

# THE FUTURE OF WORK IN THE SPACE SECTOR AFTER THE COVID

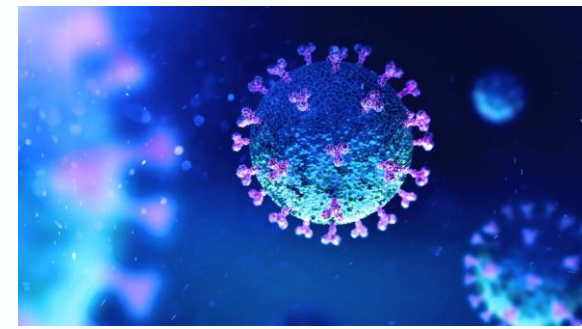
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Switch to Space II

October 2020

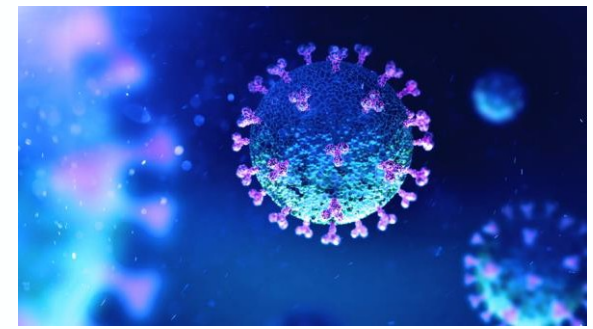
# The Covid Crisis in the Space Sector (1/2)



The space sector was severely hit by the crisis

- Impact strongly depends on the country of operations, the type of activities and the position in the supply chain
- Space industry facilities and production plants shut down for weeks, esp. in Southern Europe
- Launches from Kourou stopped from March to June 2020
  - Direct impact on 1500 workers and several launches - Critical sanitary situation in French Guyana
- Disruption of supply chains - 25% of suppliers “partially” or “highly” impacted by
  - : Delays in parts delivery affecting AIT supply, Disruption of raw materials and packaging, Component plant shutdowns around the world, Unavailability of the workforce

# The Covid Crisis in the Space Sector (2/2)



- All ESA contracts (almost 5000) impacted at the same time
- Some ESA suppliers declared *Force majeure*
- Companies have been facing severe financial and supply issues
- Impact on the European space industry estimated at 1.5 B€ (Eurosace)
- Strong impact on the commercial/export markets
- Major European players are also working with the aeronautics and automotive sectors – risk of “imported” crisis

# ESA's Reaction to the Covid Crisis

Immediate and commensurate action of ESA to monitor the situation, ensure business continuity and continuation of programmes and support the complete European supply chain

- Prime role of the institutional market for the European space industry (2/3)
- First set of ESA measures in support to industry on 23 March 2020 to:
  - Streamline the tendering process and shorten the time-to-contract
  - Reduce time-to-payment
  - Facilitate Partial Payments
  - Facilitate new Advance Payments
- Ensured that the implementation of Space19+ programmes progress nominally





# Adaptation of ESA's way of working

Rapid development of:

- Teleworking
- Collaborative tools (internal and external)
- Digitalisation, esp. of procurement processes



- Progressive return to all ESA sites - 25% of occupancy in September
- Adaptation of the work conditions to the sanitary conditions and implementation of all precautionary measures (incl. mission ban)

# Lessons learned at ESA from the crisis (1/2)

- Most of staff (84%) consider that their job is compatible with teleworking
- 3/4 of managers consider that most activities of their staff can be performed in telework
- 53% of staff considers that they have been more productive while teleworking

Positive feedback on the teleworking experience with three major advantages:

- No time lost in commuting
- Better work/life balance
- Better productivity

But identified risks associated with :

- Blurring of boundaries between work and personal life
- Social isolation
- Less cross-team exchange



# Lessons learned at ESA from the crisis (2/2)

To remain fully operation when teleworking, staff expressed the need for :

- A proper ergonomic environment
- IT equipment
- Dedicated workspace at home
- Family support, i.e. childcare
- IT solutions
- IT and communication tool training

➤ Specific actions undertaken to address these needs.



Teleworking has been highly appreciated

- 42% of ESA staff would like to telework 1-2 days a week after the crisis is over
- 34% of ESA staff would like to telework 2-3 days a week after the crisis is over
- 91% of ESA staff would like to have the flexibility to telework whenever presence at premises is not crucial for the business

Less travel is expected after the crisis

- 87% of ESA staff considers they could travel less in the future



# Impact on ESA Headquarters project



- Delay in the project delivery due to Covid
- Initially designed as flexible workspace >> will be able to accommodate changes required by Covid
- No recycled air in the building
- Taking into account more telework of the staff

Strong constraints on industry still remain

- Limited presence on site, limited number of shifts in production plants, etc.
- Limitations on travels
- Significant differences among ESA Member States
- Risk of Foreign Direct Investments to take over control of European strategic capabilities
- Increased global competitive pressure – Loss of customers/contracts
- Reduced injection of private capitals >> start-ups and early stage companies' survival at risk

The way of working in the sector will durably change

- New management practices
- Digitalised processes – development of dedicated solutions matching European cybersecurity requirements?
- Part-time teleworking will become the rule, in effective combination with on-site work – Organisation of workspace at home – Less commuting
- Unified communication and collaboration among all stakeholders
- Less travel



Thank you for your attention

More info : [www.esa.int](http://www.esa.int)