



CGT union minutes of Mandatory Annual Negotiations (NAO) for Airbus Group February, 11 2026

Attendees

CGT : Stéphane Bresson, Sébastien Grenier, Patrice Thébault

FO, CFE CGC, CFTC, CFDT

Company management C. Delmotte, JF Saboulard, F. Clément, Pascale Pernin

Summary

Management opened by boasting about the group's strong results across all divisions, while simultaneously citing geopolitical risks (specifically unpredictable US policy) and supply chain difficulties. They then gave a **surreal presentation** of the 2025 salary policy, in which they conflated the Value-Sharing Bonus (PPV), salary increases, profit-sharing, and incentive schemes. Finally, Management presented proposals that, at this stage, amount to **nothing**:

- **No evolution of the SMH Grid** (Management considers that the 2026 grid already anticipated changes compared to the Metallurgy industry grid).
- **Seniority Pay**: They are sticking to the automatic update mechanism (at 50% of the best salary policy) provided by the 2025 agreement. This would require a company-level salary policy at least double the rise in the cost of living to avoid losing value on the seniority bonus, without even counting the gap accumulated in recent years.
- **Implementation Timeline**: Salary policy in companies from July 1, 2026, to June 30, 2027—meaning **no retroactivity to January 1**.
- **Negotiation Schedule**: Company-level negotiations between Week 9 and Week 14.

The **CGT and CFDT denounced the lack of progress on the SMH grid**. Other unions remained relatively conciliatory. The CGT put forward the following demands:

- **Retroactivity**: Salary policy effective from January 1.
- **SMH Grid**: A1 SMH at €2,000 gross monthly, automatic monthly salary adjustment as soon as pay is overtaken by the minimums (SMH), and a more linear grid to avoid **glass ceilings** (8 => 9, 10 => 11, 14 => 15), highlighting specifically the levels that are currently below the Metallurgy industry grid.
- **Seniority Point**: A "shield" at a minimum of €7.9, with the possibility of more if the 2025 agreement's automatic revaluation is more favorable.
- **Pay Rises**: Mandatory General Increases (AG) for everyone in company salary policies.
- **Pay Transparency**: The EU Pay Transparency Directive must be implemented before June 2026. The CGT demands negotiations for its implementation within Airbus: **equal pay for work of equal value**, noting that work value includes qualifications and experience. Salary policy should cover total pay, not just increases.

This requires knowing the distribution of salaries and inequalities based on gender, category, age, seniority, etc.

- **Gender Pay Equality:** A dedicated and binding budget for real equality between women and men.
- **Sick Pay Subrogation:** Full salary maintenance, where the employer recovers daily social security allowances (IJSS) directly from social security.

While Metallurgy grid negotiations are ongoing, the CFE-CGC, CFTC, and FO merely asked for a guarantee that the grid remains above the Metallurgy grid (noting that the Airbus grid is already below it when considering monthly SMH). The CFDT joined the CGT in demanding an automatic monthly adjustment to the minimum to avoid "compensatory bonuses." The CFE-CGC requested a framework for an identical salary policy level across all companies. The CFTC disagreed with the identical level proposal but favored common rules for budget distribution in each company.

Management noted the unions' demands. Regarding the **Pay Transparency Directive**, they stated it would not be before September 2026 and were unsure if it would be subject to negotiation. Regarding the grid, they conceded to review Airbus levels that might be overtaken by the Metallurgy grid but refused to commit to maintaining a specific gap.

The CGT concluded by addressing **threatened jobs** in certain group companies, arguing that to have a salary, one must have a job, especially when the group is thriving. Management replied that no jobs are threatened; on the contrary, the group is recruiting.

Next Meetings:

- February 18, 1:30 PM to 3:30 PM
- February 26, 10:30 AM to 12:30 PM

Detailed Exchange

Press/Guillaume Faury: A good year for the Airbus Group; results exceeded forecasts despite headwinds. Results at ADS (Defense and Space) and AH (Helicopters) compensated for difficulties in Commercial Aircraft. Supply chain problems had a cost for Airbus Operations. Employee resilience was noted. Rapid decisions needed for the **ramp-up** and crisis management. Challenges include supply issues (not just engines) and the "Trump problem" with international impact on clients, requiring resilience and anticipation.

Division Review:

- **Airbus Helicopters:** Financial targets met, good growth prospects. The strategy to strengthen the defense axis is working.
- **Airbus DS:** Better results, financial decisions made to ensure sustainability. Bromo JVC ensures continuity, and Airbus continues to invest.
- **ATR:** Imperative to increase deliveries to improve profitability. Vital to invest. Governance change in 2026 between Leonardo and Airbus.

- **Airbus Commercial Aircraft:** 793 deliveries instead of the 820 planned. Continued ramp-up. Supply chain difficulties. Long-term goal of 1,000+ aircraft per year. 75 A321s per month by 2027.
- **Airbus Atlantic:** Growing. Cost control, attractiveness, and resource retention are vital.

Consumer Price Trends:

- 0.9% average in 2025 (INSEE IR6).
- 0.6% (HICP/IPCH) 12-month rolling index. France is lower than other EU countries.

Union Reactions:

- **CFTC:** 2025 feels like 2018-2020; we should have the same salary policy.
- **FO:** Airbus has good results thanks to employee work; we will remember this. Inflation is returning to normal levels.
- **CGT:** We must use good results for salary policy. Regarding inflation: over the last 5 years, it has been **17.7%**. This shows the effort needed to catch up. Salary policy is not just about a few numbers.
- **Management:** Airbus remuneration is much more than what the CGT claims.
- **CFDT:** Salary policy is also about career progression. When things improve, there should be a "payback."

Management on "Total Reward": Management highlighted that salary progression is positive (16 points over 10 years). They emphasized that pay is not limited to salary but includes **ESOP, profit-sharing, incentives, and various bonuses**.

- **2025 Employee Savings:** Incentives at 3.62% and Profit-sharing at 6.5% of the payroll (Total 10.12%, compared to 7.11% in 2024).
- **CGT Intervention:** We disagree with this presentation. Conflating ADS salary policy with one-off bonuses (PPV) is confusing. Salary policy must focus on **wages** because they determine the standard of living and fund social security. Incentives are not guaranteed salary.

Transition to 2026: Management noted that labor costs have risen due to the reduction of "Fillon" contribution exemptions and the end of apprenticeship subsidies (estimated impact of 0.6% to 1% of the payroll).

- **CGT response:** You call it "fiscal pressure." When you benefited from these exemptions, you didn't mention them. This is just a return to normal. Taxes pay for education and infrastructure which the company uses.

Proposals and Grid Discussion:

- **Management:** Proposals for July 2026–June 2027. Negotiations in companies Weeks 9–14.
- **CFDT:** If you are proposing 0% for the SMH grid, why are we here?
- **CGC:** The July-June period is due to our tools (no retroactivity).

- **CGT:** We are far from the mark. We demand **retroactivity to January 1**. We are looking at 2025 inflation with grids that won't move until 2027. The lowest salaries are not even at the minimum wage (SMIC) level when the annual salary is divided by 13.
- **Management:** There are no A1 employees.
- **CGT:** Entry points must be high enough to pull the rest up. We demand €2,000. Levels 8, 9, 10, 13, and 14 are below the Metallurgy grid when comparing monthly rates. We need linear progression and mandatory General Increases (AG) in all companies.

Closing:

- **Management:** The gap between Airbus and Metallurgy grids is smaller than when established, but we will stay at a similar level. Regarding the Transparency Directive, it's too early to discuss as the government hasn't transposed it yet.
- **CGT:** Raised the issue of threatened jobs in certain divisions.
- **Management:** There are no job cuts; we are recruiting.