



Profit sharing: a mixed result

On Monday 8 June, a meeting was held to review the three agreements proposed by Airbus management regarding profit-sharing, namely:

- Agreement on the 2026 profit-sharing payment (to be paid in 2027),
- Agreement on the removal of the global profit sharing ceiling, for an indefinite duration,
- Agreement for an additional profit-sharing payment of 500€ to be paid before 31 July 2026.

During these negotiations, **the CFDT secured the following advances:**

- Standardisation of profit-sharing across all group companies,
- A new formula based solely on the Operating Profit of the various concerned Airbus entities, without the impact of the euro/dollar exchange rate or other financial factors, as operating profit reflects the operational performance of the company and its employees,
- Removal of the ceiling on the global profit-sharing.

What we didn't get:

- A reduction in the salary-based portion (currently 40%); the CFDT proposed a 30% portion, which would be more favourable to low-wage earners. This measure was not adopted by management.
- Regarding the payment of a supplementary profit-sharing bonus, the CFDT was the only union to propose an alternative calculation method that could yield an amount exceeding €500:
 - €600 as per the new formula applied over three years (e.g. in 2023 the amount would have been the same as that paid; in 2024 employees would have received €1,000 less; in 2025 €1,600 more),
 - €200 in respect of the sums recovered by the Group following last year's cap (Profit-sharing / Incentive Scheme).

Ne pas jeter sur la voie publique.

During this meeting, the **CFDT** put forward realistic and well-reasoned proposals. For instance, the new calculation formula should, in the coming years, provide better recognition for the work carried out. Had this formula been applied from the start, it would have been more favourable to all the group's employees.

The **CFDT** nevertheless regrets that Airbus management has not acted upon our proposals made regarding increase in the profit-sharing allowance and is surprised by the lack of support from the other trade unions.

The **CFDT**, acting in a responsible manner and following consultation with its various Group sections, **approved the agreements on the profit-sharing formula and on the removal of the cap**. However, it **did not approve the agreement on the supplementary profit-sharing payment**, which it considers to be wholly inadequate in view of the results achieved and the efforts made by all employees.

The CFDT regrets that the lack of joint demands across the unions prevented us from securing a higher sum!!!

MAINTAINING SOCIAL DIALOGUE AND A HEALTHY WORK-LIFE BALANCE FOR EVERYONE



On 9 June, Airbus CEO sent a letter to all employees regarding the Group's operational challenges, particularly in relation to quality and delivery targets. Whilst the **CFDT** and the vast majority of employees fully support these requirements, the announcement of a unilateral target of four days' on-site attendance per week has been met with profound incomprehension.

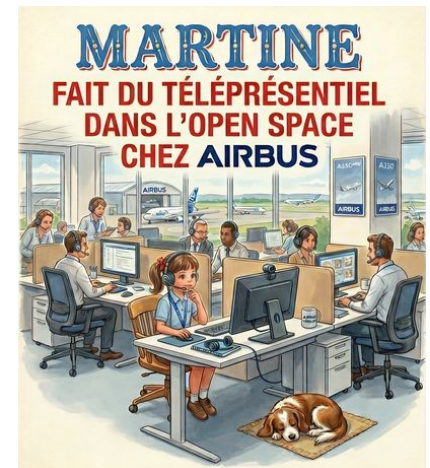
The **CFDT** sent an open letter to Guillaume Faury calling for the continuation of a collaborative approach that honours the commitments made.

Respect for signed agreements and trust

- **A recent agreement:** The QVCT agreement, signed in July 2024, sets out the framework for remote working of up to two days a week on average. Revising it less than two years after it was signed undermines the credibility of company-wide agreements.
- **Trust in managers:** This agreement entrusts line managers with the responsibility of adapting remote working to the needs of their teams. Imposing a blanket, rigid rule of four days' attendance undermines their organisational role.
- **Disproportionate directives:** The circulation of instructions mentioning disciplinary sanctions for those who refuse to comply is in contradiction with the group's usual climate of social dialogue.

Arguments that need to be balanced

- **Productivity and concentration:** Studies show that working from home maintains productivity. Teleworking provides the peace and quiet needed to concentrate, away from the distractions of crowded open-plan offices.
- **The misconception about absenteeism:** At around 5%, Airbus is in line with the industry average. Linking absenteeism to working from home is unfounded; on the contrary, occasional remote working often helps to prevent employees from taking full sick leave in the event of minor illness.
- **Ramp-up and industrial realities:** Delivery challenges are mainly linked to the supply chain and do not affect all sectors (such as Airbus Helicopters or DS). Reducing remote working and absenteeism will not solve the staff shortages in our workshops.



Risks to quality of life and attractiveness

- **Personal organisation affected:** Many employees have chosen their place of residence or organised their work-life balance around the two days of teleworking. The removal of this flexibility leads to higher travel costs and wasted time spent commuting.
- **Brain drain:** Teleworking has become a key selling point for attracting and retaining recent graduates and managers.

THE CFDT'S POSITION: The Airbus Group is in excellent financial health and is set to achieve record results in 2025, all thanks to the unwavering commitment of its teams. To meet the industrial challenges of 2026, the company needs employees who are motivated, confident and respected.

The **CFDT is formally calling on management to reconsider its position** and is requesting an urgent meeting with the CEO in order to re-establish constructive social dialogue and prevent a social crisis from arising.

Our
to G. Faury :



The CFDT is consulting its legal support
to assess the legality of this proposal.
It is preparing a questionnaire to determine
the course of action to be taken.

letter

We are calling for trade union unity on this issue.