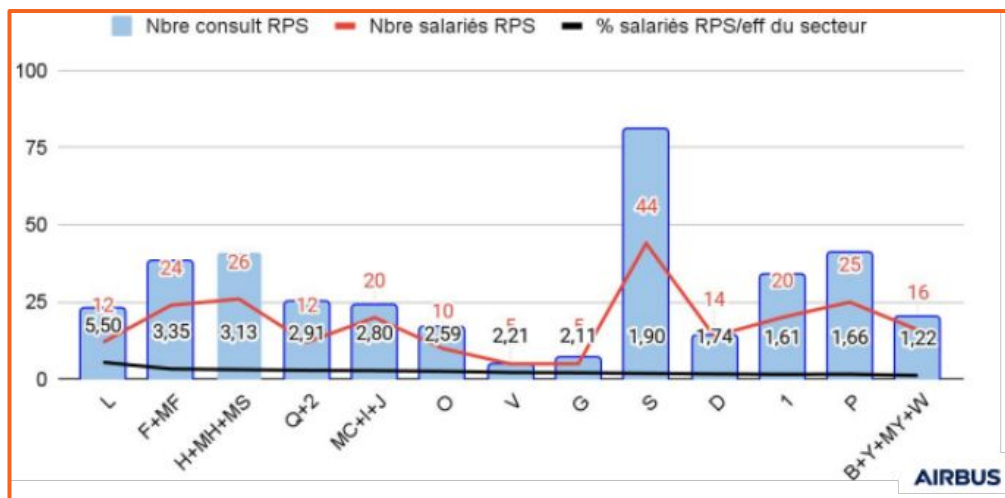
- **Mental health issues are on the rise every year:** they account for 1 in 4 long-term sick leave cases and affect managers more; they are also becoming more common among “non-cadres”,
- **Musculoskeletal disorders are not decreasing:** “non-cadres” are still the most affected, but MSDs are also becoming more common among managers.



Situation at Airbus SAS (CSSCT-E) - S2 2025 summary

370 consultations for psychosocial risks over a six-month period involving 233 Airbus SAS employees (2.14%). Only the tip of the iceberg because:

- Few employees consult the occupational health service
- Employees prefer to see their own doctor (due to: fear of retaliation, of being labelled as weak, of it being noted on their work records, risk of impact on their career, etc.),
- Employees are unaware of the possibility of reclassifying their sick leave as a work accident.

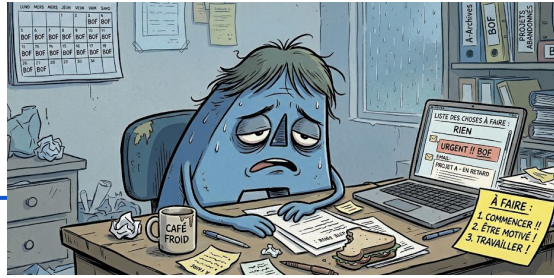




Survey on the status of RPS among Airbus employees

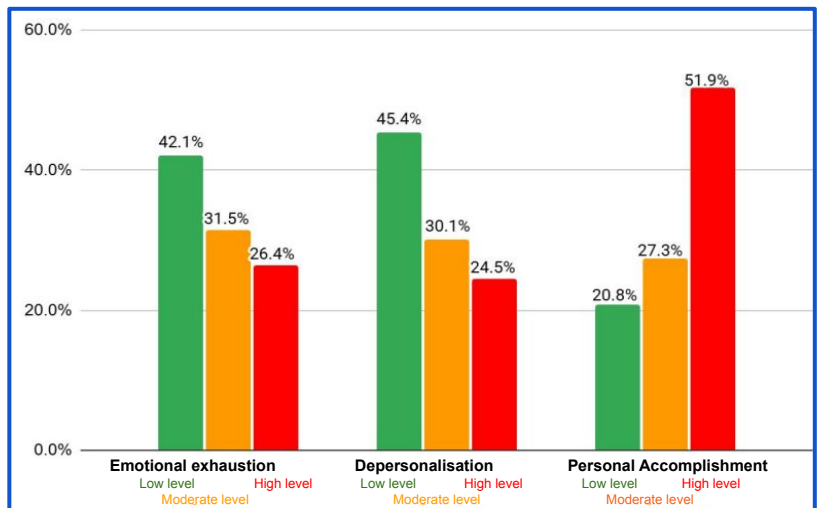
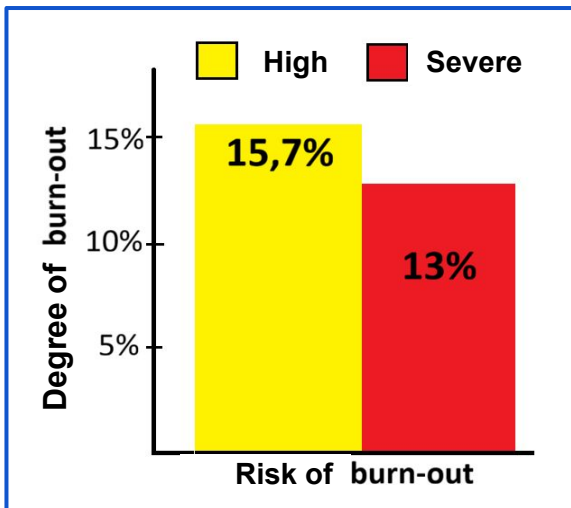
Maslach test (Maslach Burnout Inventory MBI, used by a majority of psychiatrists in France) was proposed by the CFDT to a sample of employees (around 250 responses were collected anonymously). 3 dimensions of burnout are assessed using 22 questions:

- **Emotional Exhaustion (EE):** the experience of work as difficult, tiring and stressful → manifests itself in varying degrees of severity: Bore-out, Brown-out and Burn-out.⁽³⁾
- **Depersonalisation (DP):** or loss of empathy/dehumanisation of relationships with others (colleagues, clients, etc.). An attitude characterised by significant emotional distance.
- **Personal Accomplishment (PA):** a key factor in job satisfaction and a positive view of professional achievements.
- The association of high **EE + high DP = High risk** of Burn-Out
- The association of high **EE + high DP + low PA = Severe risk** of Burn-Out.



Results

- **15.7%** of employees are at **potential risk** of Burn out, **13%** of whom are at **high risk**.
- **EE: 1 out of 4 surveyed employee** (high level of EE) would feel **exhausted** at the very thought of work that offers him **no motivation**.
- **DP: 1 out of 4 surveyed employee** (high level of DP) would be **disengaged / depersonalised** → leading to a perception of the person as an adversary or an object, which may even result in abusive behaviour ⁽⁴⁾.
- **PF : More than 1 surveyed employee out of 2** (with low PF) would experience a **lack of personal fulfilment** in their work, a sense of professional inadequacy → accompanied by a decline in self-esteem and self-efficiency.



Strength per category

- **EE: 40.7%** do not give in because of their job
- **DP: 44.9%** have not become more insensitive to others since taking on this job
- **AP: 20.4%** find it easy to create a relaxed atmosphere with their colleagues



Weakness per category

- **EE: 23.1%** feel frustrated by their job
- **DP: 11.2%** fear that their work is making them emotionally numb
- **AP: 22.7%** do not achieve much in their work that is worthwhile





The CFDT wants Airbus to make fighting against psychosocial risks its next priority

Actions already in place at Airbus :

- RPS assessment, **Ev. RPS**, performed on regular basis
- Awareness training on My Pulse for managers and employees ,
- Training for managers on legal aspects of their responsibilities in case of RPS,
- Presentation on burnout by Occupational Health doctors to various departments,
- Employee Assistance Programme - AEP : Free toll number,
- **ONE Wellbeing@work** platform on the HUB (being redesigned),
- Leaflet : 10 steps for mental health



Already in May 2015, the **CFDT Cadres** had raised the **alarm** about preventing burnout and **emphasised** “the urgent need to identify, **at an early stage**, the ways in which work is organised that are likely to cause it”.⁽⁵⁾ This analysis was also in line with that of the INRS: “*The rule is that it is better to act before rather than after*”

Every €1 invested in promoting mental health **saves €3** in costs associated with absenteeism, workplace disputes, demotivation and loss of productivity⁽⁶⁾.

What should you do?

- **Inform** your colleagues
- **Notify** your manager
- **Notify** your HR Business Partner
- **See** the **Occupational health service** or a psychologist
- **Talk** to employee representatives and ask for their advice
- **Consult** your Personal Doctor
- **Call the AEP:**
 - From France: 0 800 94 27 28
 - From abroad: + 33 84 88 31 87
 - English speaking toll free: 0 800 94 20 25
- ...



The CFDT expects Airbus to:

- **Launch** a more comprehensive survey on **RPS** among all employees (a special “**YourSay**” / **MBI** / ... on RPS) to understand mental health of its workforce,
- **Focus** on **prevention** by implementing concrete actions (micro-naps, etc...), monitoring and **identifying root causes**,
- **Protect employees** by **training** managers in prevention, active listening, follow-up and supporting employees’ return to work (**without financial or career-related penalties**),
- **Continue** to **carry out** Ev. RPS,
- **Capitalise** on **all actions already undertaken** in certain departments following Ev.RPS assessments and extends them more widely,
- **Improve** the **level of detection** of the Ev.RPS as these are too broad in scope, and do not allow for the detection of isolated cases,
- **Introduce** a **Mental Health First Aid (MHFA)** training for employees and managers, in the same way as First Aid Officer training,
- **Address** employees’ concerns identified in the BVA Q15 survey: **recognition, workload management, and work-life balance.**



(1) *Evaluer les facteurs de risques psychosociaux: l’Outil RPS-DU”: INRS ED 6403 Septembre 2022
 (2) Empreinte Humaine, Baromètre T15 BVA étude sur 2.000 salariés du 27/10 au 4/11 2025
 (3) [Horizon Santé Travail - Burn-out, Bore-out, Brown-out](#)
 (4) Freudenberg, H. 1987. L’épuisement professionnel: La Brûlure interne. Québec: Gaétan Morin Éditeur
 (5) [Prévenir le burn out | CFDT Cadres](#)
 (6) [Pour 1 euro investi dans la prévention, c’est jusqu’à 13 euros d’économisés par la suite ! – Projet Callisto](#)
 (7) [Travail en horaires atypiques : osez la micro-sieste - Actualité - INRS](#)

**VOUS PARTAGEZ NOTRE VISION D'UNE SOCIÉTÉ PLUS JUSTE ?
 UNE QUESTION ? NOUS SOMMES LÀ POUR VOUS !
 RENCONTREZ-NOUS !**

SUIVEZ-NOUS ! cfdt-airbusavions.com

