

LINES TO TAKE (LTT): GLOBAL HYBRID FRAMEWORK EVOLUTION

Audience: Internal Managers & HRBPs Only (For Team Briefings & 1-on-1 Discussions)

Core Narrative: *Airbus is an industrial company entering a high-stakes execution phase. We are not abandoning hybrid work; we are tightening our coordination loops to overcome external supply chain disruptions, eliminate quality defects, and hit our critical production milestones.*

Section 1: Strategic Context & The "Why"

Q: Why are we making this change to four days on-site, now?

A: We are operating in an incredibly demanding global environment. Airbus has an immense backlog of signed contracts to honour, and our core priority is to deliver. In our Defence & Space and Helicopters businesses, customers are under intense security pressures and expect us to deliver faster.

We need an excellent collective play of "Team Airbus." Being on-site eliminates delays, accelerates decision-making, and naturally integrates the thousands of new colleagues (11,500 in 2025) who have joined us.

Q: Is Airbus Top Management saying remote work does not work?

A: No. Remote work remains part of our model for eligible roles, and our Hybrid Working framework remains firmly in place.

This is an evolution to match our current environment. Moving to one day of remote work per week reflects the immediate operational needs of a company entering a massive production ramp-up phase that requires increased physical presence.

Q: Why do I need to be in the office if I can perform my individual tasks from home?

A: Your individual output is highly valued, but it's your collaborative impact within the team that drives our collective success. Our current industrial and execution challenges require "shoulder-to-shoulder" teamwork.

We design new products and build complex physical goods that cannot be "produced from home." Physical presence allows for spontaneous problem-solving, real-time feedback, and the

organic mentorship of newer team members. These dynamics cannot be replicated in a virtual environment.

Q: The CEO notes that Middle East teams were widely using remote work due to the conflict. If they can maintain agility remotely during a crisis, why can't we?

A: We designed our hybrid framework to be practical and adaptable during unexpected situations.

Our teams in the Middle East have been working fully remotely to ensure their safety in the context of the conflict in the region. We can adapt rules locally in the case of severe regional disruptions.

In normal operating environments, our standard ways of working must reflect our core identity: we are an industrial company that designs and builds physical products. To succeed, we must apply our standard operating model, which requires regular physical presence.

Section 2: Quality, Performance & Collective Efficiency

Q: How does Airbus measure the direct impact of remote working on our success? What KPIs are used?

A: There is no change to current practices:

- The team and the manager initiate a collective team review (rituals, collaboration, performance and objective definition) with hybrid working in mind.
- During a team discussion, the manager evaluates the best hybrid working scenario to meet business and efficiency needs. They will establish SMART objectives, to maximise individual and team performance.

For support, please refer to: [Hybrid working into practice](#)

In general: This shift is not driven by tracking individual software log-ins or KPIs; it is driven by the complexity of our current ramp-up and our focus on non-quality reduction. Our primary KPI right now is collective execution speed, delivering high-quality aircraft, helicopters, and systems to our customers on time.

Q: The CEO letter states that we need to focus. Does this mean we no longer want employee innovation and creativity?

A: On the contrary, creativity and collective thinking are at their best when we are in the same room. This is why we are adjusting to 80% on-site. However, given our commitments, we must focus our creative energy on our core priorities (such as the LEAD! initiative and the Quality Moonshot in Commercial Aircraft).

"Focus" means ensuring that we do not spend resources on side projects that distract us from delivering on time and on quality to our customers.

Q: Does this mean "hybrid working" is soon to be over completely at Airbus, e.g. if our productivity and competitiveness KPIs improve?

A: No. Our hybrid working framework and related local regulations remain in place. We are adjusting the recommendation from up to two days to one day of remote work per week to adapt to current business needs across all three businesses.

The goal is to balance personal flexibility with the need for deeper, in-person collaboration during this high-stakes phase of our journey.

Section 3: Logistics, Infrastructure & Daily Friction

Q: How does Airbus justify increasing on-site work to 80% in the midst of a global energy crisis where fuel-saving measures are prioritised?

A: Our move to 80% on-site work is justified by the need to protect the long-term sustainability and execution of our business. While we closely monitor global developments and fuel prices, we cannot lose sight of our immediate production ramp-up needs.

This guidance is based on current business demands and, just as we did during the COVID-19 crisis, we will remain agile and pragmatic if future macro-economic situations require adjustments.

Q: How does increasing our collective commuting emissions align with our commitment to sustainability?

A: Our commitment to sustainability remains absolute. The targets set as part of our High5+ programme, to reduce the environmental footprint of our industrial operations are unchanged.

We are investing **€150 million** company-wide in 2025 to structurally decarbonise our sites. Regarding the daily commute, Airbus offers several support schemes, including incentives for using public transport, car-sharing apps, and support to buy or rent bicycles via our Compensation & Benefits HUB. ([link to Compensation & benefits HUB pages](#))

Q: How will sites already running with a Flex Office system ensure that everyone has a desk and a chair four days a week?

A: The shift to a 4-day schedule does not mean returning to assigned desks or introducing a pure desk-sharing system. Today, due to operational production support and personal choices,

data shows that the actual average is already around one remote day per week, taken predominantly on Mondays or Fridays.

Moving to an 80% presence will not create saturation on other peak days; instead, it will simply mean slightly higher attendance on Mondays and Fridays. In the middle of the week, our facilities already host the majority of employees.

Our dynamic workplace concept is built to absorb daily occupancy fluctuations from travel, meetings, holidays and leaves. Guided by each site's master plan, we will continue to manage our footprint sustainably, ensuring the right mix of collaborative and concentration spaces, while handling the transition in close dialogue with local teams to respect specific site realities.

Q: Will the shift to a 4-day on-site schedule cause overcrowding in our parking lots and canteens?

A: Because the current average of remote days taken is already close to one per week due to operational production support and personal choices, this schedule won't add pressure to the days in the middle of the week where we already see significantly higher attendance.

Instead, it is likely to mean higher attendance on Mondays and Fridays, meaning our existing carparks and canteens have the overall capacity to handle this shift.

Specific local dynamics will always be taken into account, and our Site Management and Facility Management teams will continue to monitor daily usage to ensure any future, long-term adaptations remain aligned with each site's master plan. These teams are actively evaluating any impacts on our infrastructure, including canteen management and reviewing parking management, i.e. use of an app for unused, personally assigned parking spaces, to best prepare for the September implementation date.

Section 4: Policy Specifics, Boundaries & Exceptions

Q: In their statements, some unions/staff representatives write that the new hybrid working policy violates the corporate works agreement on mobile work.

A: The company agreement states that mobile working is an ongoing, joint process and stipulates adjustments based on operational and personal needs. It also firmly establishes that the exact rate is decided on an individual basis.

The newly communicated framework serves as a strategic corporate guideline to align our business needs and ways of working. It does not replace the individual decision-making process outlined in the company agreement, but rather provides a reference for this process. We remain committed to following the change processes and lead times defined in the existing agreement.

Q: What exactly is changing for employees? Does the approval process change?

A: Hybrid working is still available to all eligible employees. We are adapting the global guidance from up to 2 days to 1 day per week as per business needs.

The process remains unchanged: employees continue to request home office days via myHR (or as per local specificities) for their managers to validate.

Q: Does the current process for requesting and approving hybrid working change?

A: The process remains unchanged: employees continue to request home office days in myHR (or as per local specificities) for their managers to validate. Additionally employees can request guidance from their manager and HRBP.

Q: Is it a strict one day a week, or "on average"? Can I bank my days (e.g., 2 days remote one week, 0 days the next)?

A: The global baseline expectation is a physical presence of four days per week unless local agreements foresee specificities ([Airbus hybrid working framework](#)).

Q: Will there be a ban on certain weekdays for remote working (e.g., no remote work on Mondays or Fridays)?

A: There is no global ban on specific days. Managers and teams are responsible for defining their team's work organisation model based on their specific operational needs, taking existing local guidelines into consideration. The priority is ensuring teams are together in-person so they can best support our collective business goals.

Q: What if someone has sudden personal constraints or family emergencies?

A: Hybrid work models represent active working hours and are not a replacement for standard leave or childcare provisions.

In the event of sudden personal constraints, family dependencies, or medical emergencies, employees should use established local leave channels, coordinating closely with their manager and HRBP to apply the appropriate local regulations and applicable leave policies.

Q: Does the new hybrid work policy disadvantage single-parent employees?

A: We are fully aware that any change to working models impacts our employees' personal lives; therefore we are providing a transition period until September to allow for personal reorganization.

The policy does not target or disadvantage any specific group of employees; it applies universally to foster on-site collaboration and team cohesion. Furthermore, managers retain the ability to consider individual operational realities and severe personal hardship cases on a case-by-case basis.

Q: Is there a change or an update to my employment contract?

A: Please refer to the local collective agreements and specific processes of your respective country. In case of doubt, please contact your local HRBP.

Q: I work in a global/cross-border role, and my entire team is in different countries. Why should I commute to an Airbus office just to sit on GMeet calls alone?

A: While your immediate project team may be international, your presence on your local Airbus site matters. Our sites are integrated ecosystems. Being present connects you to the broader industrial reality of our company, facilitates cross-functional networking, and allows you to support and mentor local colleagues outside your immediate reporting line.

Managers of global teams should use the transition period before September to establish smart, local site-anchoring strategies.

Q: I structured my childcare, commuting budget, and personal life around the 60% policy. Changing this by September creates a massive personal disruption. Will Airbus compensate me?

A: We recognize that shifts in working patterns require personal realignment. This is why we are announcing this change several months in advance of the **September implementation** to provide adequate time to adjust personal routines and arrangements.

There will be no financial compensation for commuting, as the requirement to work from an Airbus facility remains a core component of our employment framework.

Q: What happens if an eligible employee simply refuses to comply with the 80% on-site requirement?

A: Compliance with company policies and local working frameworks is a standard professional expectation.

If an employee struggles to meet the 4-day requirement, the manager and HRBP will first work with him to understand the underlying issue. Continued, unjustified non-compliance will be managed through standard local performance and disciplinary procedures.

Q: Can a manager grant a permanent exception for an employee to stay at 60% or move to 100% remote?

A: The existing agreements per country are to be applied by all. Exceptions to the global framework (e.g., medical requirements) are strictly defined within it and must be handled through the formal local HR processes, requiring explicit coordination among the employee, their manager and the HRBP.