



Presentation in CSE-C of "LEAD!" Project



Commercial Aircraft

Toulouse, 1 October 2024

Yesterday Airbus Commercial CSE-C was held during which Management presented the "Lead!" project.

This is divided into 3 axes:

- ☐ In the short term, secure the end of the year 2024 (budget and deliveries),
- ☐ Allow the ramp-up,
- ☐ Improve performance: value creation, human & financial resources, and organization & governance

Aside from the **immediate effects of LEAD!** on personnel costs & travel (-20% on remaining to do till year end) and the reduction of external costs, the project is in its start-up and definition phase.

FO declaration read in CSE-C

This first presentation of the LEAD! project in CSE-C follows the SE-WC on Thursday September 26th.

LEAD! aims to **improve the performance of Airbus Commercial Aircraft**, both that of operations but also that of the organization and processes, to **secure the achievement of our delivery objectives** and increase our financial performance.

FO can only be favorable to this ambition to improve our performance, provided that this serves above all the interests of Airbus employees.

Consequently, for **FO**, improving our overall performance will in priority have to:

- Of course, **guarantee our jobs** in the long term by maintaining the right level of investments, whether human or material, essential to maintain our leadership over the competition,
- **Preserve the physical and mental health of employees** by guaranteeing them:
 - ☐ good working conditions which also help to guarantee their safety,
 - ☐ workloads adapted to changes in the workforce in each sector to avoid overloads and eliminate them where they already exist today,
 - ☐ a good professional/personal life balance.
- Allow us to continue to **recognize the individual and collective commitment** of employees at the right level.



Airbus Commercial Aircraft



To date, and this was recalled in this presentation, **immediate short-term cost control measures** have been deployed from the end of July to secure the 2024 financial year.

These measures include in particular:

- ⇒ **pausing external recruitment of white collars** and adapting the level of recruitment of blue collars to secure the ramp-up trajectory.
- ⇒ **a 20% reduction** in “remaining to do” **travel costs**.
- ⇒ **reducing our external cost base**, particularly on projects. The level of reduction of these external costs has not been defined to date.

FO takes note of these emergency measures.

On this subject, **FO alerts Management on the management of external skills** and on the **risk that they will no longer be available** or be too little available **when Airbus wishes to use them again** to ensure its growth.

FO believes that the difficulties encountered by Airbus, and even more so by its Supply Chain, in finding the skills necessary for the post-covid restart must be integrated and taken into account in future decisions.

The overall presentation of the “Lead!” project made today in CSE-C, is essentially a description of the main lines and intentions sought by Airbus in this project.

Management proposes a “**progressive approach**” based both on the degree of preparation necessary and on the level of complexity of implementation which we consider rather reassuring, since Airbus displays its desire to take the time to diagnose before presenting a plan detailed actions.

The “Lead!” project does not therefore seem to be reduced to a plan for savings and one-off measures with a short-term vision, but **this project is above all a long-term transformation plan** with organizational changes to prepare and **secure our common future**.

This presentation also highlights the **need to reallocate resources** to enable targeted growth of Airbus, and particular efforts in terms of **internal mobility** which are necessary to match internal profiles with identified needs.

For FO, these internal mobilities must **give priority to volunteering**, and be accompanied by training when necessary. **FO** will be vigilant to ensure that communication and management around these induced mobility take place within the framework of a peaceful social dialogue with the search for “win-win” solutions.

Once the time necessary for diagnosis and analysis has passed, **FO therefore expects Management to present in more detail** in the Airbus Commercial Aircraft bodies, the measures and developments envisaged with the impacts and quantified data, as well as a provisional deployment schedule.

FO will then be able to form an informed opinion on the “Lead!” project as a whole, and to make new requests and recommendations at that time.

For **FO**, this performance plan applied internally will not alone guarantee our delivery objective if our Supply Chain is not secure.

Airbus must continue to support its suppliers.

