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CSR REPORT 2025

Start

GIFAS

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EDITORIAL



Guillaume Bourdeloux

Chief Executive Officer of the Show

The 2025 Paris Air Show will remain a landmark edition in more ways than one. With over 300,000 visitors, the Show confirmed its status as a benchmark aerospace event on the global stage. But beyond attendance figures, what stands out to me is the maturity of our CSR approach.

This edition was marked by several firsts: the first ISO 45001 certification covering the entire build-up, operation and dismantling cycle; the first Great Place to Work certification; the first comprehensive carbon footprint assessment; and the first socio-economic impact study. These achievements are not ends in themselves — they are the foundations on which we will build future editions.

Because the trajectory is clear: the Paris Air Show generates important economic and social benefits for the territories that host it, as well as an environmental footprint that we must collectively work to reduce. This report presents these impacts honestly, without minimising the challenges that still lie ahead.

It is in this spirit of transparency and high standards that I invite you to read this 2025 report.



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About PAS

History of the CSR approach

2003

Site security
Creation of the C3, formerly PCCG.

Occupational health and safety
Creation of the Handling Pool, a service dedicated to managing exhibitors' freight on site. This helped reduce truck traffic on site and therefore improve staff safety.

2009

Visitor transport
Free shuttle services introduced to improve accessibility to the Show.

Occupational health and safety
Implementation of an occupational health and safety plan, including the mandatory wearing of helmets for work at height and safety shoes.

Private vehicle traffic banned during build-up and dismantling, with golf-cars and small trains provided as alternatives.

2011

Energy management
First initiatives to reduce energy waste.

Quality of working life
Creation of a catering service — Self Galilée — offering employees and service providers full meals at preferential rates in a covered area.

2013

ISO 20121 certification
PAS became the first Show to be ISO 20121 certified.

Inclusion and Diversity
First accessibility audit for people with disabilities and implementation of initiatives:

- development of an EasyToGo application,
- wheelchair loans at entrances,
- 50% discount on parking for people with disabilities,
- dedicated communications.

2015

Circular economy
Implementation of the Re-Use operation with ARMSTRONG, a ceiling tile manufacturer. This initiative enabled stand decorators to recondition ceiling tiles at the end of the Show.

Occupational health and safety
Strengthening of the occupational health and safety plan, including the mandatory wearing of high-visibility vests.

First CSR report
Formalisation of the CSR approach with the first publication of a CSR report.

2017

Occupational health and safety
Strengthening of the occupational health and safety plan, including the prohibition of night work and the arrival of first aid, health and fire safety consultants.

Biodiversity
Impact study on the Natura 2000 site of Parc Georges Valbon.

Circular economy
Provision of a materials library in partnership with AMAT.

Responsible procurement
Introduction of CSR criteria into specifications.

2019

Circular economy
- Implementation of a furniture recovery initiative with VALDELIA,
- Requirement for exhibitors to use recyclable or reusable carpet,
- Installation of a network of water fountains and misting systems.

Energy management
Requirement for all exhibitors to equip their fittings with LED bulbs.

Sustainable food services
First initiative to collect unsold food with the charity Le Chainon Manquant.

2021
(Cancelled Show)

Governance
Recruitment of a CSR Manager.

Volunteering
Following the cancellation of the Show, PAS staff became involved in charitable and solidarity-based projects.

2023

Circular economy
- Change in waste management procedures, particularly during dismantling, with the creation of a sorting area. The waste recovery rate increased from 15% to 41%,
- Creation of a circular economy form to be completed by exhibitors' service providers,
- Zero plastic bottles in public catering outlets.

Responsible procurement
Implementation of a responsible procurement procedure.

Local engagement
Completion of the Show's first socio-economic impact study.

2025

Occupational health and safety
PAS became the first event in the world to be ISO 45001 certified.

Circular economy
The symbolic threshold of a 50% recycling rate for build-up waste was exceeded, reaching 53% of recycled waste.

Quality of working life
PAS received the Great Place to Work certification, demonstrating its commitment to providing an enjoyable working environment for all employees.

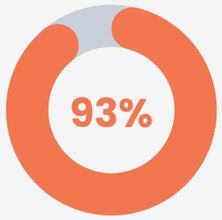
Accessibility
PAS's website complies with 95% of the recommendations set out in the French General Accessibility Improvement Framework (RGAA).

Implementation of the Mobility Assistance Service, a support service for people with specific accessibility needs during the Show.

Climate change
Completion of the Show's first greenhouse gas emissions assessment.

2025 report in figures

Visitor health and safety



of visitors treated during the Show were able to continue their visit.

Occupational health and safety

– 19%

workplace accidents compared with 2023.

Great Place to Work certification

PAS obtained the certification, recognising the quality of its working environment and the attention paid to the employee experience.

Food surplus collection

2 515 meals

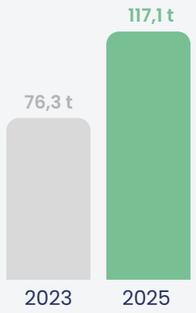
redistributed to charities.



ISO 45001 certification — Occupational health and safety

In July 2025, PAS became one of the first events in the world to be organised by a company certified **ISO 45001** across all phases of the event: build-up, operation and dismantling.

Material reuse



1 477 FTEs

generated in France.

Waste recovery



waste recovery rate for the Organiser, compared with 39% in 2023.

Mobility Assistance Service

329 visitors

transported by the Mobility Assistance Service, with an accessibility index of 78%.





89%

Workplace safety index

among workers on site.



of PAS's purchase volume excluding VAT, was made from companies based in Île-de-France.



of visitors used the RER B, followed by the RATP shuttles provided by PAS.

871 users

of the cycle parking facility located at Gate O.

€250M

in economic benefits generated in France.



Stakeholders & Materiality

Our stakeholder ecosystem

The Show's organisation: mobilisation and cooperation

The organisation of the Show relies on the mobilisation and collaboration of a wide range of stakeholders. Regardless of their level of involvement and responsibilities, these stakeholders play an essential role in the delivery and reputation of the event.

Importance of dialogue

Dialogue with the stakeholders in this ecosystem is therefore crucial. It makes it possible to understand everyone's needs and aspirations, and to integrate these perspectives into PAS's decision-making processes. taking their expectations into account is an essential pillar of effective PAS governance and a strategic lever for improving performance.

Commitment and responsibility

This dialogue is also essential to affirm PAS's social, environmental and economic responsibility. It is a vital means of building lasting relationships of trust with these various stakeholders, thereby contributing to the Show's attractiveness and long-term influence.

GIFAS

Contributors

Exhibitors
Pilots & Crews

Employees

Permanent employees
Temporary employees

Site partners

Le Bourget Airport — ADP
Musée de l'Air et de l'Espace
VIPARIS
Airport operating companies — FBOs

Interest group

UNIMEV

Occasional stakeholders

Official Visits
Société du Grand Paris

Participants

Trade Visitors
General Public Visitors
Journalists
Official Delegations
Institutional Visits

Service providers

PAS service providers
Exhibitors' service providers
VIPARIS service providers

Sponsorship & Media

Official sponsors
Media partners

Prefectural authority

Competent government services
Regulatory authorities

Local stakeholders

Local authorities
Local residents
Associations

The CSR strategic framework

Taking our stakeholders' expectations into account, and setting them against PAS's vision for the Show, has enabled us to structure our CSR priorities around three complementary dimensions: social, environmental and societal.

Our CSR priorities

SOCIAL

Guarantee the best possible health, safety and comfort conditions for all our stakeholders.

- Visitor health and safety
- Occupational health and safety
- Quality of working life
- Inclusion & Diversity

ENVIRONMENTAL

Promote the responsible consumption of resources and reduce our environmental impact.

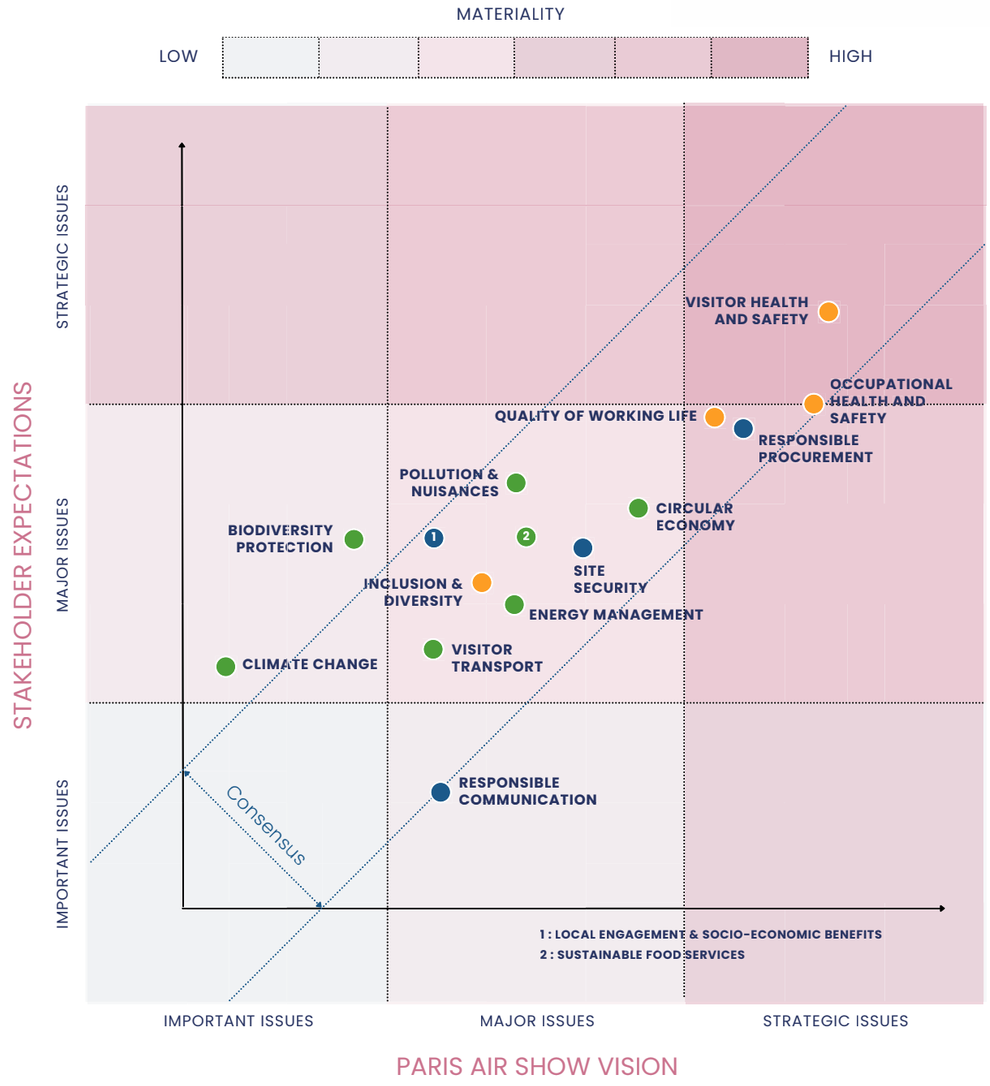
- Circular economy
- Sustainable food services
- Energy management
- Visitor transport
- Biodiversity protection
- Pollution & nuisances
- Climate change

SOCIETAL

Act as a responsible stakeholder and contribute to economic activity in our host territory.

- Responsible procurement
- Site security
- Responsible communication
- Local engagement & socio-economic benefits

Our materiality matrix



Social issues

Visitor health and safety

Ensuring the health and safety of our clients — whether exhibitors, trade visitors or general public visitors — is a key concern for PAS. For each edition, PAS and the Prefecture jointly implement a comprehensive public safety plan, set out in a document known as the Operations Order. Its purpose is to assess, prevent and respond to accidental, natural or intentional risks within the event's organisational perimeter and its immediate surroundings.

Our approach

To safeguard visitor health, and given the specific characteristics of the Show, PAS goes beyond the legal requirements for first aid and medical resources by reinforcing its arrangements with additional measures, including doctors and nurses. These additional resources are defined with the relevant prefectural authorities and with the support of first aid, health and fire safety consultants who are members of PAS's Aerosafety unit. They are listed in the Operations Order.

First aid and medical response: an enhanced system is deployed, comprising approximately 70 first aiders, supported by 5 doctors and 6 nurses. These teams have access to a range of resources, including ambulance golf-cars, VPSP emergency vehicles*, bicycle first-aid patrols and 50 stretchers during the general public weekend. This system ensures effective coverage across the entire Exhibition Centre and a rapid response to any medical emergency.

Fire safety: fire safety measures are adapted to the recommendations of the Paris Fire Brigade, thereby strengthening prevention measures and the level of protection against fire risk.

Coordination: the Command and Control Centre — C3 — supervises all safety and security systems and coordinates operations in the field.

Creation of cooling areas New!

Shaded areas and cooling areas were set up to protect visitors from high temperatures. The main facility was the Food Court near the A380, offering a large covered space to eat, work or take a break.

*VPSP: emergency first-aid vehicle

Our objectives vs our 2025 results

	2023 result	2025 objective	2025 result
Visitors treated by our medical system who were able to continue their visit	97%	100%	93%

Due to the high temperatures during the Show, several visitors were unable to continue their visit after seeing our doctors and had to return home.

Our 2025 assessment

477 consultations were carried out during the Show opening week.

270 visitors and **116 exhibitors** received medical assistance during the Show opening week.

5 doctors
6 nurses
≃70 first aiders

were located across the Site during the opening week.



93%

of visitors treated during the Show were able to continue their visit.

5 first-aid stations were located across the Site during the opening week.

Areas for improvement

A dedicated working group on extreme heat has been set up to address topics such as increasing the number of shaded areas, expanding the availability of water points, and installing misting systems, among other potential solutions.

Occupational health and safety

PAS makes occupational health and safety an absolute priority for everyone present on Site, whether its own teams, service providers or any other stakeholder involved in the Show. This commitment is based on a shared responsibility among all the stakeholders mobilised, and is reflected at each edition in the implementation of reinforced measures designed to guarantee everyone's safety, from build-up to dismantling.

Our approach

PAS applies a **zero-tolerance policy** on occupational health and safety. This policy is reiterated several months before the Show opens, particularly during the Exhibitors/Service Providers meeting. To ensure its application, significant human and organisational resources are mobilised to monitor compliance with applicable regulations by all those working on Site. This policy forms part of a continuous approach to prevention, monitoring and awareness-raising for all stakeholders concerned.

Measures deployed include strict checks on the wearing of Personal Protective Equipment — PPE — from the moment people enter the Site during the build-up and dismantling phases, as well as random checks carried out across the Show. This system is complemented by regular reminders of safety instructions, through signage in the halls and hourly audio messages. The objective is to embed a lasting culture of prevention, make each person accountable, and maintain a high level of vigilance in the field throughout the event.

Workplace safety index

New!

For the first time, PAS measured workers' perception of safety through an on-site survey. Conducted among **250 randomly selected workers**, the survey recorded an average of 89% positive responses. It enables PAS to assess how the safety measures deployed are perceived and to identify areas for improvement.



89%
workplace safety index

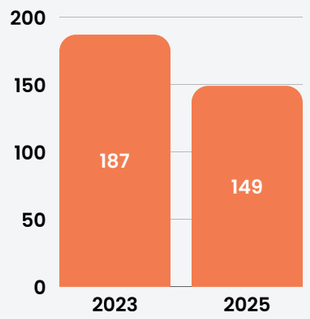
Our objectives vs our 2025 results

	2023 result	2025 objective	2025 result
Patients treated by our medical system who were able to return to work on the same day	85%	100%	87%
Number of declared workplace accidents	80	< 40	65
Obtain ISO 45001 certification	-	Yes	Yes

Our 2025 assessment

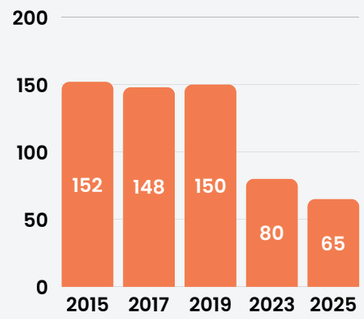
-20% consultations

carried out during build-up and dismantling between 2023 and 2025



-19% workplace accidents

from build-up to dismantling of the Show between 2025 and 2027



In July 2025, PAS became one of the first events in the world to be organised by a company certified ISO 45001 across all phases: build-up, operation and dismantling.

Areas for improvement

PAS will continue to strengthen its risk prevention policy by improving the identification and reporting of hazardous situations, in order to better anticipate and reduce workplace accidents.

Quality of working life

Quality of working life is an important pillar of PAS's CSR approach. It concerns permanent and temporary teams as well as the service providers involved in the event. PAS considers that people's well-being and the quality of their working environment are essential conditions for the success of the Show, and therefore provides several dedicated services and facilities.

Our approach

Permanent and temporary teams

For its teams, PAS implements several measures designed to improve working conditions in practical terms: catering services from build-up to dismantling, overnight accommodation close to the Site for certain teams, shuttles between the RER station and the Show, vehicles for permanent employees, and the presence of an osteopath during the build-up phase. These measures are designed to reduce fatigue and better support teams during the most intense periods.

Organiser and exhibitor service-provider teams

PAS also ensures the comfort of service-provider staff through various facilities: small trains to make it easier to move around the Site, welfare facilities covering 2,500 sqm, water fountains from build-up to dismantling, and mobile toilets distributed throughout the Site. The aim is to provide all those working on the event with the most suitable welcome and working conditions possible.

Great Place to Work certification (GPTW®) New!

In 2025, PAS obtained the Great Place to Work certification, **recognising the quality of its working environment and the attention paid to the employee experience**. This distinction reflects PAS's commitment to the well-being of its teams, the quality of its management, and a corporate culture based on trust, listening and continuous improvement.

Our objectives vs our 2025 results

	2023 result	2025 objective	2025 result
Positive responses to the average of the Great Place to Work survey questions	-	65%	85%
Number of training courses included in the company training plan	-	10	-

GPTW® survey results



average positive responses to the key survey questions



of employees stated that, overall, PAS is a truly great place to work



Credibility



Respect



Fairness



Pride



Camaraderie

Areas for improvement

PAS will continue its efforts in training permanent teams and will keep working on its attractiveness in order to attract and retain the best profiles for temporary positions. This momentum is supported in particular by the quality of the welcome given to new employees, which was praised by 100% of respondents.

Inclusion and Diversity

PAS considers that guaranteeing event accessibility and a high-quality visitor experience for all visitors, whether or not they have specific needs, is a fundamental priority. Since 2013, PAS has been committed to a continuous improvement approach to better meet the needs of different visitor categories, particularly in terms of accessibility. Whether relating to Site infrastructure, the information made available, or the services and equipment provided, these improvements aim to create an environment in which everyone can fully enjoy the Show.

As part of this approach, PAS has organised accessibility audits with the support of specialised companies since 2013. ATIPY once again carried out a full audit of the Show, whose conclusions help identify areas for improvement for future editions.

Mobility Assistance Service New!

In 2025, PAS rolled out a new service called the Mobility Assistance Service. It included a dedicated hotline, enabling users to prepare their arrival on Site in advance and receive support throughout the Show. The service also provided **golf carts with drivers adapted for wheelchair users**, ensuring drop-off as close as possible to meeting points for trade visitors and to the main points of interest for general public visitors.

Accessibility index New!

For the first time, PAS also conducted a survey to collect the expectations of people with specific accessibility needs. This approach made it possible to establish an accessibility index of 78%, corresponding to the share of positive responses obtained, which will **serve as a benchmark for future editions**. It also helped identify several concrete expectations that will be taken into account to improve the quality of the visitor experience.



78%
accessibility index

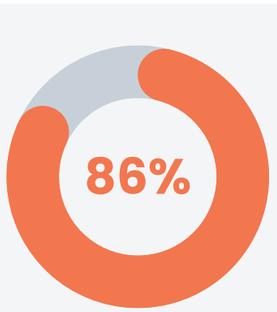
Our objectives vs our 2025 results

	2023 result	2025 objective	2025 result
Positive responses to the average of the survey among people with specific accessibility needs	-	65%	78%
Number of initiatives implemented	-	3	-

Our 2025 assessment

329 people
transported during the Show by the Mobility Assistance Service

532 people
assisted by phone before or during the Show



86%
of people with specific accessibility needs surveyed said they felt included throughout the event



Areas for improvement

Given the success of this first edition, PAS plans to strengthen the Mobility Assistance Service by allocating additional human and technical resources. PAS will also continue its efforts to improve signage and reinforce field-team training on dedicated measures for people with reduced mobility.

Environmental issues

Circular economy

As in previous editions, eco-design and waste management are among PAS's priority issues. These topics are also major challenges for the entire events industry. Continuing the work initiated for the 2025 edition, PAS strengthened its upstream action this year to maximise the reuse of materials from its own temporary fittings at the end of the Show. For the first time, a dedicated circular economy form was included from the consultation phase, in order to assess the overall tonnage of expected waste and identify levers to optimise reuse.

Stakeholder awareness

Raising awareness among stakeholders, particularly exhibitors and service providers, is essential to ensure effective waste management and achieve the targets set. To this end, PAS deployed sustained communication efforts:

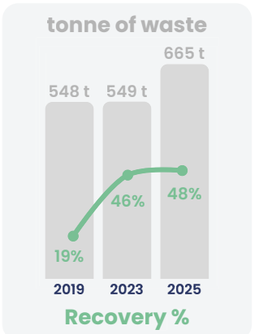
- preparation of detailed sorting guides according to the different Show phases — build-up, operation and dismantling — and types of fittings;
- continuous awareness-raising throughout the Show through RE'UP recycling teams;
- display of information panels in the halls and broadcasting of audio messages across the Site.

As part of a continuous improvement approach, PAS underlines **the need to strengthen exhibitor awareness from the sales phase**. As with the previous edition, this will be a priority area for improvement for the 2027 edition.



Build-up (Organiser and exhibitor waste)

In 2025, the increase in fitted-out areas led to a rise in waste tonnage. Nevertheless, the waste recovery rate improved slightly, thanks to a clear improvement in on-site sorting before removal. For 2027, PAS will focus its efforts on reducing waste at source, in particular through better design of temporary fittings.



Operation (Organiser and exhibitor waste)

During this phase, waste mainly came from caterers on the chalet line and from general public catering outlets. The drop in tonnage observed is mainly due to the reclassification of waste flows initially attributed to this phase, although they actually related to build-up. Given the size of the Site, PAS uses refuse collection vehicles for waste collection. Despite dual-stream sorting, results remain limited, which will lead PAS to rethink collection and sorting arrangements.



Dismantling (Organiser waste)

Building on the progress made during the previous edition, PAS renewed the same collection and sorting system in 2025, including an outdoor sorting area. Despite the increase in waste tonnage, the waste recovery rate continued to improve. For the 2027 edition, the objective will be, as with build-up, to reduce waste at source. However, the sorting area showed its limits, as its capacity was not sufficient to absorb all the volumes generated.

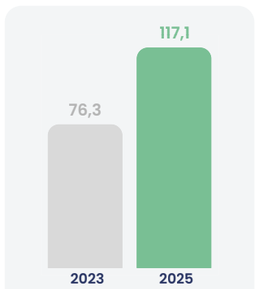


RE'UP reuse operation

For the second consecutive edition, RE'UP supported PAS from build-up to dismantling. This support included waste-sorting awareness and the operational implementation of sorting on Site. It also enabled the recovery of materials initially intended to be discarded, with a view to reusing them through circular and social economy stakeholders.

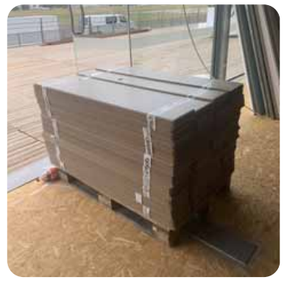
More ambitious this year, the initiative enabled PAS and RE'UP **to increase the quantity of materials recovered by 54%**, thanks in particular to preparatory meetings held with PAS decorators.

RE'UP



Tonnes of materials recovered





BILUM reuse operation New!

For the first time, PAS worked with BILUM, a company specialising in the upcycling of advertising banners into bags and accessories. Through this initiative, PAS aimed to replace the traditional goodies given to guests at the PAS Chalet with products made from the General Public poster installed at Porte de la Chapelle, on the Paris ring road.

As a result, **40% of the 170 sqm canvas was transformed** into 30 tote bags, 180 document pouches, 180 laptop sleeves and 1,500 badge holders. These products will be distributed during the 2027 edition.

bilum.





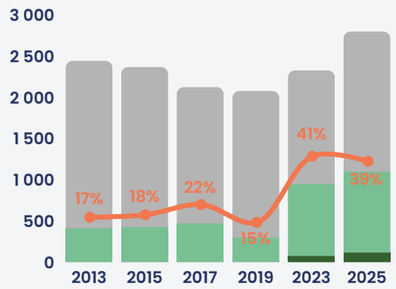
Our objectives vs our 2025 results

	2023 result	2025 objective	2025 result
Tonnage of waste from PAS fittings (NHIW + Recycling + Reuse)	1 224 t	1 100 t	1 375 t
Waste recovery rate (Organiser + Exhibitors)	41%	>50%	39%
Waste recycling rate (Organiser + Exhibitors)	37%	45%	35%
Tonnage of waste redirected to a reuse channel	77 t	200 t	117 t

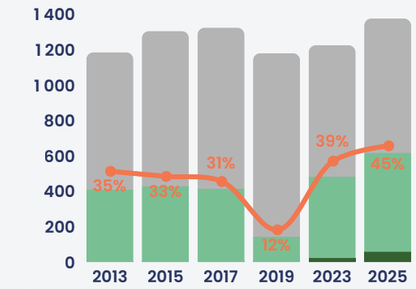
**NHIW = Non-hazardous industrial waste*

Our 2025 assessment

Organiser and exhibitor waste — all phases combined



Organiser waste — all phases combined



Landfill or energy recovery channels · Recycling channels · Reuse channels · Recovery rate

Areas for improvement

Despite progress made in reuse, PAS still needs to reduce the waste generated by its own fittings at source. This reduction would lighten the sorting system and, consequently, improve reuse and recycling rates: smaller volumes are easier to sort.

Looking ahead to the 2027 edition, PAS will therefore strengthen its upstream work, starting from the consultation phase, in order to improve the eco-design of its fittings.

Sustainable food services

PAS welcomes more than 300,000 visitors over one week, making food services a major issue for the event. Two types of catering should be distinguished. First, public catering, organised by PAS, which includes all food outlets intended for visitors and represents around 200,000 meals over the week. Second, private catering, corresponding to services provided by caterers appointed by exhibitors in their hospitality areas, for an estimated volume of around 50,000 meals over the week.

Food surplus operation with SAVR

PAS has organised the collection of food surplus since the 2019 edition, but it was from 2023 onwards, with the support of its partner SAVR, that the system became fully effective. Building on this successful first collaboration, PAS **further improved the system in 2025 through the use of a refrigerated golf cart**. This made operations on Site more flexible and enabled very rapid intervention at the end of lunch service.



Biowaste operation with RE'UP and TRYON

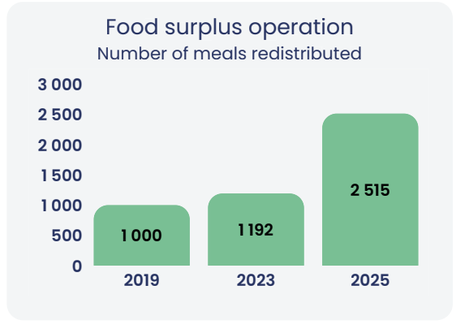
PAS introduced biowaste collection for the first time in 2023. The results were mixed, due to sorting that was not sufficiently well controlled. For the 2025 edition, PAS relied on RE'UP **to raise awareness among caterers** from the start of the Show and to carry out additional sorting in order to obtain a higher-quality waste stream. Like the food surplus collection operation, this system was funded by the exhibitors' eco-contribution.



Our objectives vs our 2025 results

	2023 result	2025 objective	2025 result
Public catering: obtain indicators on product origin	No	Yes	No
Number of meals collected and redistributed to charities	1 192	2 000	2 515
Tonnage of biowaste collected	3 t	5 t	7.8 t

Our 2025 assessment





0 plastic bottles
sold at public catering outlets

59 water fountains
located across the event site

Areas for improvement

PAS now intends to focus its efforts on two areas: the origin of the food products offered at public catering outlets and the collection of reusable cups.
On the first point, awareness-raising work needs to be carried out with caterers in order to gain a better understanding of the origin of the products used, even though PAS is not in a position to verify this directly on the ground. At the same time, PAS is considering pooled order management for certain products common to all catering outlets.
On the second point, PAS found that, despite the introduction of cup return points, a significant proportion of reusable cups was still being thrown away with waste, calling into question the environmental relevance of the system. PAS is therefore continuing its review in order to identify a more effective solution.

Local visitor transport

The Show takes place in an environment with specific access constraints: distance from the nearest RER station, immediate proximity to a major road junction, reduced parking capacity since 2019, and construction works around the site. These external constraints are compounded by PAS's own requirements, particularly in terms of site security, with differentiated access controls depending on visitor categories, entrances and times. Pending the opening of Line 17, PAS must organise mobility for the Show while taking all these constraints into account.

Our approach

To address traffic-related challenges, PAS has for several editions deployed a diversified transport offer, with links to the RER station, Aubervilliers station, Roissy airport, Porte Maillot and the temporary Villepinte car park. This system aims to facilitate access to the site, limit the use of private vehicles, and **ensure comfortable and safe travel conditions**. Ahead of the Show, PAS also runs an awareness campaign to encourage visitors to use public transport.



of visitors used the RER B, followed by the RATP shuttles provided by PAS.

Bicycle parking operation with Wheelskeep New!

For the first time, PAS sought to improve access to the Show by bicycle. Two measures were therefore introduced. First, **a free, secure bicycle parking facility with 576 spaces**, together with a repair service, in order to address one of the main barriers to using a bicycle at an event: equipment security. Second, **50 bicycles were made available for free rental between the RER station and the Show**. This first trial proved encouraging, and PAS plans to strengthen the scheme at future editions.

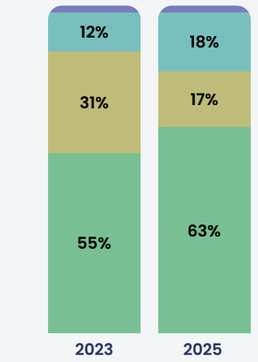


Our objectives vs our 2025 results

	2023 result	2025 objective	2025 result
Share of visitors who used local public transport	55%	65%	63%
Number of bicycle parking users	-	1 300	871

Our 2025 assessment

Local transport modal shares
(Exhibitors, Trade Visitors and General Public)







871 users
of the bicycle parking facility located at Gate O.

653 rentals
of bicycles between Le Bourget RER station and the Show.

Areas for improvement

Given the success of the dual bicycle scheme introduced for this edition, PAS will continue developing this offer by considering an increase in the number of bicycles available and the number of trips between the RER station and the Show. The bicycle parking facility, which did not reach full capacity, will be maintained in a similar format. PAS is also considering other soft mobility solutions in order to further improve visitor comfort and facilitate travel to the site.

Societal issues

Responsible procurement

Supplier selection is a major issue for PAS, both because of its impact on the success of the event and because of its reputation and overall performance. To address this, PAS relies on a structured procurement process based on the drafting of specifications, competitive tendering among service providers, and selection according to objective, transparent, competitive and fair criteria.

Our approach

PAS deploys a responsible procurement approach applied to all its service providers, as part of a gradual structuring and continuous improvement process. **Around 90% of purchase volume is subject to formal consultations**, based on specifications prepared by the business departments and then managed by the procurement department. These consultations involve exchanges between the business, procurement and CSR teams, making it possible to assess both the quality of the service and the financial and non-financial robustness of the candidate companies.

Service providers are selected through a multi-criteria analysis incorporating technical, economic and organisational factors, to which CSR criteria are systematically added. **The CSR assessment is carried out upstream via the ACESIA platform, based on a self-assessment by the companies**. Although this assessment does not constitute a selection criterion in itself, it enables PAS to gain a better understanding of its service providers' practices and, where appropriate, to initiate a support process, particularly with SMEs.

In addition, **operational requirements are included in the services depending on the issues identified**, such as waste management and reuse, with a strong expectation that service providers will be proactive on these topics. PAS also ensures that it uses appropriate assessment tools, **without passing the cost of CSR assessment on to its service providers**. This approach, which can still be improved, is a structuring lever for strengthening the integration of CSR issues into the Show's procurement practices.

Our objectives vs our 2025 results

	2023 result	2025 objective	2025 result
Purchase volume excluding tax subject to a consultation process with ACESIA	52%	100%	86%

Our 2025 assessment



of suppliers subject to consultation were assessed via the ACESIA platform.



of purchase volume excluding tax subject to consultation was assessed via the ACESIA platform.



of purchase volume excluding tax was carried out with companies based in France.



of purchase volume excluding tax was carried out with companies based in Île-de-France.

Areas for improvement

PAS wishes to strengthen its responsible procurement practices and, with this in mind, has decided to upgrade its service provider assessment tool. From the 2027 edition onwards, assessments will be carried out via the Positive Company platform, which will make it possible, in particular, to include questions specific to PAS's issues.

Also, for the first time, the service providers listed in the 2027 edition of the Services Guide will also have to be assessed via this platform. The objective is to ensure that the stakeholders proposed to exhibitors are aligned with PAS's CSR ambitions.

Site security

As a large-scale international event, PAS pays particular attention to site safety and security. This issue covers both the prevention of malicious or unlawful acts and the controlled management of flows of people and vehicles. The system deployed is based on close coordination between private and public stakeholders, which is essential to ensure a safe and secure environment for all participants.

Our approach

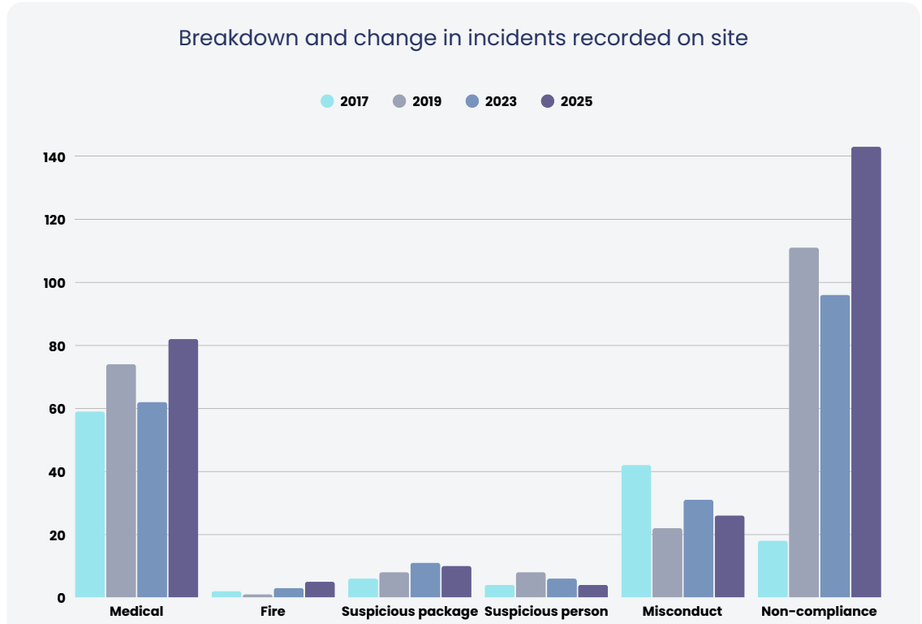
Given that the Show is held on an airport site, with official delegations, aircraft and sensitive areas present, as well as both trade and general public visitors, the system covers the entire security chain: pedestrian and vehicle access control, screening and inspections, flow management, video surveillance, incident management and coordination with public authorities.

The system is based on private resources deployed by PAS and coordinated from the Command and Control Centre, C3, which also supervises emergency and medical services, fire safety, handling, technical services and the permanent link with government services. Several specialised services operate on site, particularly for access management, ticket checks, pedestrian-flow supervision and vehicle traffic. In this respect, around 2,000 vehicles and 500 golf carts circulate on the site every day during the Show.

This private system is supplemented by the resources of government services, placed under prefectural authority and coordinated from the Joint Command Post, with support in particular from the DOPC, PAF, GTA, DSAC, as well as municipal police forces and the Department for traffic regulation around the site.

Management is based on daily briefings, real-time adjustments to the system, and compliance audits to verify the application of rules by security service providers. The objective is to guarantee a high level of protection for people, property and sensitive areas, while ensuring smooth access and the proper running of the event.

Our 2025 assessment











Economic, social and carbon impact study of the 2025 edition

Foreword

The Paris Air Show is a global crossroads that, over the course of one week, brings together hundreds of thousands of people from all over the world around the major ambitions of the aerospace industry.

This exceptional scale comes with an equally exceptional responsibility. PAS generates considerable economic and social benefits for the territories that host it, supports thousands of jobs, and serves as a driver of France's international attractiveness. But it also generates significant environmental impacts, whose rigorous measurement is a necessary condition for any ambition to make progress.

It is in this spirit that this economic, social and carbon impact study was carried out for the 2025 edition. Its aim is to provide a comprehensive and honest view of the Show's effects, taking into account all stakeholders, the expenditure generated and the emissions produced, from build-up through to dismantling.

The results presented in this report are intended to inform dialogue with our partners, exhibitors, service providers and local authorities, and to guide decision-making for future editions. They are a starting point, not an end in themselves: the reduction trajectory we are using as an alignment benchmark implies profound transformations, which can only be achieved collectively. PAS embraces this ambition with lucidity and determination.



Key figures

With more than 300,000 visitors, the 2025 edition of the Show confirms its position as a benchmark aerospace event on the global stage. Beyond its industrial and commercial dimension, PAS generates significant economic, social and environmental effects in the territories that host it.

The figures presented below are taken from an impact study conducted using a rigorous methodology. Their purpose is to objectively measure both the positive benefits of the Show and its carbon footprint, in order to support a progress trajectory based on reliable data.

Economic and social impact

€250m in economic benefits generated in France by PAS 2025

€50m
in net injection into the French economy
External expenditure captured

€61m
in tourism expenditure generated in France
74% generated by international visitors

1 477 FTEs
jobs generated in France by PAS 2025
directly, indirectly and through induced effects



of economic benefits concentrated in Île-de-France
€195M in Île-de-France
1 309 jobs in Île-de-France

136 054
overnight stays generated
representing an average overnight-stay rate of around 0.98 nights per visitor

Carbon impact

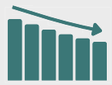
116 kt CO_2e in total emissions generated by the organisation of PAS 2025



visitor transport
largest source of emissions



of emissions generated by ≈5% of participants



-9%
per edition
alignment with SNBC 3*, 2025 → 2035 trajectory



of CO_2 emissions attributable to exhibitors
i.e. 53 kt CO_2e, mainly generated by transport and the construction of fittings

3.5%
of total emissions generated by exhibited aircraft

*Third National Low-Carbon Strategy

Methodology

Studies consolidated with the support of external experts

To ensure the robustness of the results presented, PAS relied on specialised external partners to consolidate and validate the methods used for the 2025 edition impact study. This approach combines PAS's detailed knowledge of the event with the methodological expertise of third-party specialists.

Economic and social impact

Expenditure consolidation and modelling: PAS
PAS modelled all expenditure generated by the event, based on data relating to the Organiser, exhibitors, service providers and visitors.

Assumption review and impact modelling: INFRANCE
INFRANCE reviewed and validated the assumptions used, then modelled the economic and social benefits generated by the Show.

Objective
Measure the direct, indirect and induced effects of the Show on the territory.

Carbon impact

GHG assessment: Bpifrance Diag Décarbon'Action
The Show's greenhouse gas assessment was carried out as part of Bpifrance's Diag Décarbon'Action programme.

Review and validation: DCO2
The file was reviewed and validated with the support of DCO2, a company specialising in carbon accounting approaches.

Objective
Measure the Show's carbon footprint and identify the main sources of emissions.

An approach that is not based on isolated self-assessment: the results combine PAS operational data with the expertise of specialised external partners.

Methodology
Study structure

4 methodological layers

Layer	What is calculated	Sources and tools
Primary data	attendance, physical volumes, direct expenditure	PAS ticketing, CSA survey, Revolugo, circular economy forms, aircraft survey
Expenditure location	allocation to a SIRET by transport mode, nationality and market share	transport market shares — rail, air, road; INSEE 2026 hotel database; Revolugo
Induced effects	indirect and induced jobs, household consumption, taxation	IN France, EaaC, SIREN company accounts, FIGARO tables, INSEE
Carbon emission factors	conversion of physical volumes into kt CO_2e	Climeet v3.3, ADEME Base Carbone, INIES, IEA, CHSB Cornell, Agribalyse, Ecoinvent

2 scope principles

Economic component: territorial additionality principle

Only expenditure caused by PAS is included. Expenditure that would have been incurred in Île-de-France independently of the Show is excluded from the scope. The criterion used is the causality of the expenditure, not the visitor's nationality.

Carbon component: emissions completeness principle

All emissions physically generated by the organisation and attendance of the Show are included.

Methodology

Population categories taken into account

		Nationality	Purpose of visit: who came exclusively for PAS 2025	Purpose of visit: who came for another reason including PAS 2025	Total by nationality	Total by category
	**Exhibitors**	French	16 746	0	16 746	33 099
		International	16 353	0	16 353	
	**Trade Visitors**	French	57 987	0	57 987	80 489
		International	22 502	0	22 502	
	**General Public Visitors**	French	82 016	52 436	134 452	164 200
		International	19 336	10 412	29 748	
	**Official Delegations**	French	1 767	0	1 767	4 862
		International	3 095	0	3 095	
	**Service providers** of Exhibitors	French	26 413	0	26 413	35 469
		International	9 056	0	9 056	
	**Service providers** of the Organiser	The socio-economic impact of the Organiser's service providers is taken into account through PAS expenditure. Transport, accommodation and catering expenditure were not counted separately in order to avoid double counting. For the carbon component, however, the impact of each service was fully included.				
	Total by nationality	French	184 929	52 436	237 365	
		International	70 342	10 412	80 754	
	Total		**255 271**	**62 848**		

Methodology

Scope of the study

		Organiser (and its service providers)		Exhibitors (and their service providers)		Trade Visitors		General Public Visitors		Official Delegations	
		Economic impact	Carbon impact	Economic impact	Carbon impact	Economic impact	Carbon impact	Economic impact	Carbon impact	Economic impact	Carbon impact
Show build-up	Construction of fittings (material production)	✓		✓							
	Transport of materials (to reach the Exhibition Centre)	✓		✓							
	Transport of materials (on the Exhibition Centre site)	✓		✓							
	Waste (transport and treatment)	✓		✓							
	Staff transport	✓		✓							
	Energy	✓		✓							
Show operation	Transport (international, national and local)	✓		✓		✓		✓		✓	
	Catering	✓		✓		✓		✓		✗	
	Accommodation	✓		✓		✓		✓		✓	
	Exhibited aircraft (flights to and from the Show and flying displays)	✓		✓							
	Waste (transport and treatment)	✓		✓							
	Energy	✓		✓							
	Digital (website, app, social media, etc.)	✓	✗								
	Promotional products sold in the official shops.	✓									
Show dismantling	Transport of materials (to leave the Exhibition Centre)	✓		✓							
	Transport of materials (on the Exhibition Centre site)	✓		✓							
	Waste (transport and treatment)	✓		✓							
	Staff transport	✓		✓							
	Energy	✓		✓							

Methodology
Glossary

Revenue: represents the amount of business, excluding tax, generated by a statistical unit with third parties in the normal and current course of its professional activity.

Legal unit: refers to a public- or private-law legal entity to which a unique identifier, the SIREN number, is attached.

Total employment: the sum of direct, indirect and induced employment.

Direct employment: refers to the average workforce of the legal unit, expressed in Full-Time Equivalents, or FTEs, for the fiscal year in question.

Indirect employment: refers to the sum of jobs generated among suppliers through the expenditure of the organisation studied.

Induced employment: refers to the sum of jobs generated by the everyday consumption of direct and indirect employees.

Total taxation: represents the sum of direct, indirect and induced taxation.

Direct taxation: refers to the sum of local taxes and corporate income tax paid by a company.

Indirect taxation: refers to the total direct taxation generated among suppliers as a result of expenditure by the organisation studied.

Induced taxation: refers to the total taxation generated by the everyday consumption of direct and indirect employees..

Average supply distance: the average distance between suppliers' head offices or production sites and the client establishment.



Economic impact

Economic impact

Expenditure associated with the event

The impact study is based on a methodology that first aims to quantify all expenditure generated by the event, before estimating its net added value for the territories. It therefore takes into account all expenditure associated with PAS 2025, regardless of its nature or geographical origin.

In total, nearly €260m was spent in connection with PAS 2025, including €187m in France by the Organiser, Exhibitors and all visitors. After taking into account incoming and outgoing flows, the net injection into the French economy amounted to €50m. This analysis highlights the Show's ability to capture external expenditure for the benefit of the French economy.

Organiser, Exhibitor and Service Provider expenditure*
(excluding tax)

Location of expenditure \ Origin of expenditure	France	Outside France
France	€113M	€14M
Outside France	€9M	€41M

= €177M

+

Visitor expenditure**
(excluding tax)

Location of expenditure \ Origin of expenditure	France (excluding Île-de-France)	Outside France
France (excluding Île-de-France)	€15M	€45M
Outside France	≃ €0M	€21M

= €82M

=

Total expenditure
(excluding tax)

Location of expenditure \ Origin of expenditure	France	Outside France
France	€128M	€59M
Outside France	€9M	€62M

= €258M
including
€187M in France

injections
€59M
-
leakages
€9M
=
€50M

in net injection into the French economy

* for the construction of fittings, Exhibitors' private catering and flying displays
** Exhibitors, Trade Visitors, General Public and Official Delegations: transport, accommodation, public catering and off-Show expenditure

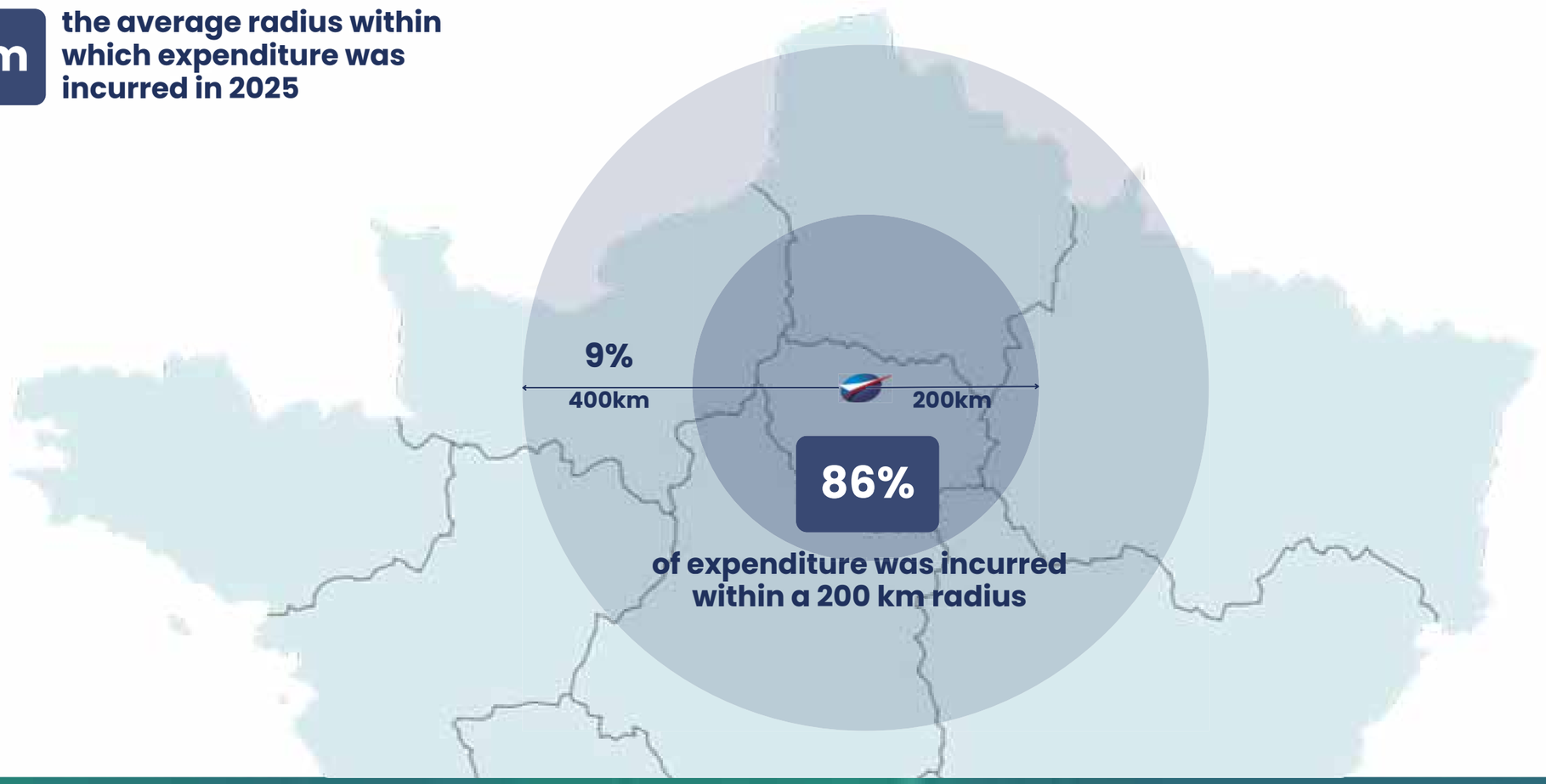
Economic impact
Location of expenditure

Aggregation of the Organiser's and Exhibitors' expenditure excluding tax, and visitor expenditure on transport, accommodation and catering

Expenditure incurred in France in connection with PAS 2025 shows a strong territorial concentration around the Le Bourget site. Of the €187m spent in France by the Organiser, Exhibitors and visitors, 86% was spent within a 200 km radius of the Exhibition Centre. The average expenditure radius was 85 km, confirming that the economic benefits associated with the event are mainly rooted in Île-de-France and the surrounding area.

This expenditure geography reflects both the concentration of the Show's operational needs around the site, the use of service providers based in Île-de-France, and the location of visitors' main consumption. It therefore highlights the Show's driving role in the local economy, particularly for activities directly related to hospitality, logistics and services.

85 km **the average radius within which expenditure was incurred in 2025**



Economic impact

Economic benefits generated in France

The impact study distinguishes between the economic benefits generated in France by expenditure directly linked to the Show and the induced effects generated by household consumption. Expenditure incurred in France by the Organiser, Exhibitors, their service providers and visitors forms the direct and indirect basis of this impact.

These expenditures are supplemented by induced effects linked to household consumption, made possible by the wages paid as part of the activity generated by the Show.

Direct and indirect economic impact

+ Expenditure in France by the Organiser on the purchase of goods and services

+ Expenditure in France by Exhibitors on the purchase of goods and services

+ Expenditure in France by service providers in the rest of the supply chain

+ Tourism expenditure in France by visitors.

= €187M

+

Induced economic impacts

Household consumption

+ Expenditure linked to household consumption: wages paid directly and indirectly are partly spent on purchases of goods and services

= €38M

Taxation

+ Revenue generated by the everyday consumption of jobs created directly and indirectly by the activity studied.

= €25M

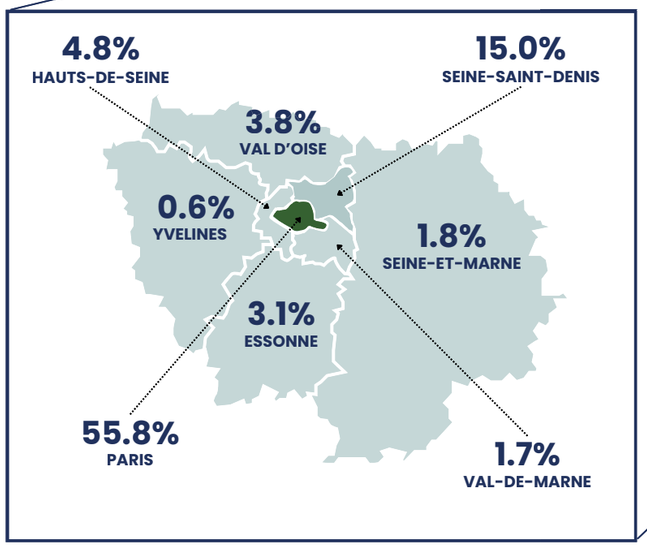
€250M in economic benefits generated in France by PAS 2025

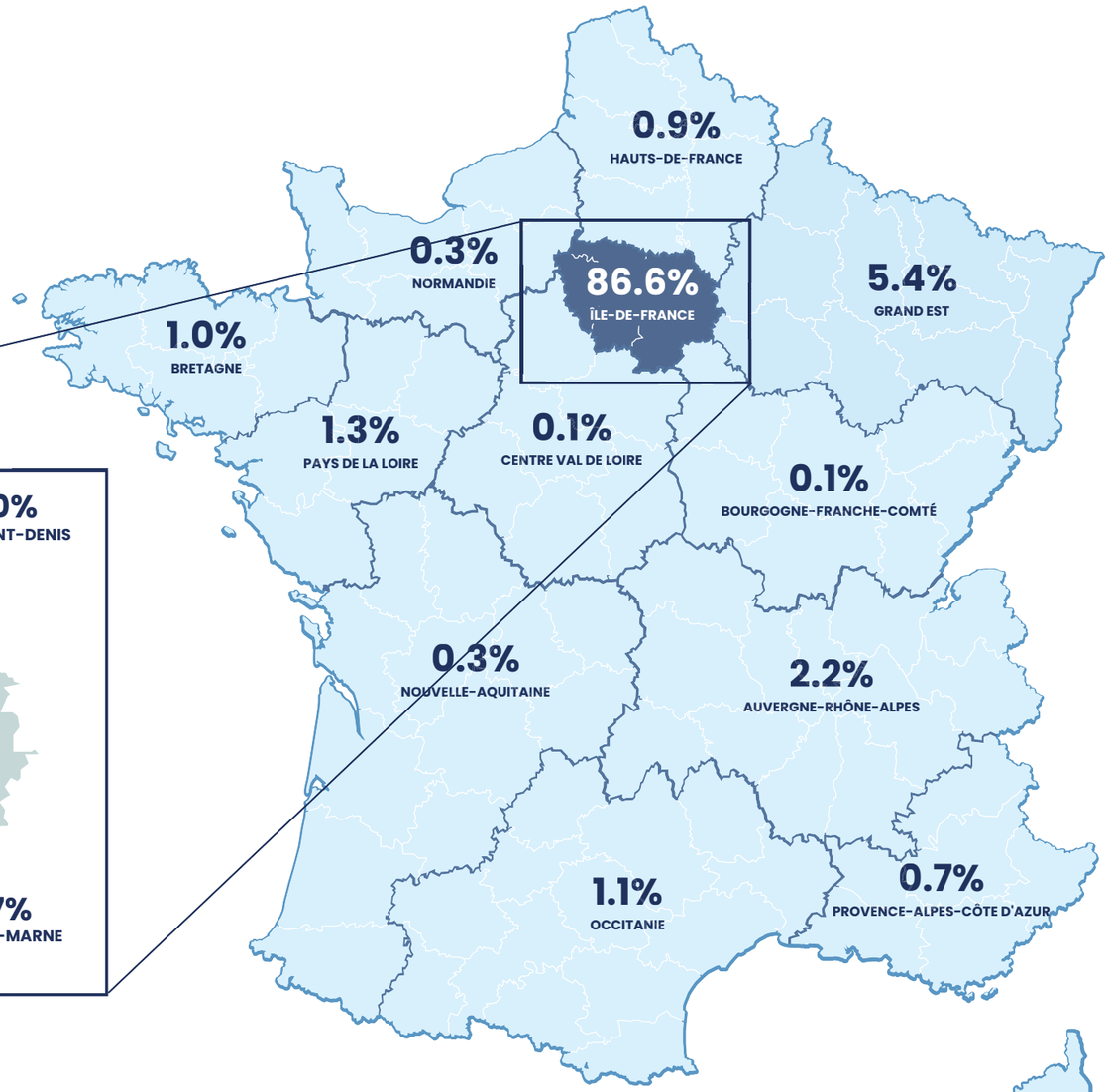
Economic impact
Location of economic benefits

Aggregation of the Organiser's and Exhibitors' expenditure excluding tax, visitor expenditure on transport, accommodation and catering, and household consumption, excluding taxation

The location of the economic benefits generated by PAS 2025 highlights a very strong concentration in Île-de-France, which captures most of the economic effects linked to the Show. This geography is explained both by the territorial roots of the event, the location of a large share of suppliers, and the weight of tourism expenditure and induced consumption in the host region.

Within Île-de-France, the benefits are concentrated mainly in Paris and Seine-Saint-Denis, directly linked to the Show's location and the structure of its economic ecosystem. This analysis confirms that PAS acts primarily as an economic driver for Île-de-France, while also generating diffuse effects in other French regions.





€195M **of economic benefits in the Île-de-France region linked to PAS 2025**
(excluding taxation)

Economic impact

Visitor expenditure in France

PAS 2025 generated €61m excluding tax in tourism expenditure in France, corresponding to transport, accommodation and catering expenditure with French economic stakeholders by 138,274 visitors from outside Île-de-France.

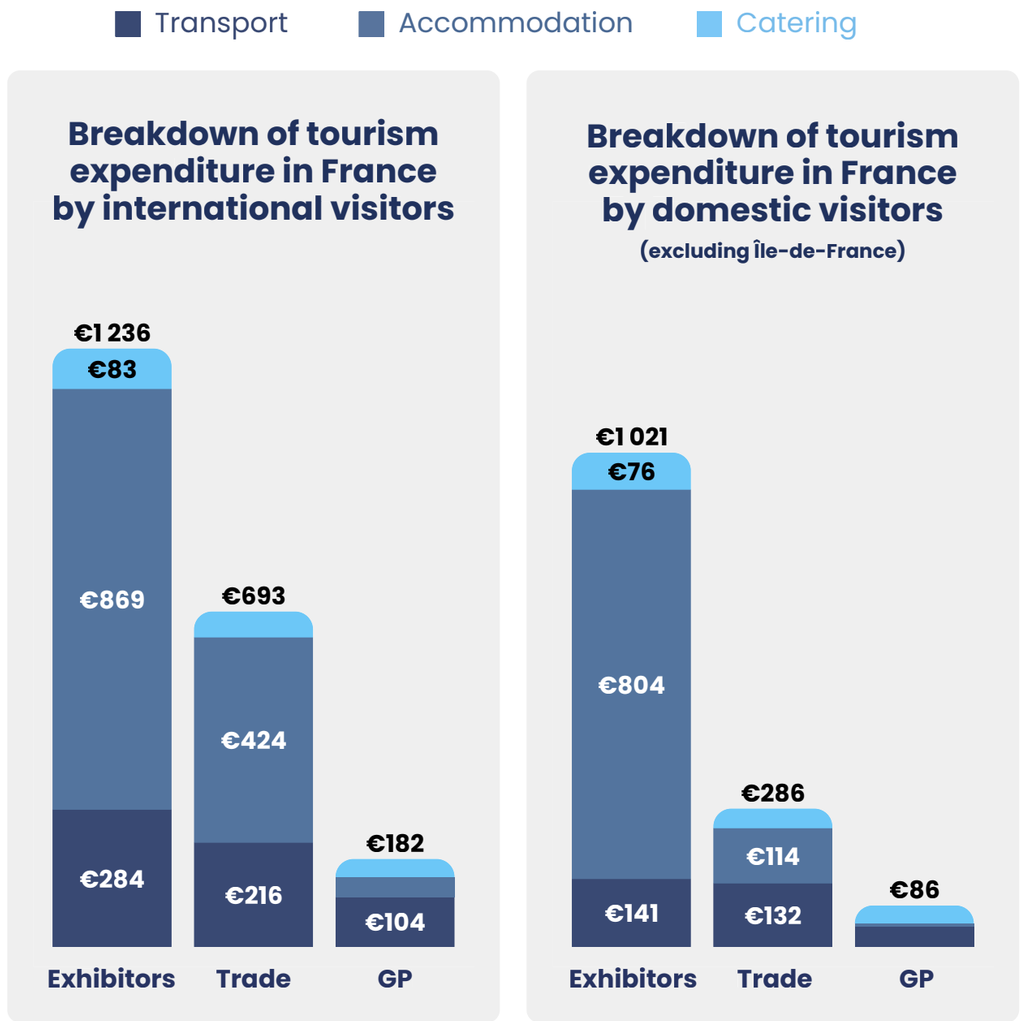
International visitors accounted for the majority of this impact, with €45m excluding tax, representing nearly 74% of tourism expenditure retained in France, even though they accounted for 48% of the visitors concerned.

138 274 visitors generating tourism expenditure

136 054 overnight stays generated

74% of expenditure generated by international visitors

Methodological note:
Visitors from Île-de-France were not included in tourism benefits. For visitors from other French regions, an overnight-stay rate was applied according to the population and region of origin, in order to take into account the fact that some visitors made a same-day return trip. In addition, for the General Public, only the share of visitors who came exclusively for the Show was included in the calculation of tourism expenditure. According to the survey conducted, this share was 65% for international visitors and 61% for domestic visitors, rates which were applied to the associated expenditure. Only the share of expenditure benefiting French companies was retained; some stay-related expenditure, particularly part of transport expenditure, may therefore not be fully represented here.



€45M (excluding tax)

€16M (excluding tax)

€61M in expenditure in France (excluding tax)

Social impact

Social impact
Employment benefits

The impact study distinguishes between jobs generated in France by expenditure directly and indirectly linked to the Show, and jobs induced by household consumption. Expenditure incurred in France by the Organiser, Exhibitors, their service providers and visitors forms the direct and indirect basis of this employment impact. These effects are supplemented by jobs induced by household consumption, made possible by the wages paid as part of the activity generated by the Show. In total, PAS 2025 generated 1,477 FTEs in France.

Direct and indirect jobs generated

+ PAS average workforce in Full-Time Equivalents in 2025

+ Jobs generated among suppliers by PAS and Exhibitor expenditure

+ Jobs generated in the tourism sector by visitor expenditure

= 1 333 FTEs

Induced jobs generated

by household consumption

+ Jobs generated by the everyday consumption of direct and indirect employees

= 144 FTEs

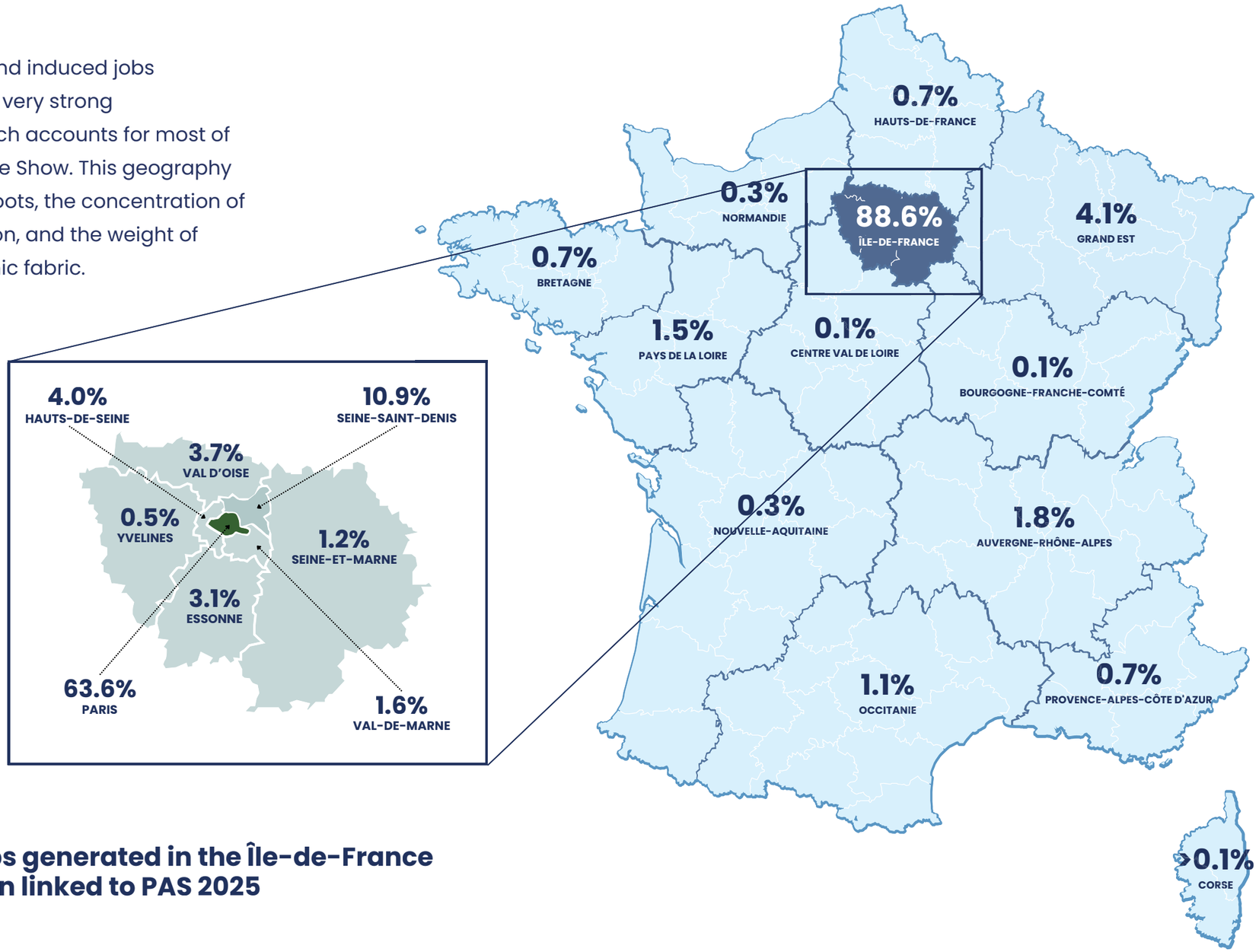
1 477 FTEs generated in France by PAS 2025

Social impact

Location of direct, indirect and induced jobs generated

The location of the direct, indirect and induced jobs generated by PAS 2025 highlights a very strong concentration in Île-de-France, which accounts for most of the employment effects linked to the Show. This geography reflects both the event's territorial roots, the concentration of suppliers mobilised in the host region, and the weight of induced activities within its economic fabric.

Within Île-de-France, the jobs generated are concentrated mainly in Paris and Seine-Saint-Denis, directly linked to the Show's location and the structure of its economic ecosystem. This analysis confirms that PAS acts primarily as an employment driver for Île-de-France, while also generating diffuse effects in other French regions.



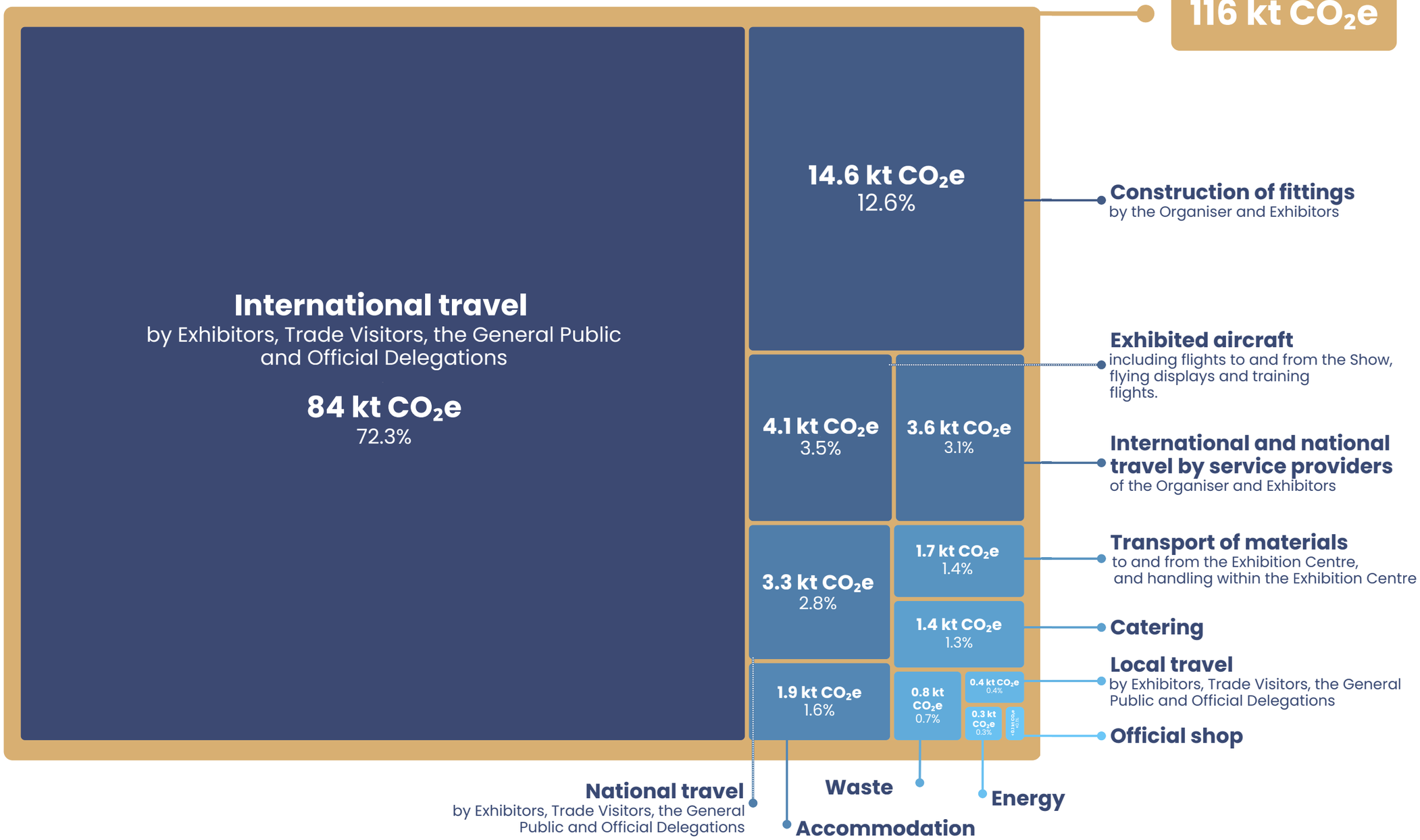
1 309 **of jobs generated in the Île-de-France region linked to PAS 2025**

Carbon impact

Carbon impact

Overall overview

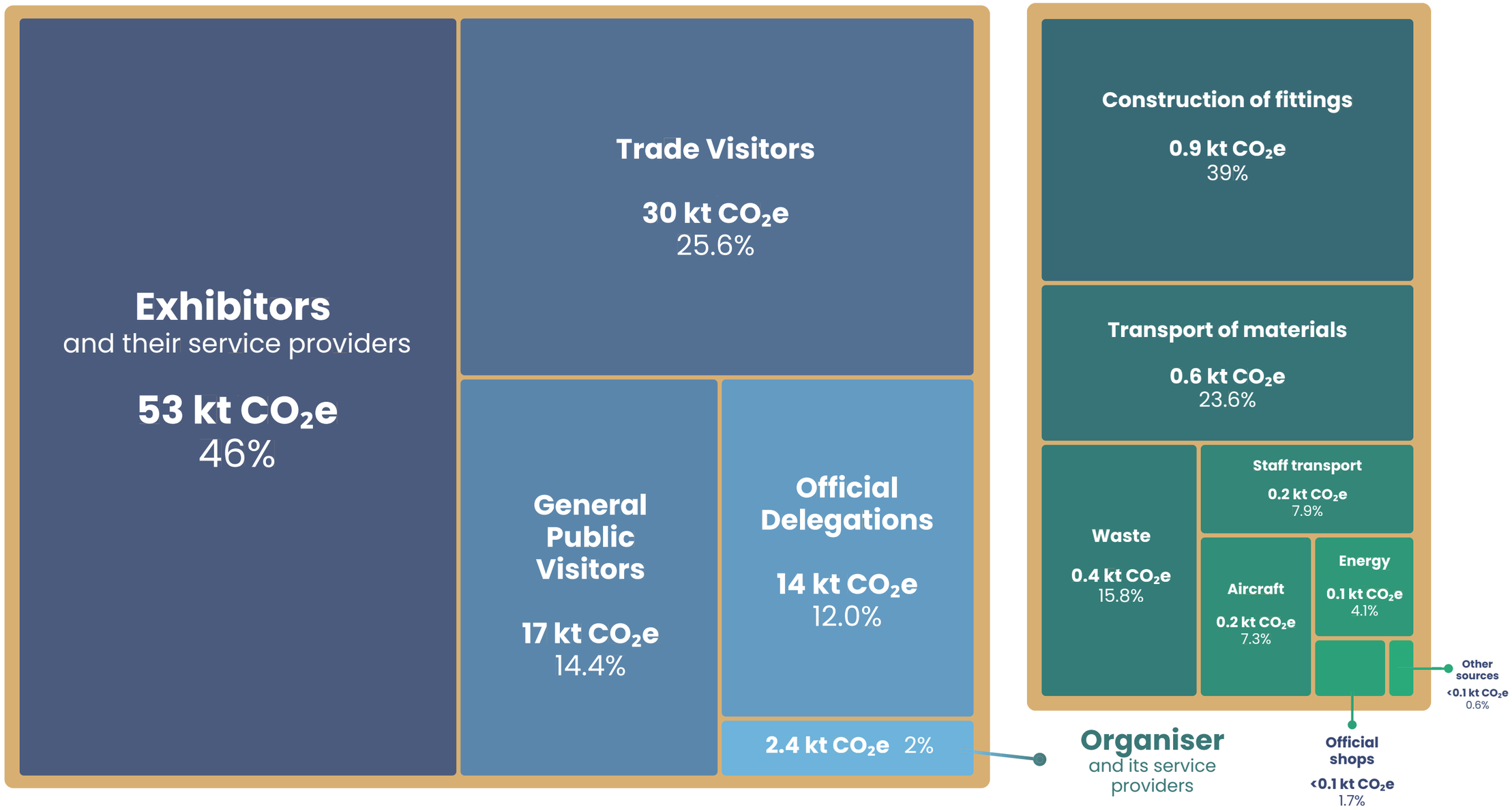
As part of the organisation of the 2025 edition of the Paris Air Show, around 116 kt CO_2e were emitted.



Carbon impact

Overall overview

Emissions are broken down here among PAS stakeholders according to the main sources attributable to them in the organisation and attendance of the Show.



Carbon impact

Putting things into perspective

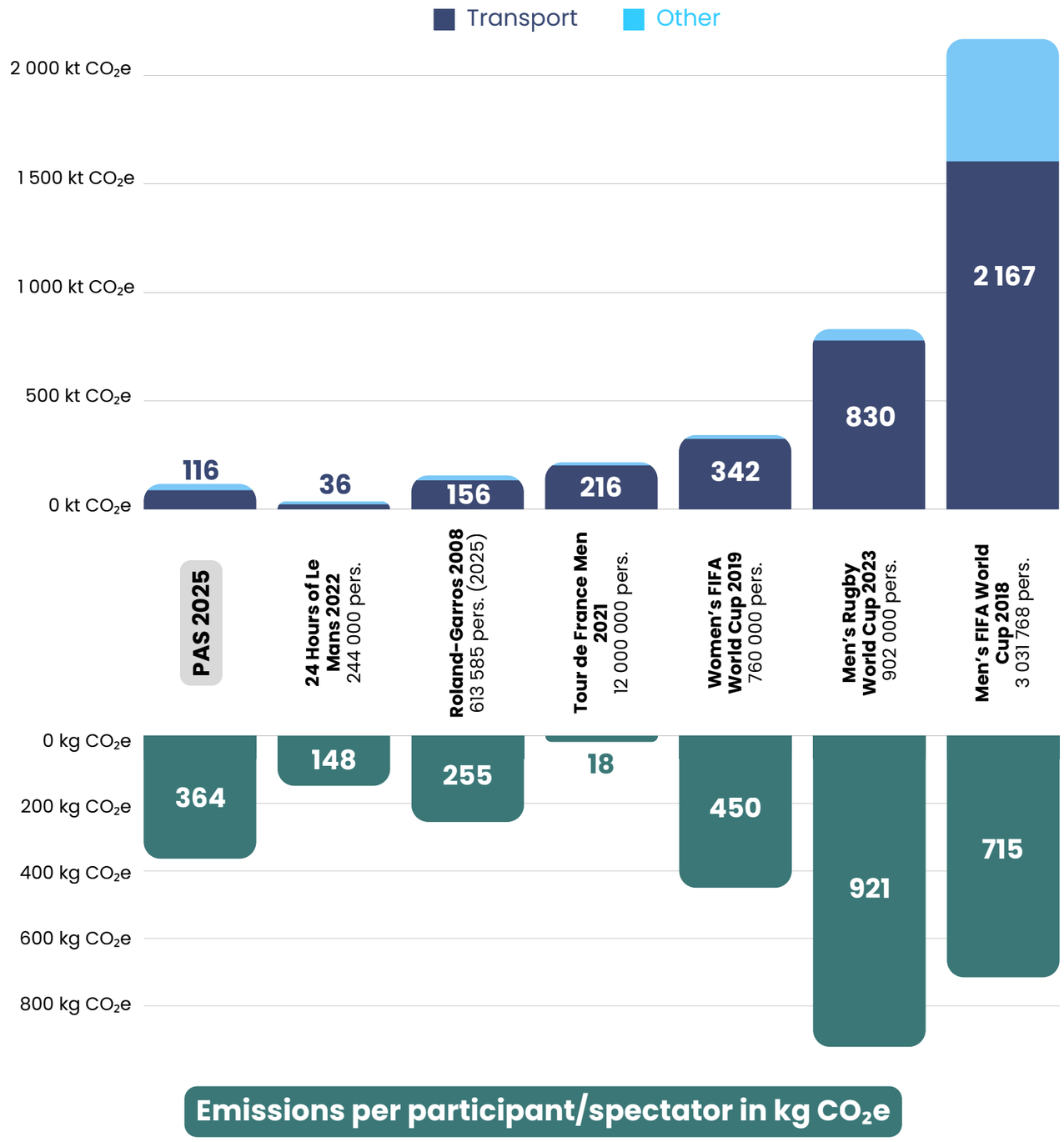
PAS 2025 has an emissions breakdown comparable to that of other major international events, with visitor transport accounting for a very significant share of its overall footprint. 75% of PAS 2025 emissions are linked to travel, mainly due to international visitors attending the Show. This level, close to that observed at other large-scale events, confirms that the main reduction lever lies not only in event operations, but also in managing long-distance mobility.

75% of PAS 2025 emissions are linked to visitor transport

50% of PAS emissions come from the transport of ≈5% of its participants

Note :
This slide is intended solely to put the CO_2 emissions generated by PAS 2025 into perspective. It does not seek to minimise the Show's environmental impact, nor to pass judgment on that of other events. As the methodologies used to assess carbon footprints may vary from one event to another, the comparisons presented should be interpreted with caution.

Total event emissions in kt CO_2e



Emissions per participant/spectator in kg CO_2e

Carbon impact

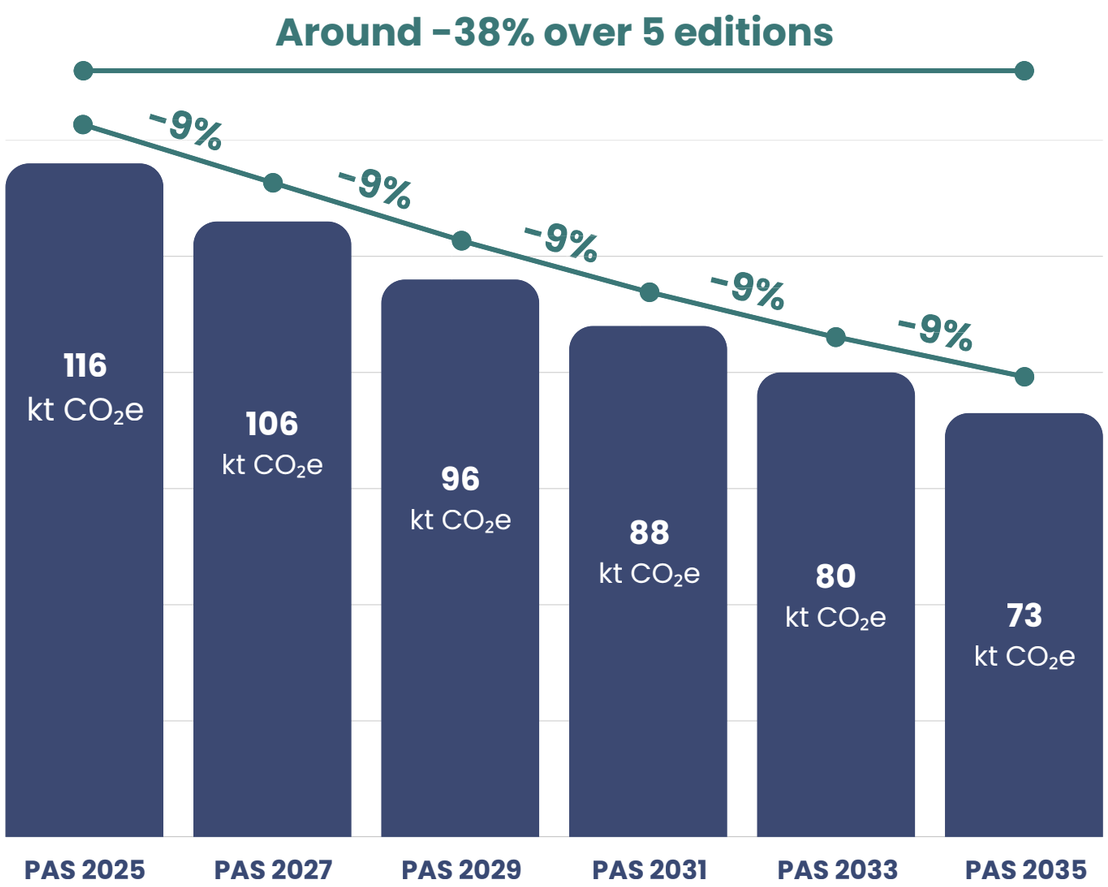
Reduction trajectory: an alignment benchmark for PAS

At national level, France has set itself the objective of achieving carbon neutrality by 2050. This ambition is reflected in the Third National Low-Carbon Strategy, or SNBC 3, which notably aims to reduce gross territorial emissions by 50% by 2030 compared with 1990.

To provide a simple benchmark, PAS uses the annualised trajectory derived from the 2030 decarbonisation plan led by the General Secretariat for Ecological Planning, or SGPE. This trajectory provides for a reduction from around 373 $MtCO_2e$ in 2023 to 268 $MtCO_2e$ in 2030, representing an average reduction rate of around 4.6% per year. Applied to the Show's biennial cycle, this corresponds to an order of magnitude of around 9% reduction per edition.

This rate is an important benchmark for PAS. It makes it possible to assess the scale of the effort required to follow a trajectory consistent with national ambitions.

By 2035, a trajectory aligned with this pace would represent a reduction of around 38% over five editions of the Show. This order of magnitude provides an indication of the effort required, but does not constitute a results commitment at this stage. Above all, it highlights the scale of the transformations to be undertaken, both by PAS and by all stakeholders contributing to the Show's carbon footprint.



-9% per Show edition

Carbon impact
Main areas of work identified

The analysis of the carbon footprint highlights areas for improvement that differ in nature depending on the emission sources. Future editions will therefore need to focus their efforts on the highest-emitting sources, while taking into account PAS's actual level of control over each of them.

1. Visitor mobility

Visitor mobility is by far the Show's main carbon issue. In a context marked by the event's strong international dimension, the levers for action rely less on simply switching transport modes than on identifying solutions adapted to different audiences and strengthening work with sector partners. The priority issue is international travel, which accounts for most of this category.

2. Exhibitor fittings and services

Exhibitor fittings are a second structuring area of work, with a carbon footprint significantly higher than that of fittings directly produced by PAS. In this area, scope for progress mainly depends on influence: changes to technical requirements, guidance on service practices, and reflection on the conditions under which certain specialised services can be carried out as close as possible to the Show's host area. This area will also need to be supported by stronger dialogue with Exhibitors and their service providers.

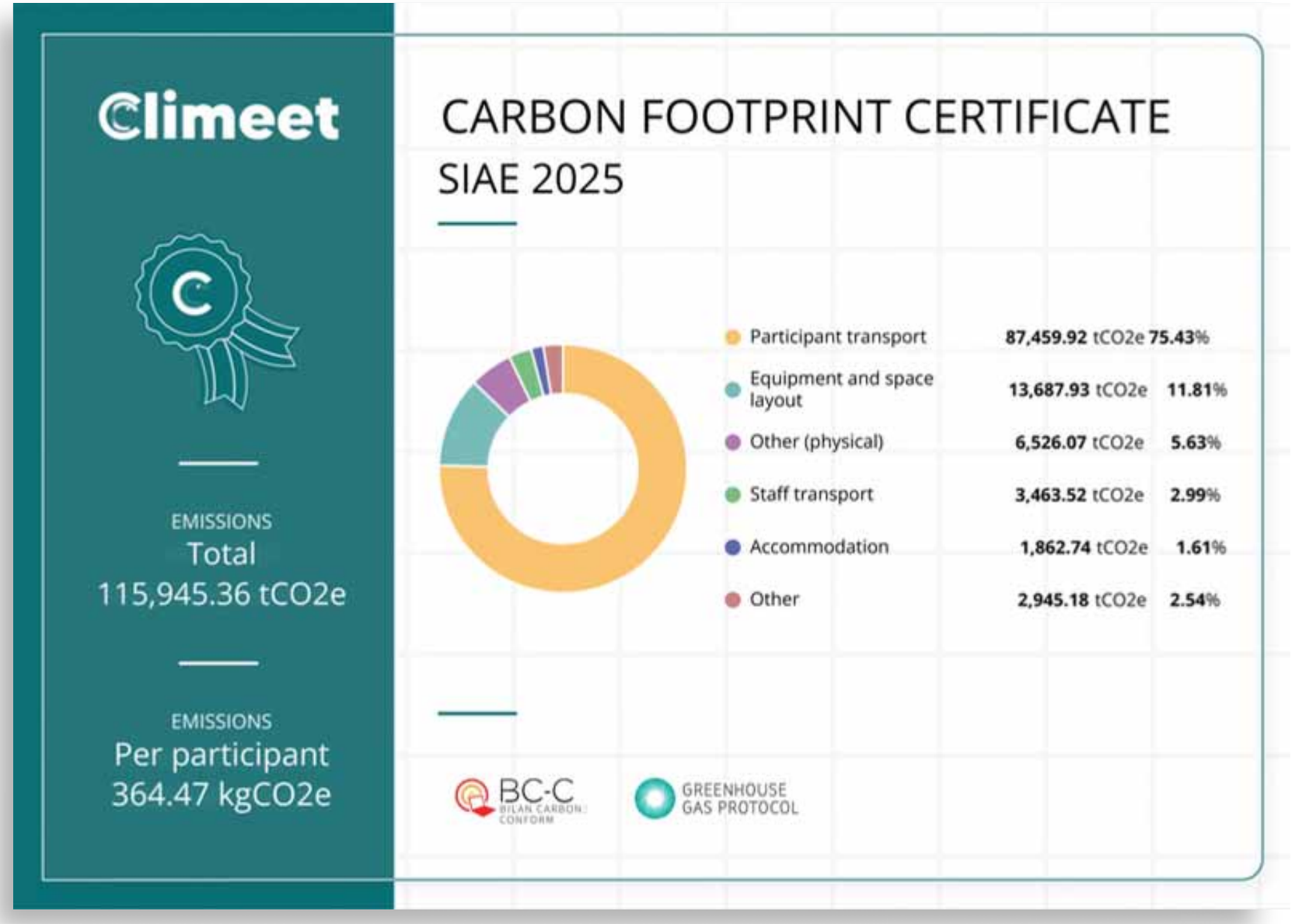
3. Areas under PAS's more direct control

Finally, PAS will continue improving the areas that fall more directly within its own organisation, such as its own fittings, certain site operation choices, and the consumption associated with its installations. Although these areas represent a more limited share of the total footprint, they are concrete levers for setting an example and ensuring consistency with the overall trajectory sought.



Carbon impact

Climeet certificate



PAS 2025 CSR Report

The 2025 CSR review confirms the gradual structuring of PAS's approach and the increasing integration of social, environmental and societal issues into the organisation of the Show. It highlights concrete progress on several priority topics, while also underlining the areas for improvement that remain, particularly on the most structuring issues such as mobility, the carbon footprint and changes in practices across the Show's ecosystem.

This document is also a tool for dialogue and transparency for all stakeholders: it reports on the actions implemented, the results achieved and the areas for progress identified, in order to clearly share the approach undertaken by PAS.

Beyond the review of this edition, this document also serves as a steering tool for future editions: it aims to inform PAS's choices, strengthen the consistency of its CSR trajectory, and support a continuous improvement approach commensurate with its ambitions.