



Le 10 Juin 2026

Lettre ouverte de la CFDT

à Monsieur Guillaume FAURY – *CEO of AIRBUS Groupe*

Dear Mr. CEO,

Your letter of June 9th, sent to all of the Airbus Groupe employees has generated a great level of incomprehension within this personnel.

You highlight the challenges the groupe is facing, and the stakes notably in terms of aircraft deliveries. You insist on the importance of quality. To date, an immense majority of the staff follow you and adhere perfectly to this requirement for quality that, in a groupe like ours, is truly in our DNA.

However, the subject that has generated such incomprehension and even anger is obviously remote working (télétravail). As you state, remote working, which had already begun to develop at the end of 2010, and took a major uplift during the Covid crisis. This experience showed us that, with modern technical means, a large part of activities can be managed remotely.

The agreement of July 16th 2024 on QVCT allowed to perpetuate this working method and increase the flexibility of its application. This agreement, signed less than 2 years ago, endorses the possibility to work up to 2 days remotely per week, under reserve of agreement by direct hierarchy. It does not, however, give the employees the right to do whatever they want without taking into account the needs of the company. On the contrary, it gives the direct manager the responsibility to define the collective team organization and validate or not the compatibility of remote working with this team organization. However, your letter, which indicates a goal of 4 days' presence per week by all of the groupe, contradicts the logic of the agreement founded on an organization defined and based on team level assessment and application.

Numerous employees have chosen, in agreement with their manager, to work remotely 2 days per week, and have organized their lives accordingly. For some, who live far from the company, it is a means to reduce the cost and time lost during the home-work commute. For others, it is family life that is simplified. And for others, it is the difficult working conditions on site that motivate them; when working in an overloaded open space office with a background noise impeding their concentration. They do not understand the rationale for this unilateral decision that puts them in difficulty both in their professional and personal lives. As for the managers, they feel disavowed, since within the text you reproach them having authorized too much remote working.

You insist strongly on the question of ramp-up and the objective to deliver 870 aircraft in 2026, and all of the employees are fully aware of the stakes. Knowing that this does not concern the employees of Airbus Helicopters nor those of Airbus DS, the workshop personnel do not work remotely and any supply chain issue is not related to remote working.

You seem to consider, without nuance, that remote working leads to a reduction in productivity; this is not confirmed by sociological studies covering 2 days of remote working per week. The inconveniences you highlight (less sociabilization with colleagues, etc.) are counterbalanced by the advantages gained (ease for tasks requiring high concentration, fewer interruptions, etc).

The most disturbing is that you seem to put into doubt the reality of work performed from home; as though the remote workers took advantage of this time to rest. As you highlighted yourself, during the Covid pandemic, remote working saved Airbus Groupe thanks to the engagement of the employees in conditions more difficult to manage than currently, with materiel that did not always function well, for some young children to manage while working remotely etc. Do you really think that the Airbus employees have become less conscientious and less autonomous?

And what can be said of the way you correlate absenteeism and remote working? Where is the link? If there is one, it is that remote working diminishes the number of sick leaves, since a large number of employees, while slightly ill (or potentially contagious) work remotely for a day or two instead of stopping completely.. You affirm that “on certain sites and within certain teams” absenteeism is high. And you highlight that “there are legitimate reasons for absenteeism” In this frame, you seem to consider that some absences might not be legitimate.. This implication is not acceptable. The level of absenteeism in the Airbus in France Groupe is round 5% on average within the industry. No establishment shows any abnormal increase in absenteeism according to the BDESE, and is such is the cases “within certain teams” as you affirm, there is reason to wonder about the working conditions and the atmosphere within these teams, instead of putting guilt onto the absent employees.

And finally, the method that consists in ignoring a company agreement, signed less than 2 years ago, and sending directives to management teams evoking disciplinary sanctions for the recalcitrants is also totally unacceptable and is severely in contradiction with the climate of social dialog that prevails in the groupe.

Airbus Groupe is doing well, it is undeniable in view of the results these last years. Thanks to the engagement of the employees, we overcame the Covid crisis and realized in 2025 the best profit in the groupe’s history. Le stakes you highlight require motivated teams working in the best possible conditions. By removing a working method that has become key in the personal organization of numerous employees, your letter has generated, in particular among cadres, a total incomprehension, and for some a veritable anger and desire to leave Airbus.

You are well aware that remote working is also an attractive element for hiring of newly graduated candidates, and hence the groupe may also risk losing access to numerous young talents.

Moreover, this desire to reduce remote working is added to a long list of subjects generating discontent : disappointing profit sharing, buying power reduced by increase, notably to fuel prices (which argues in favor of extending remote working), but also the fatigue of the teams, highly solicited with overtime hours and Saturdays and holidays worked with no respect of the voluntary aspect, frustration with the always increasing bureaucracies within the groupe, etc.

For all of these reasons, the CFDT requests that you review your position on remote working, to avoid adding one more reason for discontentment. We would like to meet with you face to face to discuss this issue, and to avoid it leading to a social crisis.

Best Regards



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