



*Achieving*  
**A POST-CARBON  
BUSINESS DISTRICT**  
RAISON D'ÊTRE REPORT

PARIS  
LA  
DÉFENSE

*of a post-carbon  
future*

# MESSAGE

from Pierre-Yves GUICE, Chief Executive Officer

“Let’s be honest: there are few things less exciting than reading a ‘Sustainable Development Report’ – especially one that lists, like the straight line of an empty country road on a Sunday afternoon, a series of indicators, budget allocations and inauguration photos, before assuring us that by planting three trees we have saved the world.

Therefore, for this first assessment of Paris La Défense’s Raison d’être, we have taken a different approach, even if that means – to end the suspense now – admitting that we have not (yet) saved the world.

In the following pages, you will find fewer answers than questions, and fewer affirmations than first-hand accounts, often conveyed with caution and nuance. Because making Paris La Défense the ‘first post-carbon business district,’ the mission put forth in 2021 by our Raison d’être, means confronting a mass of contradictions. It means imagining how this business district, whose historical design hardly resembles that of a sustainable city, can not only comply with the ecological transition, but also transform into a breeding ground for innovation.

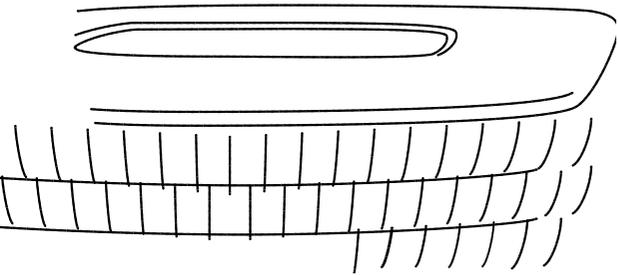
There will be no ready-made answers, but rather initiatives – many of them – laid out with conviction by this report’s contributors, whom I would like to thank. Some are professionals in energy savings, others in social cohesion or adaptation to climate change. They are working in unison to make our collective vision of a post-carbon La Défense a reality.

So instead of imagining whether we will see flying cars or 2,000-ft towers in La Défense in 2050, we must now begin establishing more high-quality and more inclusive living conditions that are resilient to the next climate or energy crisis. We are on the right path, and we will not reduce our efforts. This, too, is our responsibility and our raison d’être.”



**Pierre-Yves Guice**  
Chief Executive Officer of Paris La Défense

# CONTENTS



04.

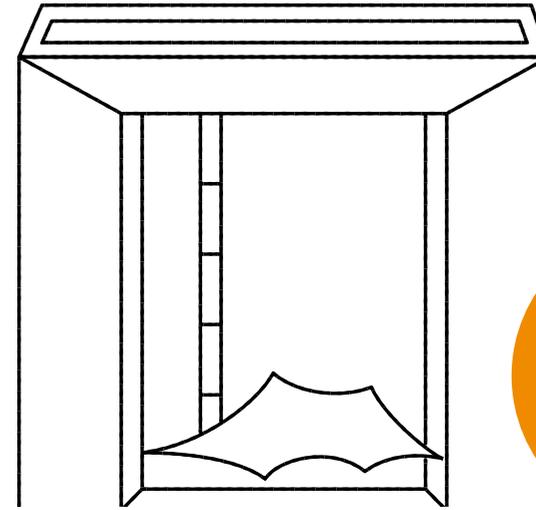
OUR  
RAISON D'ÊTRE

12.

AN ACTIVE  
NETWORK OF  
STAKEHOLDERS

24.

PILLAR I  
Develop, operate and build  
more responsibly



46.

PILLAR II  
Living together in a sustainable  
and inclusive district

60.

PILLAR III  
Adapt the district to climate  
change

68.

PILLAR IV  
Bring stakeholders on board

### Who are we?

Paris La Défense is a local public establishment created in 2018 to succeed previous establishments in the district

### What does our territory look like?

- **2 Nationally Designated Development Zones** (La Défense and Nanterre La Garenne Colombes)
- **4 municipalities**
- **1 large transport hub**
- **Over 560 hectares (1,400 acres)**

### What is our mission?

**Develop a vast area:** urban regeneration

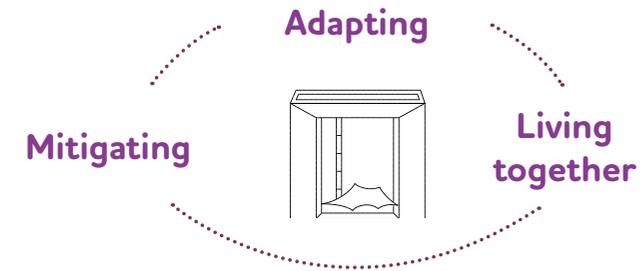
**Manage the business district:** security, cleanliness, upkeep of green spaces

**Promote and activate**

# OUR RAISON D'ÊTRE

**P**aris La Défense manages, activates and develops Europe's leading business district. We believe that our activities will be profoundly impacted by the phasing out of oil and the onset of climate disruptions. This calls for ambitious solutions and a radically different approach. **Paris La Défense is committed to exploring and enabling new ways of living, working and building, with the goal of becoming the first post-carbon business district worldwide.**

Being *post-carbon* means :



Our **2025 - 2028** action plan is built around:

**1** Better planning, operating and building

**3** Adapting the district to climate disruption

**2** Living together in a sustainable and inclusive district

**4** Engaging stakeholders



The key to a successful “post-carbon” transition: stakeholder<sup>1</sup> engagement!

## IN CONCRETE TERMS, THE DISTRICT'S RAISON D'ÊTRE EFFORTS MEAN...

### Fewer emissions

40% reduction in GHG emissions between 1990 and 2024 (overall target: 50% reduction by 2030)

### Less concrete

70% greening of the Esplanade by 2028 and numerous projects with environmental goals at heart: Les Groves, Green Delta Park, more renovation, less demolition with landmark projects like CB3, etc.

### Less exclusion

More than 72,000 hours of job integration support since 2021 through our agreement with Activit'Y

### Greater resilience

Projected 1.2°C reduction in urban heat islands on the Esplanade through adaptation measures

### More cooperation

More than 300 active players in the district's initiatives on CSR, mobility, solidarity, etc.

<sup>1</sup> Definition based on ADEME (French Environment and Energy Management Agency) and MEDDE (Ministry of Environment, Sustainable Development and Energy)

# ON THE HORIZON:

## PARIS LA DÉFENSE IN 2040

What will La Défense look like in 2040? Almost a century will have passed since the iconic district was first conceived. From its origins as a flagship of French engineering and economic ambition, La Défense has always looked to the future. How, then, will the district balance its ideas and aspirations with planetary boundaries? **How will it stay true to its singular identity while keeping pace with a society in constant evolution?**

### An Accessible, Open District at the Crossroads of Greater Paris

Thanks to a decarbonized transport network further improved by Line 15, Paris La Défense has established itself as an **open, easily accessible and welcoming destination**. Walking is pleasant, and biking is booming. With the installation of new bike lanes and Vélib' stations, 15% of employees now commute on two wheels.

### A Laboratory for Real Estate Transformation

The area's towers and buildings represent a substantial reserve of flexible floor area. Beyond the growing appeal of renovated office space, these reinvented properties are delivering a new generation of innovation hubs and housing. With its unique real estate portfolio, **La Défense has the potential to become a laboratory for real estate transformation, where the vertical city reveals its strengths**. This regeneration is well underway. La Défense's construction sites are becoming platforms for material reuse, the circular economy and adaptive transformation – **paving the way for new approaches to construction**.

### A Vibrant District: Less Concrete, More Humanity

La Défense is already coming to life in new ways. New family housing is accompanied by new facilities, shared spaces and daily services, supported in part by a broad network of associations and social economy organizations that **strengthen collective support and community ties**.

Public spaces are being transformed into oases of relaxation and connection. Nature is increasingly present. On one side, a park-based boulevard connects La Défense to Nanterre; on the other, the district meets the Seine.

**The goal is a district full of life – where the exceptional and everyday live side by side, and where people meet and thrive at every stage of life.**



2,000 to 3,000  
additional family  
residences by 2040



3,000  
student housing units  
by 2040

### A Culturally Distinctive District, Rich in Experiences

Between performances and art installations, La Défense has become an **open stage, an influential destination** that attracts culture enthusiasts and tourists. **Its unique identity shines** through the restored prominence of the historic axis from the Louvre to Nanterre, and through the reinvention of La Grande Arche as a welcoming public and cultural space.

### From Business District to Ecosystem of Innovation and Collaboration

La Défense confirms its potential as a **collective playground** where economic stakeholders come together, forge new partnerships and develop flagship venues for future growth sectors. Increasingly drawn to the district, businesses are aligning economic vitality with responsibility, setting in motion **a broader transformation of the economy**.

Building on the presence of higher education, La Défense is becoming a **Campus of Knowledge**, a catalyst for a dynamic academic and entrepreneurial ecosystem, endowed with new shared facilities and services, emerging as a true hub of student life.

**Our vision for Paris La Défense in 2040 is that of a promise fulfilled: a territory opening new realms of possibility.**

In this collective journey, Paris La Défense fully embraces its role – as a community builder, a catalyst for initiatives and a facilitator of projects and transformation. This shared momentum, driven by all, will make La Défense the emblem of a decarbonized, sustainable and inspiring future: **the first post-carbon global business district**.

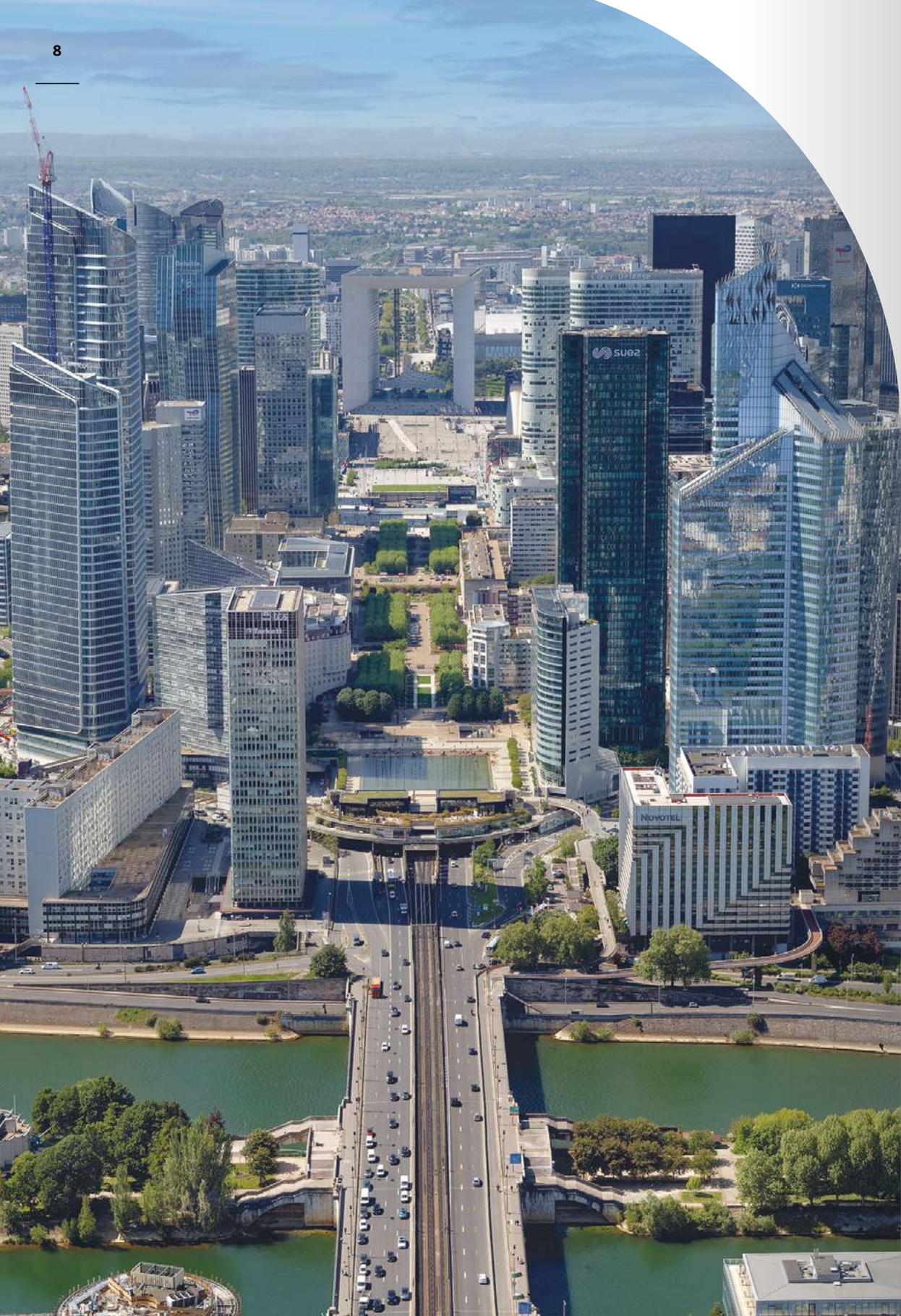
*"This year, La Défense has again affirmed its position as the top business hub in Europe and the 4th worldwide for attractiveness, ahead of the City of London and Singapore.*

*This comes as no surprise. It is the result of the collective efforts and focus we have put forth since 2021 to make Paris La Défense the first post-carbon business district worldwide and a pleasant home for all. Thanks to our ability to adapt, and our extensive knowledge of the region and its stakeholders, we have stayed true to the commitments we made four years ago.*

*Our strategic course breathed new life into La Défense, founded on a resilient model. As such, we will continue to amplify our efforts in 2026."*



**Excerpt from the annual address of Georges Siffredi**  
President of  
the Hauts-de-Seine Département  
and Paris La Défense  
January 2026



# 2040 VISION & RAISON D'ÊTRE

## A HORIZON AND COMPASS FOR THE DISTRICT'S TRANSFORMATION

### What will change with Paris La Défense's vision for 2040?

*"The vision is the projected outcome of a set of transformations rooted in the district's identity. When this business district was designed in the late 1950s, it was driven by a modernist vision and a spirit of innovation. What has changed since then is the very notion of modernity: we are moving from a functionalist approach to the city toward a more ecosystemic vision."*

### How will we know the promise of 2040 has been fulfilled?

*"We will have succeeded if the district has kept its reputation for excellence and reinvention while embracing the principles of a 'post-carbon' city. This means building on what already exists, placing climate mitigation and adaptation at the heart of decision-making and delivering even greater value. It means a neighborhood that is vibrant, livable and accessible to all."*

### What is the connection between the Raison d'être and the vision for Paris La Défense in 2040?

*"The Raison d'être was developed with our stakeholders after the lockdowns, when many questions were being asked about the district's future. In 2021, our focus was largely on the decarbonization aspect of 'post-carbon' – perhaps too much, in hindsight. Today, we are exploring its other dimensions, including adaptation and a social foundation to better inform the establishment's intervention strategy. The ambition to become the first post-carbon global business district sets a truly transformative course."*

### Any words for the readers of this report?

*"We face real challenges, but we are on the right path! Of course, gaps remain between the current situation and our future vision, and dilemmas still need to be resolved, especially given the radical nature of the changes required. Yet there are already many actions in place to push the district toward a more resilient model. New collaborations are emerging and proving powerful in fostering reinvention. The strength of the local ecosystem can genuinely make all the difference."*

### ● CÉLINE CRESTIN

Director of Strategy and Responsible Development  
– Paris La Défense

# THE RAISON D'ÊTRE

## A STRATEGIC CHANGE OF COURSE

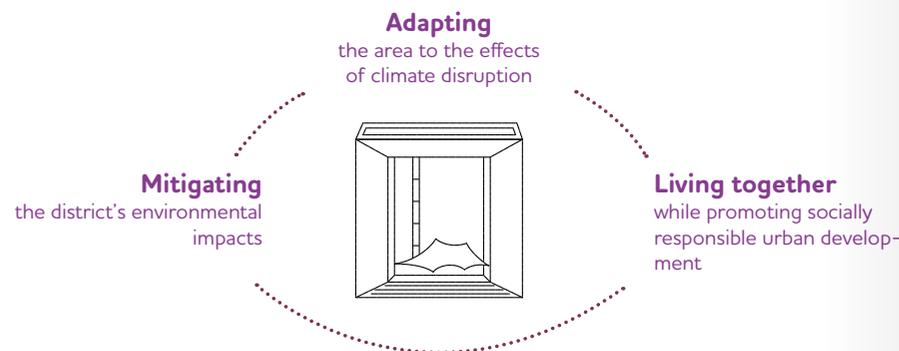
HOW CAN WE TRANSFORM A DISTRICT DESIGNED YESTERDAY TO MEET THE SOCIAL AND ENVIRONMENTAL CHALLENGES OF TOMORROW?

In 2021, faced with the magnitude of the climate challenge and the disruptions revealed by the pandemic, we brought stakeholders together to address this question. From this dialogue emerged the Raison d'être of Paris La Défense, centered on a post-carbon future. This guiding principle distills our shared vision for the district and its people.

**OUR RAISON D'ÊTRE<sup>1</sup>**  
**"TO BECOME THE WORLD'S LEADING POST-CARBON GLOBAL BUSINESS DISTRICT."**

### What does a "post-carbon" district mean?

It is not simply a territory whose sole objective is to reduce its carbon footprint, although this is an important aspect. Instead, think of the district as a living, learning organism that adapts while caring for its inhabitants. It represents a new way of building community on three interconnected dimensions:



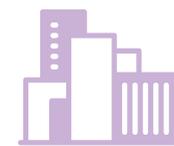
To embark in this direction, our [first action plan \(2021-2024\)](#) focused on mitigation, initiating a decarbonization strategy (see opposite page). This essential first step now sets the stage for a broader systemic transformation, carried out alongside our stakeholders.

<sup>1</sup> The "raison d'être" concept was introduced by the PACTE law (law for the growth and transformation of companies) in 2019. The document explains an organization's mission and its strategic efforts to address social and environmental challenges.

### The Overarching Goal: Halving Greenhouse Gas Emissions

Decarbonization – as always, Paris La Défense thinks big! Our goal is to **halve greenhouse gas emissions from 1990 to 2030**. This plan is ambitious – more demanding than national targets – and we are on track to achieve it. Between 2019 and 2024, local emissions fell

by 14%, or nearly **40 % since 1990**, despite an increase in the number of users. The positive trend is seen across our three largest sources of emissions:



#### BUILDINGS

**(39% of total emissions): -16% from 2019 to 2024,** including -9 % in construction/restructuring and -27 % in energy consumption



#### MOBILITY

**(36% of total emissions): -20% from 2019 to 2024** thanks to increases in public transport, soft mobility and remote work



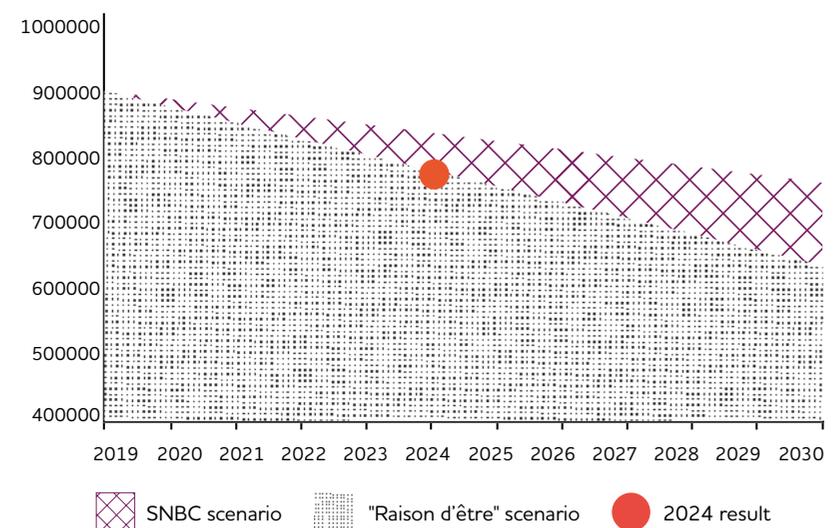
#### FOOD

**(16% of total emissions): -4% from 2019 to 2024** through waste reduction, changes in dietary habits and the development of remote work

To reach the 2030 objective, we must maintain this pace. Already, this data proves that an entire district can undergo large-scale transformation quickly and efficiently. What

comes next depends on our collective ability to sustain this momentum, conserve material and energy resources, and build on our existing assets through renovation.

### Projected scenarios for GHG emissions in Paris La Défense (tCO2e)



# AN ACTIVE NETWORK OF STAKEHOLDERS

LA DÉFENSE IS FIRST AND FOREMOST THE THOUSANDS OF INDIVIDUALS AND COMMUNITIES WHO LIVE, WORK, STUDY, VISIT OR EVEN JUST PASS THROUGH THE DISTRICT. THIS DIVERSITY OF STAKEHOLDERS IS WHAT MAKES THE AREA SO RICH: WE ARE WORKING WITH AND FOR THEM TO PREPARE FOR A "POST-CARBON" FUTURE WHERE EVERYONE CAN EMBRACE THE TRANSFORMATION OF LA DÉFENSE IN THEIR OWN WAY.



Stakeholders are at the center of it all, because in a "post-carbon district," the ecosystemic dimension is fundamental. By ecosystem, we mean the relationships that unite all stakeholders, like the bloodstream of a living organism. The strength and resilience of a district, and the opportunities it offers, all stem from these relationships.

## COMPANIES AND EMPLOYEES

Europe's premier business district, recently confirmed once again as the **fourth most attractive business district worldwide**<sup>3</sup>, La Défense is an economic hub boasting unquestionable attractiveness. In 2025, some 2,800 companies representing diverse sectors, from multinationals to SMEs, chose to set up shop in the district with their 200,000 employees, enriching an economic fabric of unrivaled diversity.

### Key figures...



2,800

businesses

200,000

employees

41%

foreign companies



75%

have their  
worldwide headquarters in  
La Défense



Discover  
the "Business  
Guide"

**What most stands out for you regarding the dynamics at work in the district, both as a company and as a real estate player facing the challenge of transition?**

*"Working in La Défense means contributing to a Raison d'être expressed through concrete actions. By participating in the Clubs and the Paris La Défense Can B program, you can feel a genuine dynamic at work, at once personal and collective. It also means taking part in local life, with associations, events and stakeholder communities."*

*At Icade, we firmly believe that transformation is a collective enterprise. No one player can bring about a transition. Contributing to the general interest of La Défense also has a positive impact on our own trajectories – that's why we signed the Post-Carbon Commitment Charter. In this regard, the local, collective initiatives led by Paris La Défense are essential: they create links and open the door to an often little-known ecosystem. We get to know not only our clients, but other companies, other professions, other ways of working. In a district as dense and complex as La Défense, the human element is the true enabler of transformation."*



● HENRI CHAPOUTHIER  
Head of CSR Transitions and  
Environmental Solutions - Icade

<sup>3</sup> Source: 2025 Worldwide Business District Attractiveness Survey, available [here](#).

Numerous companies, both large and small, have committed to rethinking their business model and making a positive impact on the district. Our [Paris La Défense Can B](#) program is a perfect example of this ambition. **A collective dynamic that feeds into our Raison d'être and drives our partner organizations to embrace a more resilient model.**

● **Joining the PLD+B program, means:**

● **Taking part in a collective dynamic as part of a yearly cohort** –large companies, SMEs, start-ups and hotels. Participate in sessions designed for exchange, inspiration and collaborative work, co-moderated by B Lab France. Reflect on your CSR practices, share successes and challenges with peers and meet B Corps-certified companies to learn about cutting-edge CSR initiatives. Finally, benefit from a stimulating yet demanding environment that leverages cooperation to implement collective solutions for the key challenges in transforming the district and its users.

● **Membership in an active and close-knit alumni community featuring**, as of 2025, some 30 organization representatives of every size and in every sector. A peer network that shares strong values, faces the same operational realities and firmly believes that dialogue, mutual assistance and collective action are crucial to ensuring deep-seated and sustainable social and environmental transitions.

### An active community of alumni



This program is co-hosted by B Lab France and its network of B Corp-certified companies that participate in the workshop sessions: Engie Rassembleurs d'énergies; Holson; Laboratoires Expanscience; Médiaperformances; Norsys; Omie; Redman; Utopies

# THE HIGHER EDUCATION ECOSYSTEM

Did you know? In 2025, La Défense hosted some 70,000 students and more than 50 institutions of higher learning with educational offerings in complementary academic disciplines. A one-of-a-kind urban campus that boasts thriving synergies among schools, businesses and local stakeholders: research projects, training, not to mention events like the Paris La Défense Campus Club. The local student community enjoys an environment conducive to new ways of learning and preparing for a career. With ever-growing interaction and a sense of togetherness, the business district aims to become a true **Campus of Knowledge**.

Speech by **Muriel Cordier** at the closing seminar of the "Atelier des Territoires" workshop

"We are glad that La Défense is a business district: this economic fabric is essential both for work-study trainees and for the students involved in our incubator, For Good. And every time I come to La Défense, I see a new CSR initiative underway. This attribute is essential for our employees, who appreciate participating in projects that go beyond the classroom, inspiring real-life impact throughout the district."



● MURIEL CORDIER  
CSR Director  
- Groupe Omnes Education



Key figures...



More than 50 institutions of higher learning

over 70,000 STUDENTS

Discover the "Student Guide"



An active network

A diverse higher education offering:

**Business and Management**

**Engineering & Computer Science**

**Other**

**Digital**

**Finance**

**University**



## REAL ESTATE PLAYERS

In La Défense, real estate investors and operators cast the mold for the district's transformation. Their knowledge of real estate assets, their expertise and decisions to renovate, refurbish and diversify building uses lie at the heart of local collaborative projects aimed at building a more sustainable, diverse and attractive business district.

### Joint INTERVIEW

How do you rally real estate players around post-carbon issues?

We work on two levels: persuasion – through our *Raison d'être*, communication, dialogue – and obligation – through environmental specifications, as well as qualified opinions on building permits. **The goal is for the environmental ambition to guide the project from the start, not as an add-on.** Even with limited leverage, we offer tremendous guidance and support: we challenge our partners' choices in terms of planned uses, energy efficiency, etc. to ensure consistency throughout the program, all with an eye to guaranteeing that buildings remain competitive long after delivery. **This systematic guidance drives shifts in practices, project after project.**

You insist on the notion of value chain. Why is this concept so essential?

"Because each stakeholder's role in the value chain is key: developers build, investors choose, managers impart character in their buildings. Energizing a single link is not enough: for a true transition, you have to set in motion the whole chain. That holds true not only for carbon emissions, but also for urban diversity and building uses."

Can you cite an example where this approach went further than the market?

"The *Empreintes Call for Innovative Projects (APUI)* on the Jean Moulin site was a game-changer, rigorous in terms of environmental performance and cutting-edge in terms of structural diversity. The proof is in the results: a building constructed on pilings, a wood framework despite the complexity of the site, bio-sourced materials, a mixed-use development plan and the list goes on. **The environmental ambition defined the contours of the architectural plan. That is precisely what we strive for: we want our ambitions to inspire replicable solutions.**"



● PÉROLINE MILLET

Head of Sustainable Development  
– Paris La Défense

● MAXIME MARCHAL

Development Project Manager – Paris La Défense



#### Jean Moulin Project ↑

Contracting authorities:  
BNP Paribas  
and Spie Batignolles

Project managers:  
RSHP et AREP Architecture

Environmental design office: EODD  
Details:

office spaces, an institution of higher learning, student housing (approx. 250 units), a gym and a dining hall



Download the environmental specifications

## BUSINESS DISTRICT STAKEHOLDERS

Ten minutes from downtown Paris and mere hours from major European capitals, **La Défense boasts some 50,000 permanent residents (families, children, seniors and more), not to mention 200,000 employees, 70,000 students, civic organizations and volunteers, and of course thousands of visitors passing through or looking to take advantage of the retail and event offering.** Where all these different stakeholders come together, our establishment serves to build a framework for harmonious coexistence and cooperation.

Could you describe for us the La Défense urban and social mediation program?

*“We decided to implement an urban and social mediation program in the La Défense business district, funded in part by the French government under the Local Solidarity Pact. Today, that initiative plays a key role in creating social links among residents and employees. **It is a people-centric approach designed to build trust and cooperation,** both essential for harmonious coexistence in dense urban environments populated by users of such diverse backgrounds and expectations.”*



What role do mediators play on the ground?

*“Through active presence in the district, mediators help to establish constructive dialogue. Indeed, the number one goal of mediation is to create social links among the different stakeholders. It also fosters inclusion and recognition of the specific needs of vulnerable individuals. Finally, it makes it possible to anticipate high-risk situations and behaviors, cool down tensions and cultivate a peaceful environment for all stakeholders. All of these functions help enhance the district’s stature by making it safer, more welcoming and more attractive for everyone.”*



● MARIE-LAURE BETTOLI  
Head of Prevention and Security –  
Paris La Défense



What is the role of the La Défense User Relations department?

*“Our mission is to serve as the point of entry for stakeholders: simplifying processes, providing information, offering support and advice. Every interaction is a chance to **convey the meaning of our action and work together to enhance the district.**”*

How would you characterize La Défense stakeholders, and how does that profile affect your mission?

*“A **demanding** community, La Défense stakeholders are **highly diverse in terms of background, needs and expectations.** Local residents, employees and skyscraper managers alike have grown used to a certain level of excellence. Don’t forget that we are the heirs of successive public establishments that have worked in the district for nearly 70 years. The User Relations department seeks to embody the **values of public service:** equal treatment, general interest, continuity of service, neutrality, adaptability, etc.*

*These principles go along with the **values enshrined in our Raison d’être:** consultation, collective action and support for users in the transition to a post-carbon district. Finally, I would say that the most indispensable traits are **firm responsiveness, a dash of diplomacy and a touch of cheerful tenacity.** These qualities should help us build a seamless, effective and mutually beneficial relationship with stakeholders.”*

What does the Raison d’être represent for you in the context of your work?

*“If our action were a gourmet dish, the Raison d’être would be the seasoning, a source of balance and consistency. **At Paris La Défense, our Raison d’être runs through all our activities, even if we don’t necessarily talk about it on a daily basis.** It is neither a justification nor an excuse; it’s the meaning behind our work.”*



● OLIVIER KLASSER  
User Relations  
Project Officer – Paris La Défense

*“At Paris La Défense, responsible digitization means using new technologies the right way and for the right reasons. That includes designing services that simplify everyday life for people in the district: more intuitive online procedures, easier access to information and more seamless contact with the establishment. This vision sparks real-world decisions: extending the useful life of facilities, choosing more energy-efficient infrastructure and incorporating data safety and protection as of the design phase.”*



● LYDIA BERTELLE  
Head of Digital Transformation -  
Paris La Défense



## FOUNDATIONS AND ASSOCIATIONS

Solidarity is everywhere in La Défense, a welcoming refuge for diverse people who find warmth, vitality and new encounters. A dozen local associations, dynamic and committed, **form a web of civic-mindedness in pursuit of a shared ambition: work together to build a district where everyone feels at home.**

### A multitude of local associations:



## INTERVIEW

**You are quite familiar with the reality of small local associations. What are the specific needs of those working in La Défense?**

*"The associations in the district are highly committed, but they tend to work in the shadows and lack sufficient financial backing. They need operational funds over the long term. The challenges they face include securing employees, office space and time to focus on their social mission. They also need skills-based support (communication, impact assessment, etc.), as well as ways to get the word out, and finally recognition to inspire trust and attract new sponsors."*

**What makes La Défense a promising district for corporate engagement?**

*"The district offers a unique relationship between companies and associations that promotes employee engagement. Seeing the impact of your action just outside your window creates meaning, inspires pride and strengthens a sense of belonging to the community. We notice an enormous desire to act on the local level. Often connecting stakeholders is enough to spark concrete momentum."*

**You mention momentum. How can you structure this collective momentum in a sustainable way?**

*"By linking the needs of non-profits and companies' resources while facilitating contact. This 'matchmaking' is essential to transform individual commitments into a collective movement for the benefit of the district and those in it."*



● MARION HISLAIRE  
Head of Corporate Engagement -  
Fondation de France



# PILLAR I

DEVELOP, OPERATE  
AND BUILD MORE  
RESPONSIBLY

*Preparing **the future of a district** means **finding a new way to develop, operate and build***

To start, we set our environmental ambitions in motion within our day-to-day work, striving for continuous improvement. The [2021-2024 action plan](#) stood out for great steps forward in several fields: innovative calls for projects, impact assessments and low-carbon construction work. In this section, you will discover a selection of projects that make us especially proud and which embody our four key enablers of the environmental transition: the circular economy, renaturing, development of eco-friendly mobility and decarbonization combined with energy sobriety.



← Place de l'Iris

THE RAISON D'ÊTRE  
in action throughout the district:  
selected projects - [P. 26](#)

SUSTAINABLE PUBLIC DEVELOPMENT,  
means (re)designing the full project life  
cycle - [P. 28](#)

LES GROUES :  
a living public development laboratory  
for a fast-changing district - [P. 30](#)

● Rise to the challenge of the circular  
economy - [P. 32](#)

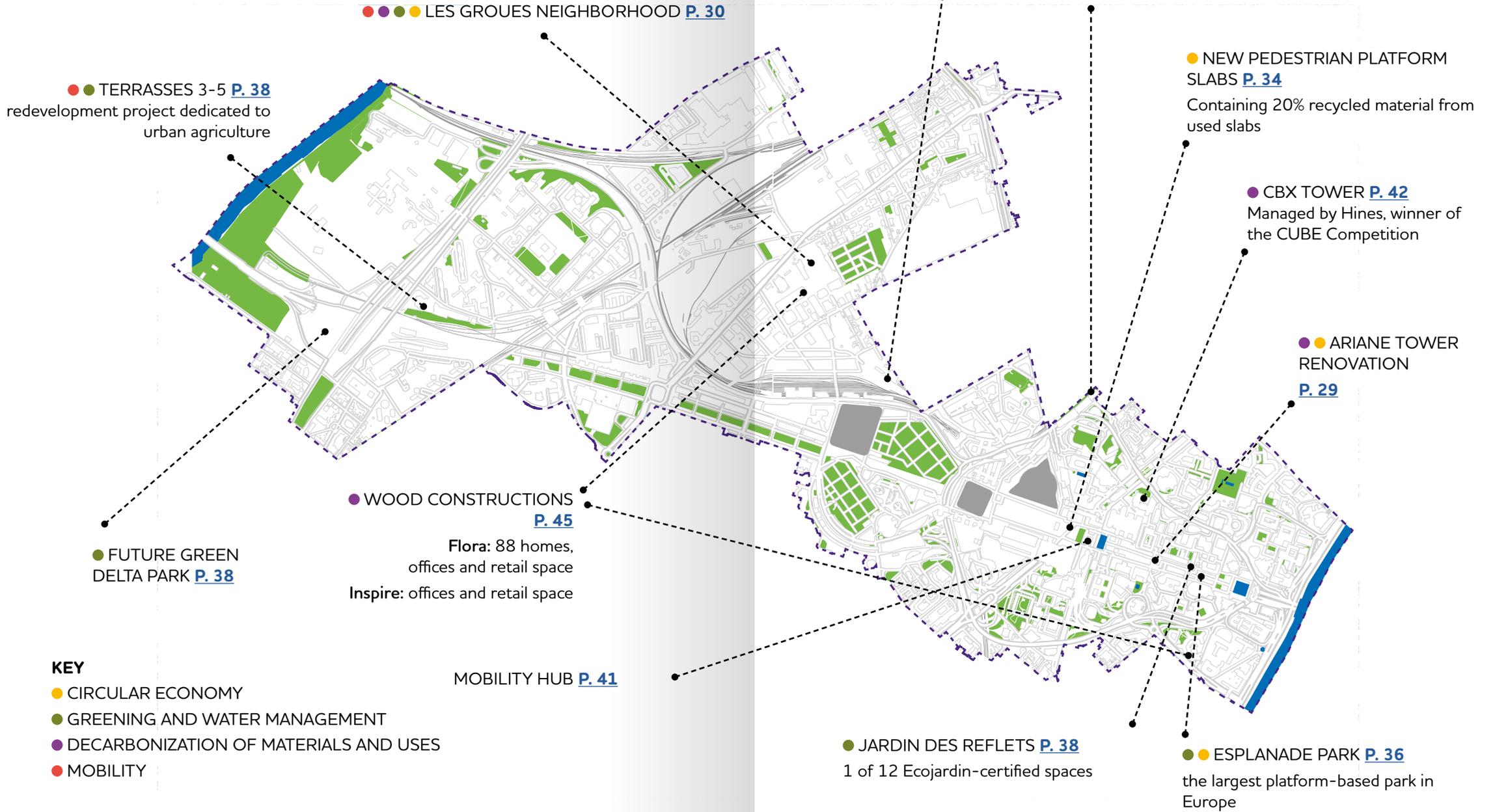
● Enhance the scope and sphere of  
nature in a dense urban landscape  
- [P. 36](#)

● Getting around in Paris La Défense :  
mobility moving ever forward  
- [P. 39](#)

● Working together for a carbon-free  
future - [P. 42](#)

# THE RAISON D'ÊTRE

IN ACTION THROUGHOUT THE DISTRICT



# SUSTAINABLE PUBLIC DEVELOPMENT

## MEANS (RE)DESIGNING THE FULL PROJECT LIFE CYCLE

A FOCUS ON ANTICIPATION FROM THE OUTSET MAKES IT POSSIBLE TO IMPLEMENT AMBITIOUS SOLUTIONS IN A COST-EFFECTIVE WAY. NONETHELESS, IT REMAINS POSSIBLE – AND INDISPENSABLE – TO ENHANCE ENVIRONMENTAL PERFORMANCE AT EVERY STAGE OF THE PROJECT.

### 01. DEFINITION - Feasibility

Determine whether a project is viable technically, economically, in terms of regulations and the environment

#### What about the Raison d'être?

It informs the choice of a scenario, depending on the impacts of the project.

#### In practice

Reeuse Booster [P. 32](#)

### 03. DESIGN

Transform program objectives into architectural, technical, and landscaping solutions.

#### What about the Raison d'être?

It informs decision-making: choice of materials, greening, organization of spaces, etc.

#### In practice

Esplanade Park [P. 36](#)

### 05. MANAGEMENT

Manage the life of the project following delivery: operations, actual environmental performance, quality of use, adaptability.

#### What about the Raison d'être ?

It can be seen in the way spaces are maintained, renovated and improved, as well as in day-to-day sobriety.

#### In practice

Parvis slabs [P. 34](#)

### 02. DEFINITION - Development plan

Specify the needs, uses, expected performance of the project, as well as its social, environmental or practical objectives.

It helps ensure that the district's ambitions have been taken into account in the project objectives.

Terrasses 3-5 [P. 38](#)

### 04. PRODUCTION

Implement the solutions planned: choice of companies, construction methods, construction site logistics, quality of execution.

It promotes responsible practices: waste management, transport, carbon reduction, etc.

#### In practice

Flora [P. 45](#)

### 06. FEEDBACK

Learn from past projects to improve future performance: what worked, what didn't, what to transform.

Lessons learned reinforce the Raison d'être: every project fosters awareness of related issues for future operations.

ZAC les Groupes [P. 30](#)

## ARIANE TOWER THE REAL-LIFE CHALLENGE OF RENOVATING A WORKING BUILDING



### Ariane Tower ↑

Contracting Authority :  
Euro Ariane SAS represented by  
BauMont Real Estate Capital  
Delegated Contracting Authority :  
Redman  
Design:  
Nouvelle AOM

### Why is this project so important for Redman?

« On y retrouve les convictions qui nous animent et autour desquelles nous travaillons à l'heure actuelle notre propre Raison d'Être. Par exemple : que rénover est préférable à construire du neuf, que notre rôle est de rendre réalistes des projets utiles et durables, et surtout, qu'il nous faut pour cela orchestrer des collectifs qui croient en ces projets et les rendent possibles. »

### What is your message for Paris La Défense stakeholders?

"Paris La Défense is a larger-than-life district, designed at a scale that no longer exists today. I see the passion in the men and women who set out to transform such a unique space: reinventing a whole district calls for broad-based mobilization. If we can reconcile urban complexity and sustainability, transformation becomes possible everywhere."



● MATTHIAS NAVARRO  
Co-founder and co-CEO  
– Redman, a B corp certified and mission-driven company

An iconic tower designed by architects Jean de Mailly and Robert Zammit, Ariane is a 26-story skyscraper 152 meters (499 feet) in height. It had not undergone renovation since its construction in 1975. Initiating this transformation was a daunting challenge, calling for a blend of sustainable construction, architectural identity and modernization!

### In your view, why is the renovation of Ariane Tower so iconic?

"It was the first comprehensive renovation of the facade of a working skyscraper in Europe, a technical challenge that also called for flexibility and understanding. 85% of the tower remained occupied during the project. As such, for three years we worked both for and with the occupants. In hindsight, it was the best choice, including from a financial perspective, but at the time there were indeed misgivings as to the desirability – and the feasibility – of such an initiative. We addressed the doubts and got the job done!"

### What obstacles did you have to overcome?

"We were faced with a convergence of seeming unsurmountable hurdles: technical, economic, as well as time- and heritage-based. We had to prove that it was possible to renovate a working building and that the low-carbon ambition was viable. Then we had to stick to the timeline, organizing our activity to take account of the occupants' work schedules. Finally, we had to respect the vision of Jean de Mailly while transforming Ariane into a 21st century skyscraper."

# LES GROUES

## A LIVING PUBLIC DEVELOPMENT LABORATORY FOR A FAST-CHANGING DISTRICT

Since 2015, the **Les Groues** neighborhood has stood out as a **life-size experimentation workshop**, a testing ground for the environmental indicators used to guide decision-making, and which allow for adaptation in real time. Today, this approach has inspired other programs. The proof lies in the very adoption of a *Raison d'être*, inspired by the Les Groues project. **It acts as a living framework, feeding into the *Raison d'être* and heightening its ambitions.**

**But what exactly are we talking about? Quite simply one of the largest public development operations in the Paris Region for an already built-up site!**

The Les Groues project reunites Nanterre and breaks down the barriers created by past infrastructure over 65 ha (160 acres) of land. Intended to welcome 10,500 new residents and 12,000 employees, it opens up a long-fragmented neighborhood and introduces a spirit of urban intensity around future Grand Paris Express rail stations. **Urban regeneration and functional diversity go hand in hand:** housing, offices, public facilities and green spaces are designed as an ensemble with a view to invigorating local life and fostering social interactions. Moreover, **synergies between public and private spaces further strengthen this coherence** (landscape continuity, integrated rainwater management, etc.). The neighborhood's first school was completed in January 2026. Its design prioritized the use of bio-sourced materials to achieve an E4 C2 performance level. The project was led by the City of de Nanterre with design by Sam Architecture.

**But more than anything, the singularity of the project lies in its holistic approach to the post-carbon transition, a perfect blend of mitigation, adaptation and harmonious coexistence.** In Les Groues, **green spaces** have expanded from **7% to 20%** of the local area: a massive greening operation that included planting 1,400 trees, all while calling on circular economy principles to develop **more than 4,000 homes**. Pride of place is given to life in all its forms thanks to renaturing, biological soil activation and unsealing initiatives. **Every aspect of the public development plan was designed to anticipate and minimize impacts on the climate.** For instance, the heating network throughout La Défense was substantially decarbonized thanks to local agripellets – an investment made possible thanks to the extension of Les Groues and which has reduced district emissions by more than 5%. Homes in the area are extremely energy efficient (81% of buildings boast E3<sup>5</sup> certification), and eco-friendly mobility is gaining ground: with **3.5 times more public spaces dedicated to “green” transportation** and the creation of “living wells” in what used to be 100% asphalt roads<sup>6</sup>.

<sup>5</sup> Level E3 construction (E+C- framework) refers to a high-performance energy-positive building that significantly exceeds RT2012 standards, achieving approximately a 60% reduction in energy consumption and a minimum renewable energy (RE) production of 20 kWh/m<sup>2</sup>/year.

<sup>6</sup> Groves 10 to 15 meters (33 to 49 feet) wide and more or less dense, intended to promote ecological intensification from the sky down to the subsoil. See also: [Les Groues - agence ter](#)



### Joint INTERVIEW

**In what sense does the Les Groues project exemplify a new vision of urban public development?**

*“This project is a real-life example of the development of tomorrow in all its dimensions: from soil preparation to wooden construction, planting vegetation and water management. By repairing urban divides and creating a “town within the city,” the project has a real meaning. Public spaces and buildings are designed for users while maintaining robust environmental ambitions.”*

**What impact has Les Groues had on future projects?**

*“Les Groues was like a testing ground, letting us identify and implement the right sustainable performance indicators. Today, this work is guiding other operations like the Green Delta Park within the Seine Arche Mixed Development Zone. The approach stands out for its iterative and permeable nature: the lessons learned from Les Groues inform subsequent projects, while these new projects enrich our way of working. This rationale promotes gradual systemization of our tools and methods, all while breathing life into the Paris La Défense *Raison d'être*. Indeed, this *Raison d'être* must not remain a mere concept; it has to be grounded in concrete achievements.”*

**How do you manage the number of participants in such a project?**

*“That is one of the perks of this profession, but it's also a challenge! It requires keen listening skills and the ability to adapt, so we can steer project delivery without losing sight of our objectives. Every day, we work to bring together stakeholders and partners around a shared goal. Despite financial or land-use constraints, we strive to stay the course of the district's ecological transition.”*

**Do you have a message of encouragement for our readers?**

*“Starting a transformation always takes energy... but once you're in the thick of it and you have a solid team around you, you start to really enjoy it!”*



● ESTELLE CITERNE

● CAROL-ANNE DIEUDONNE

Confirmed Project Managers,

Urban Development Department – Paris La Défense

**Les Groues ↓**

Developer: Paris La Défense

(in close partnership with the City of Nanterre)

Landscape and public space designers: IN SITU and Agence TER

Environmental Consultant: Zefco

Technical Design Consultants: Mageo, ATM, Berim



## RISE TO THE CHALLENGE OF CIRCULAR ECONOMY

Let's talk about **circularity**, the cornerstone of **renovation, construction and public development**. Ultimately, every kind of material should become a resource to be recovered and upcycled, every construction site a chance for collective innovation. By bringing players together, pooling expertise and devising real-life solutions for recycling and reuse, we move forward through experim

In concrete terms, that means devising workable reuse and recycling solutions, pooling skills among players and testing approaches with an eye to enhancing them before full-scale implementation, whether in buildings or public spaces. This all serves to prolong the useful life of resources and materials to the greatest extent possible. **In short: we can do better with less.**

### ● ZOOM : THE REUSE BOOSTER, putting materials back in service

#### A collective program to make reuse a reality

In theory, reuse is an excellent way of ensuring low-carbon construction; in practice, it's a marvel of unrealized potential... and a daunting technical challenge. Undeterred, Paris La Défense partnered with A4MT to create the Reuse Booster. The goal is to unite contracting authorities throughout the district around a worthy goal: give a second life to materials recovered from demolitions or renovations. Paving stones, flagstones, soil, flooring, toilet blocks and more: nothing goes to waste, everything finds a new home!

#### A formative initiative that promotes cooperation

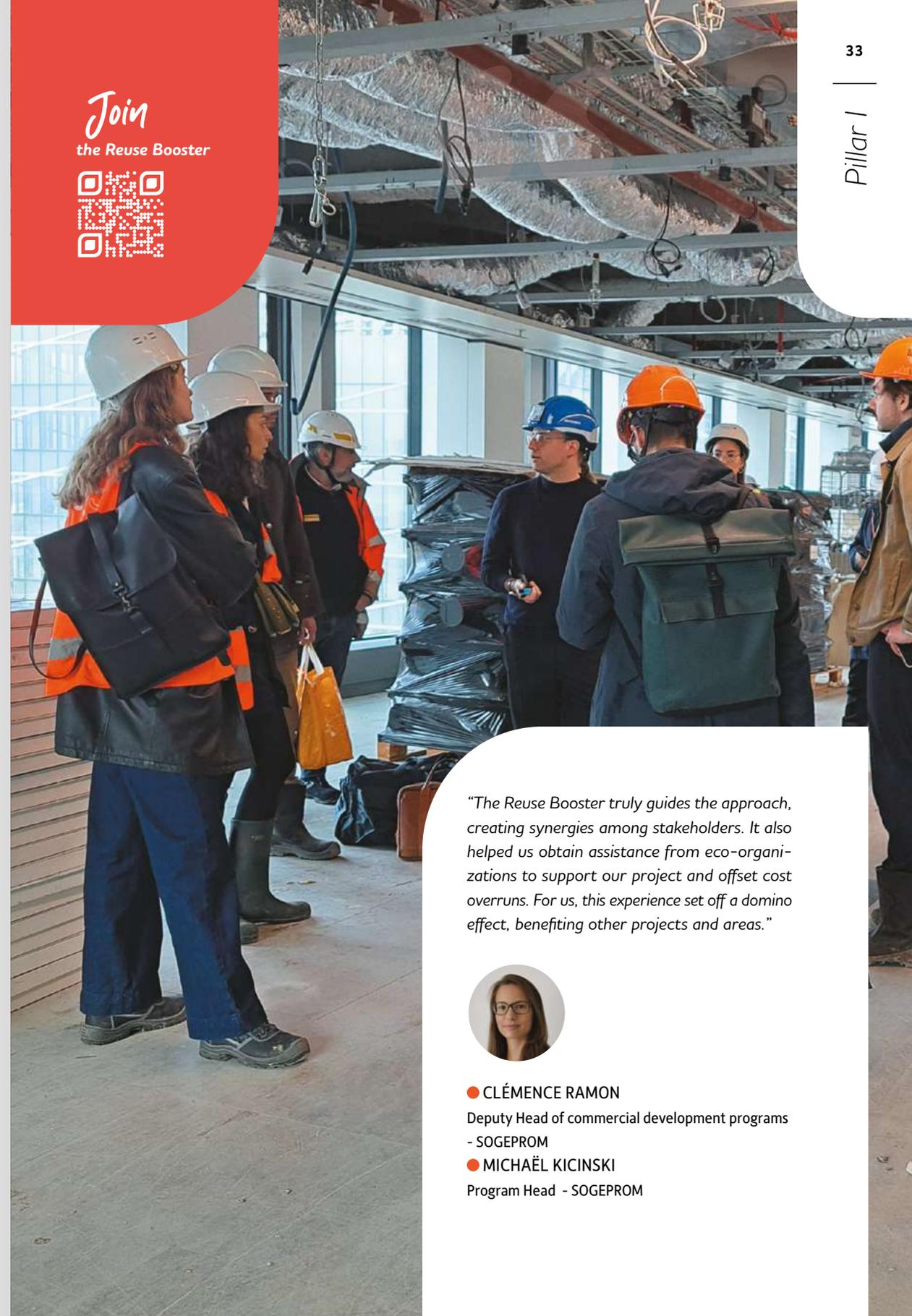
Today, the program is helping **12 real estate**

**projects incorporate reused materials into new or refurbished buildings.** It facilitates synergies among different construction sites, creates links between stakeholders and contributes to overcoming financial hurdles. This collective dynamic fosters skill enhancement and disseminates best practices well beyond the business district.

#### A concrete example : the [Synergies](#) project

The Reuse Booster worked with this iconic construction site on the Ring Road, led by Sogeprom. Result: a 31 kg reduction in CO<sup>2</sup> per m<sup>2</sup> (app. 6 lbs per sq. ft.) as well as a mixed wood/concrete structure and a resource assessment that made it possible to reuse 27% of the materials recovered during the cleansing process. For example, the stone cladding from a neighboring building was reused following technical tests.

Join  
the Reuse Booster



*"The Reuse Booster truly guides the approach, creating synergies among stakeholders. It also helped us obtain assistance from eco-organizations to support our project and offset cost overruns. For us, this experience set off a domino effect, benefiting other projects and areas."*



#### ● CLÉMENCE RAMON

Deputy Head of commercial development programs  
- SOGEPROM

#### ● MICHAËL KICINSKI

Program Head - SOGEPROM

## ● SLAB REUSE AND RECYCLING:

a 100% local **virtuous** cycle

In La Défense, when a slab is too badly damaged to be preserved or reused, it is sent to the Nanterre recycling plant (Boulevard de la République), partially by **inland waterway transportation**: after being crushed, the resulting aggregate is reused, making up **20% of new slabs**. This local recycling channel reduces both extraction and the carbon footprint. True and measurable progress: once manufactured in Italy (app. 4,000 kg CO<sub>2</sub>e per unit), the environmental impact of the slabs is now app. 223 kg CO<sub>2</sub>e, i.e. 90% less per unit.

Since 2021, the approach has also called for **99% recycled steel in new slabs**. Less waste, greater circularity: even worn out, slabs present untold opportunities!

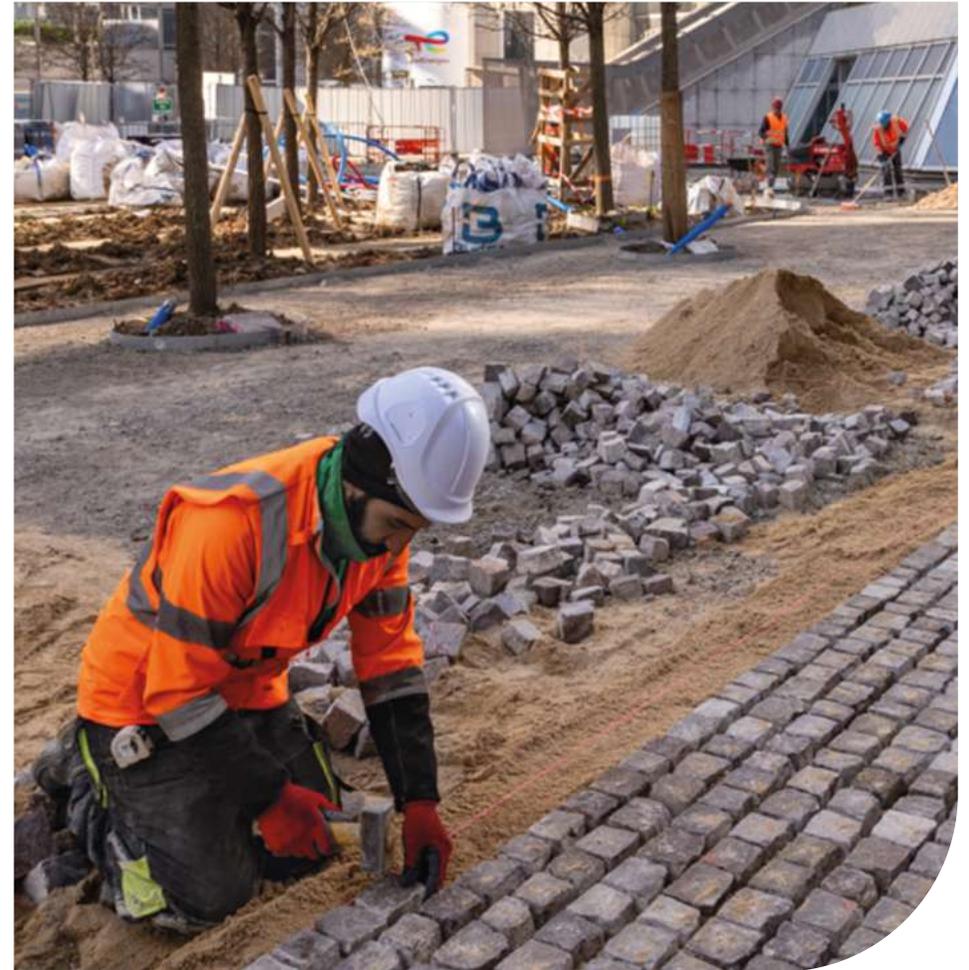


*“Until 2021, slabs were replaced the traditional way. After we adopted our Raison d’être, and with the support of my management, I included a clear carbon reduction requirement in project specifications. Around this time, we started crushing and reusing materials. We spent about six months rethinking our system and building a local supply chain. Today, nothing goes to landfill. And since 2025, thanks to optimized processes, this solution has even become less expensive than traditional concrete. Proof that environmental considerations, when clearly laid out, can become an operational and economic standard.”*



● NICOLAS ANDRE

Comprehensive Renovation Project Officer – Paris La Défense



↑ Public space renovation site at Cours Michelet, Contracting Authority: TVK SETEC

## ● WHAT ABOUT TOMORROW? Towards a shared district-wide **reuse** platform

In 2025, **the establishment initiated a feasibility study for the creation of a physical reuse platform** serving all construction sites in the area. This aim is to **organize storage and reprocessing of materials recovered from renovation and dismantling projects** to facilitate local reuse. The study analyzes potential sites, supplies and needs in terms of reusable materials for the coming years, as well as establishing the business model and identifying potential operators. The overall goal: **make reuse available to everyone, increase volumes and intensify circular momentum in the district.**

## ENHANCE THE SCOPE AND SPHERE OF NATURE IN A DENSE URBAN LANDSCAPE

A GREEN OASIS IN A CONCRETE DESERT, **NATURE IS NO MERE DECORATION, BUT A TANGIBLE RESPONSE TO CLIMATE CHALLENGES AND URBAN QUALITY OF LIFE.** WE ATTACH EVER-GROWING IMPORTANCE TO NATURE IN OUR PUBLIC DEVELOPMENT PROJECTS: CONSERVATION OF EXISTING BIODIVERSITY, INCREASED GREENING OF PUBLIC SPACES, CREATION OF WILDLIFE SANCTUARIES, PRESERVATION OF LIVING HERITAGE, WHICH ENJOYS PRIDE OF PLACE THROUGH THE TREE PLAN AND OTHER INITIATIVES. WHAT'S IT ALL ABOUT? TRANSFORMING AN ARTIFICIALIZED AREA INTO A LIVING ECOSYSTEM, ALL WHILE SUPPORTING AND DEVELOPING REAL ESTATE PROJECTS AND MAKING PUBLIC SPACES MORE RESILIENT. IN SHORT, BUILDING A GREENER AND FRESHER CITY.

### ● **ZOOM:** *The Esplanade takes a page, from the natural world*

The Esplanade de la Défense is donning a technicolor dreamcoat with the **creation of the largest platform-based park in France.** A 600-meter (1970-foot) track of the Esplanade spanning 5 hectares (nearly 12.5 acres) is shifting from gray to green: 70% of the space will be planted, compared to 30% today. Work began in August 2025 and will continue into 2028, with a partial opening slated for late 2026.

#### Enriching biodiversity to prepare for the future

314 newly planted trees will adorn the platform-based park, alongside 535 legacy trees, prairies, flowerbeds, ponds and more: a bona fide boost for biodiversity. The assortment of species, all adapted to the local microclimate, will promote ecological resilience. Open meadows, as well as six landscaped ponds, will serve as sanctuaries for local wildlife. Together, these developments will bring forth a more resilient ecosystem and urban cool islands to better withstand heat waves. In addition to greening initiatives, the platform-based park stands out as a true example of **comprehensive adaptation, designed for the climate and uses of tomorrow: an investment for the decades to come.**

#### A feat of sustainability and technical expertise

“Cultivate the land” above the regional rail lines and highway A14? Paris La Défense has taken up the challenge, displaying remarkable ingenuity in addressing technical obstacles: lightweight substrates, optimized rainwater management, accessibility for people with disabilities, etc. The project had to take account of significant structural constraints, since the world under the platform is a maze of walls, tunnels and cavities! And the design even incorporated circular economy principles: reuse of materials and a focus on climate adaptation: shaded areas, high-albedo<sup>5</sup> surfaces, etc.

<sup>5</sup> In physics, albedo is a unit of measurement of a surface's ability to reflect sunlight. In climatology, high-albedo materials (e.g. snow, bright surfaces) reflect more energy back to space and help cool the Earth's surface.

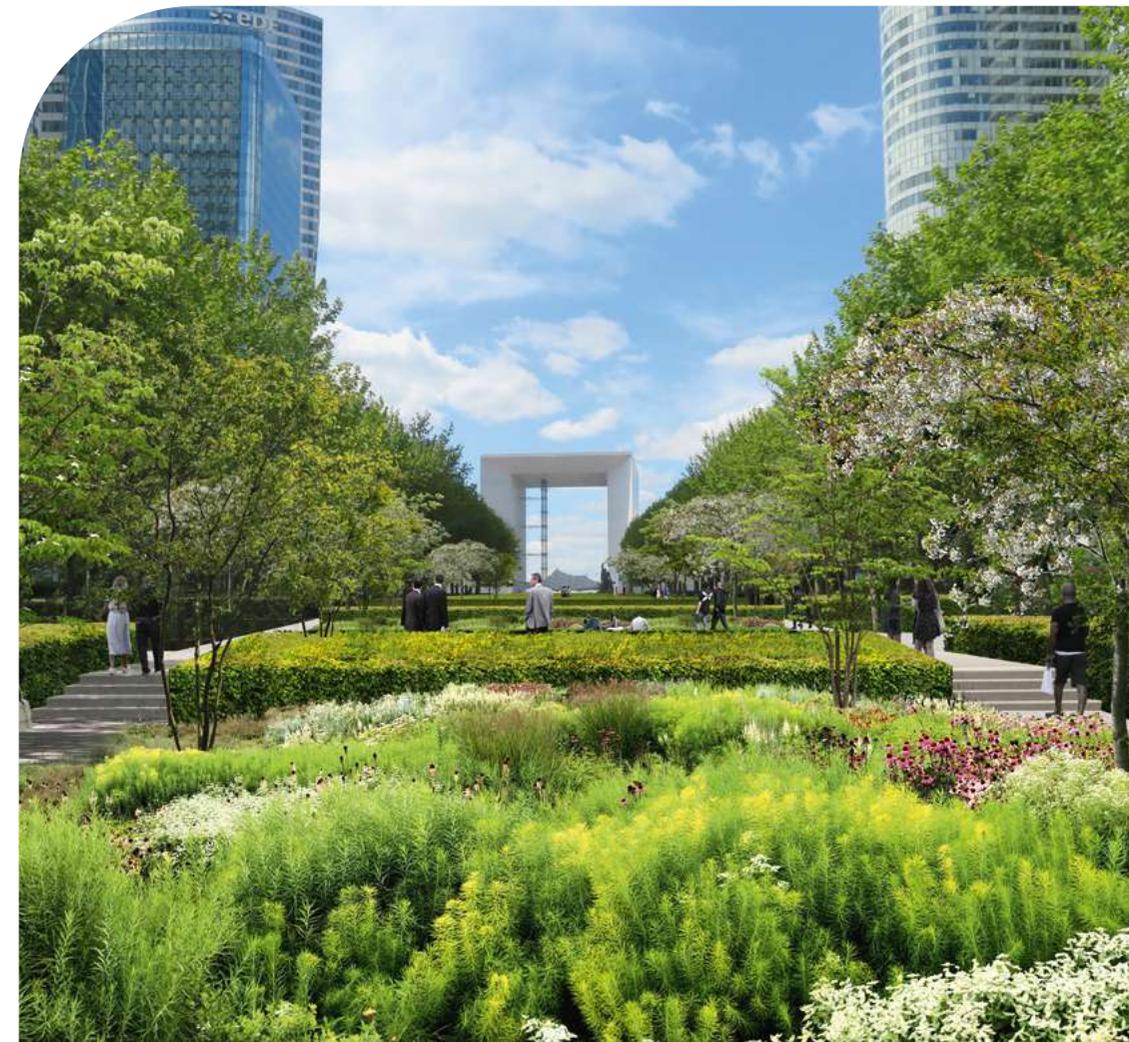
### Today, a unifying project, tomorrow a meeting ground

The Park is more than just an environmental project. In its own way, it **embodies the district's post-carbon vision:** reducing greenhouse gas emissions while fighting the effects of heat waves and providing a relaxing spot accessible to everyone. Calling all employees, residents and even curious passers-by: as of 2026, come discover a peaceful setting perfect for friendly gatherings!



● **ZEINEB KILANI**  
Esplanade Park Project Manager  
- Paris la Défense

*“I joined Paris La Défense to work on this project. Indeed, it fully exemplifies the Raison d'être, a philosophy that resonates with my own convictions. In addition to exciting technical challenges related to climate adaptation, it is a unifying project that offers opportunities for everyone: the operator, local residents, tower managers, etc. More than a simple development project, it is a model of collective transformation.”*



## ● **EcoJardin LABELS:** taking care of our **downtown gardens**

In 2025, **12 green spaces around the district earned the EcoJardin label<sup>6</sup>**. Today, these sites account for 30% of green spaces, i.e. the equivalent of five soccer fields transformed into natural oases in the very heart of the business district. This recognition highlights the collective endeavors of gardeners, managers and partners to transform artificialized spaces into living sanctuaries while raising awareness around eco-friendly practices.



## ● **WHAT ABOUT TOMORROW?**

### **Delta Park:** where the city grows its vision

In Nanterre, between Terrasses de l'Université and Chemin de l'Île, a new phase in the development of the Terrasses is coming to life, featuring an innovative approach: a living laboratory of urban agriculture connected to a new 5-ha (12.4-acre) "Green Delta" park. 4,000 m<sup>2</sup> (43,000 sq. ft.) to experiment with different crops, develop educational vegetable gardens and form research partnerships aiming to reconnect the city to the salt of the earth...

Collectively designed and managed, the project brings together local governments, a site-based association and local residents, all in a spirit of flexibility to take account of constraints. Soon, a bridge dedicated to eco-friendly mobility will cross the train tracks, connecting the site to La Défense, the final link in the "Seine-to-Seine" pathway. Get ready to discover more than 4 km (2.5 miles) of park lanes with easy access to the 9-km (5.6-mile) Blue Way along the banks of the Seine. Not a bad place for a morning jog!

<sup>6</sup> A nationwide benchmark label, EcoJardin rewards ecological management of green spaces: no pesticides, local species, soil preservation and sanctuaries for biodiversity. A regular external audit ensures that such practices continue over time.



## GETTING AROUND **PARIS LA DÉFENSE** **MOBILITY** MOVING EVER FORWARD

Getting from point A to point B in Paris La Défense is not always straightforward: platform-based urban planning, with its ups and downs, impasses and bypasses, can make navigating the district a challenge. Nonetheless, the demand for active mobility is skyrocketing, and with it the need to rethink an area that was not always designed to be pedestrian- and bike-friendly.

At the same time, the district boasts an exceptional public transportation network, one of the most extensive/well-connected and reliable in all of Europe: six central lines already in service, a new line and two additional rail stations by

2031 and 22 bus lines, all coming together to ensure low-carbon accessibility.

Modernizing traffic, securing routes, creating direct itineraries, evolving with new practices: we are moving forward to guarantee a simpler, more sustainable and stress-free travel experience for thousands of residents and employees by recognizing and adapting to the district's undeniable constraints.

Find out more  
about public transport



## ● **ZOOM: 2023-2027 BIKE PLAN,** **pedaling ever faster**

### **A district on the move**

With its first Bike Plan, from 2019 to 2023, La Défense significantly expanded its network of bicycle paths, from 34 to 51 km (21 to 32 miles), with an additional 20 km (12.5 miles) to be developed by 2030. The share of bicycles in local mobility rose from 3% to 5%, a tangible but still too modest progression that must accelerate to reach the goal of 15% in 2030. The current 2023-2027 Bike Plan is nothing if not ambitious: **the district aims to welcome more than 50,000 daily cyclists by 2040.**



#### 4 core pillars for sustainable mobility

##### Accessibility:

creation of a safe, comfortable and orderly network of bike paths for all users (employees, students, visitors, local residents, etc.).

##### Harmonious cohabitation:

fewer clashes among commuters on the Parvis, pedestrian right-of-way, greener and more dynamic public spaces, development of protected bike paths, including underground.

##### Parking:

increased secure bike parking, especially close to public transportation and inside towers, to facilitate intermodality.

##### Services:

22 Vélib' stations (app. 1,000 stands) to be introduced by the end of 2026, repair services, redesigned signage, bike access maps for each building.

#### Tangible progress

Key achievements include more than 2,700 parking spaces – including 600 protected spaces – and 1,000 bike racks throughout the district, as well as modernized signage more effective than the finest GPS. In la Défense, we don't settle, we pedal! "Come as you are, but by bike!"



#### ● Q-PARK MOBILITY HUB:

*a new take on public parking lots*

**Public parking lots are also participating in the transition.**

Q-Park's investments will come to €37 million by 2029. The Central parking lot has functioned as a mobility hub since 2025: 500 EV charging stations, EV rental, secure bicycle parking spaces (ultimately 800), car-sharing and last-mile logistics. Lighting and signage have been modernized to ensure convenient access for all users, be they employees, local residents or visitors.

*"For us, Paris La Défense is a living laboratory where societal and environmental issues come into focus. This close-knit collaboration helps us test innovative solutions and singular ambitions, with the lessons learned serving to inform other projects. This dynamic sets an example, and we are proud to be part of exciting discussions that will lead to major transformations for the future."*



● MICHÈLE SALVADORETTI  
Managing Director  
- Q-Park France



Discover  
the district's parking options

#### ● WHAT ABOUT TOMORROW?

*Paris La Défense Hub: last stop...*

*or starting block?*

**Already one of the world's largest transportation hubs**, La Défense is continuing its metamorphosis: two new RER stations in 2024, Grand Paris Express line 15 in 2031 to connect Paris airports in 35 minutes flat (faster than finding a seat during rush hour), and installation of around 20 Vélib' stations, i.e. some 1,000 stands within the business district by the end of 2026. €14 million has already been earmarked for studies to transform the Cœur Transport transfer hall, fluidify the Calder-Miró exit and extend the Esplanade station. The goal is a

seamless and modern travel experience, (almost) as pleasant as morning coffee in one of the district's many cafés.

Paris La Défense, RATP, SNCF and local governments are working hand in hand to ensure smoother access and transfers, enhance intermodality and offer more generous and comfortable spaces, all with a view to making life easier for more than 300,000 users... and to **get ready for the +27% increase in ridership expected by 2035.**

## WORKING TOGETHER FOR A CARBON-FREE FUTURE

Three avenues must be pursued to reach our mitigation goals: adopt more reasonable energy consumption practices, develop renewable energy and enhance energy efficiency. The transition is underway, but we must go further, and most importantly we must act together with all district stakeholders. It all depends on you!

### ● ZOOM: CUBE COMPETITION, making sobriety a team sport

Energy sobriety is vital if we are to adapt to climate change, but it remains an individual choice – a smart choice for savings on many levels. **Reducing energy consumption is win/win.** Companies, schools, operators, take your positions! Led by A4MT, the CUBE Competition has been going on for 10 years in France and 4 years in La Défense. The rules are straightforward: **to win, simply track your actual consumption, identify ways of reducing energy use, implement concrete solutions and share your ideas with co-competitors!**

For the 2024-25 season, **27 players and 41**

**buildings participated**, accounting for more than one million m<sup>2</sup> (10.76 million sq. ft.). In one year, they achieved more than **22 % energy savings on average**. And cumulative efforts over the past three seasons have **reduced average consumption by nearly 3,000 tons of CO<sub>2</sub>e, i.e. 20.8%**, not to mention **€5 million in savings**, thanks to simple energy system adjustments and behavioral changes! Two competitors in La Défense have taken home golden Cubes: Hines, with 36% reduction in its tower, and Q-Park, with 57% in one of its parking lots.



## INTERVIEW

### What concrete changes has CUBE brought about when it comes to managing a building like WorkStation?

*“The competition puts energy savings front of mind. It forces us to think about daily building operation practices, based on the seasons and weather events. We continuously adjust the technical configuration of our production facilities – in short, it makes us ever more vigilant. It also prompts us to get our tenants involved in actions that they can replicate at their own scale: adapting office practices, taking account of telecommuting to reduce consumption, turning off heaters in empty rooms, etc.”*

### How has the competition affected the collective dynamic?

*“CUBE gives our current and prospective tenants concrete insight into our practices, which are highlighted in the final report. It makes us more inventive for the technical management of our facilities. Finally, it makes us work together, creating a framework for dialogue with the different teams, operators and tenants, and encouraging regular meetings focused on energy management.”*



● STEVEN LE GAL  
Building Manager - Workstation  
(Hines, 2025 winner)



● **A NEW STEP FORWARD**  
for a greener **heating network**

An exceptional asset for the district, the La Défense heating and cooling network is operated by the joint association **Generia**, which is in charge of organizing and implementing urban heating and cooling as a public service. Today, this network covers 6.5 million m<sup>2</sup> (70 million sq. ft.) of office space, and **the first phase of its transformation has just been completed**. Keenly aware of the need to anticipate future needs and make the network less carbon-intensive, in 2025 Generia initiated implementation of a master plan elaborated in consultation with all stakeholders concerned to set out the ambition and identify practical initiatives.



“Since 2024, heating oil has given way to agri-pellets – local agricultural byproducts – **bringing the share of renewable energy to 60%** and averting 54,000 tons of CO<sub>2</sub> each year, i.e. more than **5% of district-wide emissions**. The new boilers are the largest of their kind in Europe. 100% of sunflower seed shells - the main agricultural byproduct used - come from France and are collected within a 200-km (125-mile) radius around Paris.

Additional innovations are in store as well: **Generia is currently studying the potential of deep geothermal energy and network inter-connections**, with a view to further diversifying renewable energy sources while enhancing the district’s energy resilience.”

● **GÉRALD CHIROUZE**  
Managing Director for Services  
– Generia

● **NO TO REINFORCED CONCRETE!**  
**Yes to wood!**

Both renewable and low-carbon (thanks to its ability to store CO<sub>2</sub>), wood helps reduce buildings’ environmental footprint. And the choice of certified French wood supports the local sustainable forest management sector. **By signing the FIBOIS Pact, the district has committed to incorporating wood and bio-sourced materials** – including 30% harvested in France and 100% featuring PEFC or FSC certification – **into 10% of constructions or renovations by 2026**. This ambition is highlighted in two iconic projects:

● In Puteaux, **Inspire**, with 22,300 m<sup>2</sup> (240,000 sq. ft.) of offices and retail space, is the first building in the district to feature a wood frame. “Thanks to a greener design that stores and activates water in the building, Inspire is transforming ‘blue gold’ into a force for cooling, comfort and biodiversity.” (Agence Béchu et Associés)

● In Nanterre, **Flora** offers 88 homes, offices and retail space spanning 9,000 m<sup>2</sup> (97,000 sq. ft.), with a combined wood-concrete structure and CLT wood floors.

By joining Fibois Île-de-France’s Bio-Based Wood Materials Pact, Paris La Défense sends a strong message to players in the district: the area’s renewal will be firmly rooted in the ecological transition, prioritizing wood and bio-based materials in construction and renovation projects.

● **OLIVIA JARNY**  
Executive Director,  
FIBOIS Île-de-France

DID YOU KNOW ?



Our employees are also mindful of ecological challenges: 100% of Paris La Défense teams took part in the “Climate Murals” initiative, as well as in workshops such as “2 Tonnes” to conceptualize a low-carbon future.



## PILLAR II

### LIVING TOGETHER IN A SUSTAINABLE AND INCLUSIVE DISTRICT

Change abounds in the business district. A transformation is taking place both in the streets of La Défense and in relationships among the people who live and work here. This chapter explores these physical and interpersonal shifts: a community committed to equal opportunities, and associations working to strengthen the soul of La Défense. Each initiative offers proof that a business district can be demanding and compassionate, dynamic and inclusive, ambitious and yet profoundly human.



← La Cordée Mona Lisa  
Public bench by artist Lilian Bourgeat

PARIS LA DÉFENSE:  
alive with warmth, vitality  
and new encounters - **P. 52**

● Bringing sustainability and solidarity  
to life - **P. 56**

● A helping hand for associations  
working in La Défense - **P. 60**

# PARIS LA DÉFENSE:

ALIVE WITH WARMTH, WITALITY AND NEW ENCOUNTERS



## JANUARY

### SOLIDARITY NIGHT

A nighttime count of people sleeping on the streets across the business district

**FEBRUARY**  
MAISON DE L'AMITIÉ DRIVE  
Collection of shoes and clothes for people experiencing homelessness supported by the day center at Place Carpeaux



## JUNE

**VERTIGO** | **IMAGINE FOR MARGO**  
Charity run held within a La Défense tower | Charity run for children with cancer, involving both companies and individuals



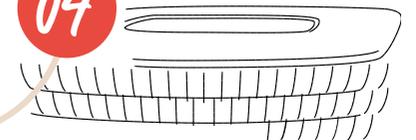
## MARCH

SOLIDARITY ON THE PARVIS ESPLANADE  
An evening of fundraising to support associations in the Hauts-de-Seine



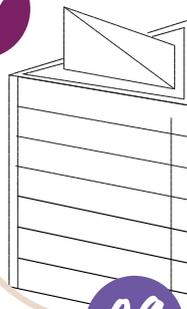
## APRIL

**CHECK !**  
A hybrid fair connecting students, schools and companies around employment, internships and apprenticeships



## JULY

**GARDEN PARVIS**  
La Défense music festival with a solidarity day organized by local associations



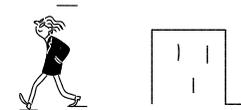
## SEPTEMBER

**LA DÉFENSE CLEAN UP** | **EUROPEAN SUSTAINABLE DEVELOPMENT WEEKS**  
A district-wide cleaning event for World Clean Up Day | Workplace events and conferences



## NOVEMBER

**DUO FOR A DAY**  
A day-long event pairing employees and people with disabilities to promote inclusion and sustainable recruitment at Paris La Défense



## DECEMBER

**SOLIDARY CHRISTMAS FESTIVITIES**  
Toy drives and Christmas box campaigns organized by Paris La Défense in partnership with Secours Populaire 92 and aSd



# BRING

## SUSTAINABILITY AND SOLIDARITY TO LIFE

Bring people together, inspire collective callings and revel in shared joy: that is the essential role of events organized in the district... a spirit of togetherness to drive the transition! Little by little, every celebration is adopting more responsible practices: a demanding enterprise that requires budget trade-offs, deliberations and tailor-made tools. Nonetheless, the goal is clear: **make eco-design and solidarity the rule, not the exception.**

## INTERVIEW

### How would you describe your role at Paris La Défense?

*"My role is to showcase the district by proposing events and supporting brands that want to organize festivities in the public space. **Event organization is a key ingredient in any outreach strategy, but it must also incorporate clear environmental and social responsibility.**"*

### Has the Raison d'être changed how you work?

*"The Raison d'être helps me legitimate strategic shifts in terms of the design, production and operation of our events. **We have moved from a focus on one-off actions to an all-around, measurable and forward-looking approach.** Every annual event, every contract renewal lets us go further in adopting a realistic vision of co-construction alongside our service providers and local associations."*

### In concrete terms, how did you carry out this move towards greater solidarity and environmental commitment?

*"First of all, we questioned the disposable and short-lived nature of event organization. We found ways to reuse decorations and communication materials by not printing dates. We also selected sturdy, long-lasting equipment and furnishings. Meanwhile, we stopped the practice of paper-based street marketing and implemented other self-evident actions such as installing water fountains to replace plastic bottles, sorting waste and upcycling cigarette butts."*

*"After that, solidarity became a natural reflex: partnerships with non-profits, professional integration contracts, inclusive workshops, civic-minded deposit systems, etc. Nonetheless, we still face challenges: greater anticipation, long-term investments and making sure this way of working becomes the norm for everyone."*

### What drives you to champion these sometimes demanding transformations?

*"My job is meaningful because it forges social bonds and generates emotions. In a district with an unfair reputation for soullessness, event organization can bring people together, inspire collective callings and create moments of shared joy. But this dimension becomes hollow if we sacrifice our planet. Creating shared experiences in an iconic business district is a vital activity. We are social animals, we need to come together. But these celebrations must go along with authentic environmental and social responsibility."*

### Ambitions for the future?

*"In 2026, we want to obtain LEAD certification for Garden Parvis and roll out reusable dishes. After all, if we can reuse a tent, why not a plate and fork?"*



● SARAH PELEGRIN  
Event Project Manager  
- Paris La Défense



## MAKE INCLUSION AND EQUAL OPPORTUNITIES A REALITY FOR EVERYONE

Our post-carbon strategy is based on a firm conviction: the ecological transition is inseparable from social cohesion, and **a truly resilient community is one where everyone can find their place**. As such, the establishment supports and encourages initiatives that champion equal opportunities, diversity, inclusion and access to employment. These commitments are rooted in concrete action and must be conceived and implemented collectively, in close cooperation with our service providers, economic players and non-profits. It is through this dynamic of co-construction, fully in line with local realities, that **we make harmonious coexistence a key factor in the sustainable transformation of La Défense**.

### ● **ACTIVIT'Y** a partnership for effective insertion

Since 2023, the Convention with [Activit'Y](#) – a platform based in the départements of Yvelines and Hauts-de-Seine – has been an impetus for our insertion roadmap, by **matching companies required to offer occupational integration opportunities** (5 to 10% of total contract hours in most cases), **with local occupational integration organizations**. A win/win model that makes public procurement a concrete tool to help long-term jobseekers get (back) in the saddle.

*"Integration is not just a line item, but a real-world practice, an essential priority that has become instinctive!"*



● **ERWIN BIBER**  
Legal professional specialized in  
Public Procurement Law  
- Paris La Défense



The road forward is clear: generalize social clauses in contracts, rally departments and support beneficiaries. One-off initiatives have given way to a **systematic tripartite relationship between public procurement, operational staff and Activit'Y**.

*"We are proud to establish integration not as an add-on but as a standard, permanent and collectively managed procedure with concrete results. We don't want to simply copy and paste from one contract to the next: we aim to build something specific and demanding."*



● **MYRIAM LIS**  
CD92 MAD District Attachée  
- Activit'Y

In the future, **our SPASER<sup>7</sup> plan will consolidate this momentum** by incorporating professional integration into a comprehensive responsible procurement strategy backed by a roadmap and measurable goals: social and environmental clauses in contracts, monitoring of indicators and guidance for stakeholders looking to practice more responsible purchasing.

**76** contracts  
(15% of the total)  
containing an integration  
clause

**72,650** hours  
of integration-based  
employment in four years,  
i.e. 45 FTEs (11 FTEs per  
year)

<sup>7</sup> Schéma de Promotion des Achats Socialement et Écologiquement Responsables (Socially and Ecologically Responsible Procurement Promotion Plan)



## ● EQUAL OPPORTUNITIES: promoting relationships for growth

To ensure every young person can look forward to a bright future, La Défense is once again harnessing the strength of collective action. You can also contribute to these programs: they need your support!

### Collectif Mentorat

In 2023, Paris La Défense joined the **Grande Cause national initiative focused on mentorship**. This commitment included awareness campaigns on JCDecaux digital screens, outreach activities on the Parvis esplanade promoting the 1jeune1mentor program and support for a coaching initiative led by partner companies within the Collectif Mentorat. In total, **70 La Défense employees participated, and 40 young people were paired with mentors.**

The current goal is to encourage all companies in La Défense to offer mentorship programs for their employees, aimed at young people, students and job seekers. Mentorship is a concrete way to reduce inequality, support academic success and facilitate career growth. And **it works!** 1,600 French companies have collaborated with member associations of the Collectif Mentorat, including 63% of companies listed on the SBF 120 index.

Learn how to get involved at **1jeune1mentor.fr**, a platform for volunteers to become mentors and for businesses to be matched with organizations.



### La Cordée Mona Lisa

In 2025, the public establishment became a partner of La Cordée Mona Lisa, a **mentorship and equal-opportunity program** supporting students from four schools in Nanterre. The program consists of hosting 13 middle school students for a half-day session including an introduction to our professions and a tour of local artwork.

Together, let's open new possibilities for young people across the district! Your commitment matters, whether through paid volunteer hours, hosting groups or sharing professional experiences.

Learn how

to get involved with  
La Cordée Mona Lisa



## ● ACTING on our values

At Paris La Défense, we practice what we preach, taking action on the commitments we champion in the district. The Employee Experience Department works on the ground to uphold inclusion, diversity and equal opportunities: QWL agreement, parenting charter, disability awareness-raising with DuoDay, internships for junior high school students in Priority Education Areas (ZEP), diversity murals, signature of the L'Autre Cercle charter, street art and more.

For instance, in 2024 we hosted 15 9th grade students for a collective internship with

[Crée Ton Avenir](#) and Collège Paul Éluard (ZEP) in Nanterre. 19 employees from eight specialized departments talked about their day-to-day work to illustrate the diversity of backgrounds and career opportunities. The goal was to show students the many opportunities open to them in La Défense.

And since it takes a strong message to change attitudes, profit-sharing is now contingent on compliance with certain obligations, such as completing an e-learning course on sexism.

## INTERVIEW

Could you tell us in a few words what the Paris La Défense Raison d'être means to you?

*"For me, the Raison d'être is embodied and expressed in all our support functions and occupations. It's not a stand-alone subject, but an integral part of the way we work. Likewise, there are no isolated actions, but rather a coherent whole. Imposing conditions for profit-sharing was very helpful in this regard."*

In your opinion, does that affect how employees see the establishment?

*"There is a clear sense of pride that comes with belonging to the establishment. We see it in our in-house surveys, although the Raison d'être is not the only factor. Employees see the big picture: management culture, HR practices, benevolence, our public service mission, the overall coherence that reigns within the establishment: the Raison d'être illustrates and contributes to all of it."*



● LAËTITIA WEHMEYER  
Employee Experience  
Department Head  
- Paris La Défense

## A HELPING HAND FOR ASSOCIATIONS WORKING IN LA DÉFENSE

The economy is much more than pursuit of profit: in France, the social economy accounts for some 10% of GDP, comparable to the real estate sector. In La Défense as well, non-profits contribute to economic vitality while also fostering harmonious coexistence. **Each day sees the emergence of new models of mutual support, sharing and inclusion, created and led by inventive associations with a knack for bringing people together.** They make the business district a true and vibrant community, united by sincere and selfless bonds.

### ● LA SALLE À MANGER, a restaurant *and so much more*

Located in the middle of the pedestrian platform, [La Salle à Manger](#) is a community-based restaurant, a force for eco-friendly integration and the fight against food waste. Every day, this atypical eatery serves 80 meals in a packed dining room where “classic” customers – locals and employees – break bread with more vulnerable guests who can enjoy a hot lunch for €1.

The kitchen team is made up of beneficiaries of occupational integration programs working alongside professionals who provide training and socio-professional support, while volunteers wait tables and bring this ambitious community-centered project to life.



## INTERVIEW

### What makes La Salle à Manger so unique and why are you proud of this restaurant?

*“La Salle à Manger is a bubble of solidarity and equality, a place where social differences simply vanish around the table. Fostering social diversity isn’t like flipping a switch: it can only work in an atmosphere of benevolence and trust. I am particularly proud that my team and I have succeeded in creating a welcoming ambiance that also serves as a center of learning about society.”*

*We have seen stunning successes: social diversity is genuine and can be measured. Volunteers, customers and beneficiaries let their guard down and become more open-minded. You can see it on people’s faces. I notice strong bonds developing, even outside the restaurant. La Salle à Manger shatters clichés and changes perspectives on both sides. I’ve heard customers from the community say, “The folks in the towers aren’t so heartless after all.”*

### How do you create social diversity in a district that is sometimes seen as monotonous and impersonal?

*“I simply lay a foundation. No reservations, affordable prices – everyone contributes according to their means – a welcoming atmosphere and friendly volunteers. The rest comes about naturally. People talk, eat together and realize how much they have in common.”*

DISCOVER THE **DISTRICT'S  
LOCAL ASSOCIATIONS**  
P. 22

### What are the current challenges?

*“The main challenge for La Salle à Manger is finding long-term operational funding. The second challenge is meeting social needs amid growing inequalities. I see more and more women and students falling into extreme economic insecurity, sometimes overnight. This precarity might be less visible in La Défense, since it is more spread out. A lot of people don’t fit with our clichés of poverty, which makes their situation even more invisible.”*



● STÉPHANIE TALTASSE  
Operations Manager  
– La Salle à Manger

### A collective commitment

Supporting La Salle à Manger means sustaining a model that works. By making a donation at every meal and helping the association find larger and brighter premises in La Défense, district stakeholders can help consolidate its action and meet growing social needs over the long term.



## ● CHARITY DRIVES, SPORTS AND SOLIDARITY: reaching out in La Défense

Without concrete actions, solidarity becomes an empty word. Thanks to a series of initiatives all year long, everyone – companies, sponsors, employees, local residents, students – has an opportunity to take action amid the towers:

### Solidarity drives:

clothing for La Maison de l'Amitié day center, food, toys for the Pères Noël Verts campaign of the Secours Populaire Français des Hauts-de-Seine, Christmas care package drives with the specialized prevention club (Association du Site de la Défense), etc. Regular operations in support of local non-profits.

### +15 charity drives organized

between 2021 and 2025, with hundreds of toys, garments and food items collected



### League of Defense :

From 2024 to 2025, the League Of Defense challenge stood out as the establishment's number one 100% charity event. **€80,000 for the Hauts-de-Seine Red Cross** and **€70,000 for the Hauts-de-Seine Restos du Coeur association**

### Community-centered sporting events:

charity sport events – collective competitions where every mile contributes to a good cause.

**Enfants sans Cancer**: 1,500 participants, €400,000 per year  
**Challenge Action contre la faim**: 1,300 participants and €300,000 per year  
**Vertigo**: 4450 participants and €90,000 per year  
**Special Olympics**: 400 participants and €60,000 per year



### Solidarity Night:

Since 2022, the establishment has taken part in this yearly event alongside the Courbevoie Municipal Social Action Center (CCAS). One night in January, five teams of volunteers go throughout the business district to take a "census" of people with no place to call home, and strike up dialogue to better understand their backgrounds and needs. The event also fosters interaction among many different members of the local community: social workers, volunteers, private security guards, residents and employees.

### More than 200 volunteers

since 2021, making contact with some 40 homeless neighbors each year on average.

**Partners:** Greater Paris Metropolitan Area, Apur, Courbevoie CCAS, Q-Park, ASD, La Maison de l'Amitié and other local associations (French Civil Protection, Secours Populaire Français, Secours Catholique, SST4, L'Escale, etc.)

## ● WHAT ABOUT TOMORROW?

### A local endowment fund for a dynamic business district

Would you like to play a part in shaping a more vibrant, inclusive and sustainable district? The establishment is paving the way for a local endowment fund to support local general-interest initiatives: culture, outreach, environment, etc., with a view to making the district a true social hub. This fund will be managed by the public development establishment alongside **investors and businesses**, as a **public-private partnership dedicated to the general interest and local development**. A key step forward to accelerate the district's societal transition. We invite all those ready to help found and drive this initiative to get in touch with us.

### Parvis Solidaire:

Each March, the Parvis esplanade comes alive as the heart of solidarity in the Hauts-de-Seine. Parvis Solidaire is a major annual fundraising evening, organized by the Fondation Sainte Geneviève, that brings together those working on the front lines with vulnerable populations and those with the means to support them. Each year, around ten associations from Hauts-de-Seine – tackling issues such as poverty, health, education, training, social reintegration, disability and sustainable development – pitch their projects and funding needs through pitch presentations to an audience of companies, family foundations, private donors and local authorities. Pledges collected live during the event enable these general interest projects to get off the ground quickly, making a tangible difference across the département.

**43 associations** in attendance, **2270** participants, **€2,587,000** raised between 2021 and 2025



# PILLAR III

## ADAPT THE DISTRICT TO CLIMATE CHANGE

Climate change is not a “someday” scenario in the business district: the effects can already be felt, and this is only the beginning. But instead of giving up, we choose to double down. This section explains our plan of action, the ideas of a dense locality that takes a clear-eyed view of today’s challenges, recognizing its vulnerability, understanding its weaknesses and devising proportionate responses to transform the district both public spaces and build-up areas alike. We focus on anticipation to ensure that La Défense will continue to be a great place to work and live. **Confronted with a hotter and uncertain future, adaptation must become a collective reflex: anticipate, protect, reinvent.**



← Parc Diderot

ADAPTATION  
is not an option,  
it's the only option - **P. 62**

- A map for greater insight into exposure - **P. 62**
- Elaborate an adaptation plan: 20 high-priority actions for a resilient district - **P. 64**
- Concrete actions to adapt a concrete district - **P. 66**

# ADAPTATION IS NOT AN OPTION, IT'S THE ONLY OPTION

**2024 was the hottest year on record (+1.5°C on a global scale), and projections announce +4°C in France by 2100.**

Faced with a climate emergency, urban public development can no longer be satisfied with functionality: **it must aim for resilience.** For Paris La Défense, every project is an opportunity to reinvent a city better able to withstand extreme weather. And let's not deceive ourselves... it's a massive challenge!

Indeed, the district suffers from a number of **specific vulnerabilities**: stone and asphalt surfaces, little shade, critical networks under

the pedestrian platform, commercial buildings on the verge of obsolescence, high renovation costs, risk-prone supply chains, technologies liable to overheating and more. **But it also boasts many advantages!** The urban cooling network, air-conditioned shopping malls, flexible hours and telecommuting, an active network of non-profits, existing crisis management systems and flood warning capacities are just some of these strengths, and we must take full advantage of them.

**By anticipating, implementing integrated approaches and mobilizing expertise, we can help the district adapt.**

## A MAP FOR GREATER INSIGHT INTO EXPOSURE

**THE FIRST STEP IS TO IDENTIFY THE MOST EXPOSED AREAS.**

**Simply identifying climate risks is not enough** for effective adaptation: **we have to understand how, where and why those risks materialize.** That's why we call on outside expertise (e.g. Urban Climate Index (UCIX) tools developed by The Climate Company) to carry out diagnostic analyses and establish projections.

**Mapping urban heat islands** is a concrete illustration: it helps **identify the areas most exposed to unbearable heat in summer by cross-referencing building density, vegetation, materials and uses.**



This assessment showed that **exposure is not uniform**: the Esplanade, where stone is king, accumulates heat and could reach +4.4 to +6.5°C by 2045, while certain areas benefit from cool islands thanks to vegetation or urban layout.

**THE NEXT STEP IS TO TRANSFORM THE ANALYSIS INTO A DECISION-MAKING TOOL.**

Nonetheless, exposure is only one aspect of risk: **vulnerability and robustness are two other essential criteria** to assess the district's strengths and weaknesses. We have evaluated these factors together with the Development Board.

- Vulnerability depends on the ability of users, buildings and networks to withstand acute distress (lack of shade, sensitive populations, facilities emitting dangerous levels of heat, etc.).

- Meanwhile, robustness is assessed based on existing or scalable solutions: greening, unsealing, pooling of cool spaces, etc.

By finding the nexus of these dimensions, **mapping becomes a valuable decision-making tool**: it helps prioritize measures (planting, unsealing, adapting uses), targets the most pressing sectors and makes it possible to involve all stakeholders in a dynamic and flexible adaptation strategy.

In line with this approach and in pursuit of continuous improvement, the establishment is gradually systematizing assessment of the projects' impact on climate risks. The Esplanade Park will thus present a twofold advantage in

terms of urban cooling and runoff management: indeed, the development as planned will offer significant improvement in user comfort by reducing the UHI<sup>8</sup> effect by 1.2°C while curtailing periods of heat stress by 12%. At the same time, the measure will decrease stormwater runoff by 16%, relieving sewage networks during periods of peak precipitation.

<sup>8</sup> Urban Heat Island

## ELABORATE AN ADAPTATION PLAN 20 HIGH-PRIORITY ACTIONS FOR A RESILIENT DISTRICT

Anticipate and mobilize: such is the approach Paris La Défense submitted to its Development Board.

*“All of us will experience a natural disaster at some point. Why wait until 2045 to adapt? We might as well start preparing now. **Acting means ensuring the district does not become vulnerable, more expensive and less attractive. Adapting means safeguarding health, as well as the local economy, infrastructure and our reputation. In the words of Italian climatologist Filippo Giorgi, we must ‘manage the unavoidable and avoid the unmanageable.’**”*



● CHRISTOPHE RODRIGUEZ  
Managing Director, IFPEB &  
Deputy Managing Director, A4MT

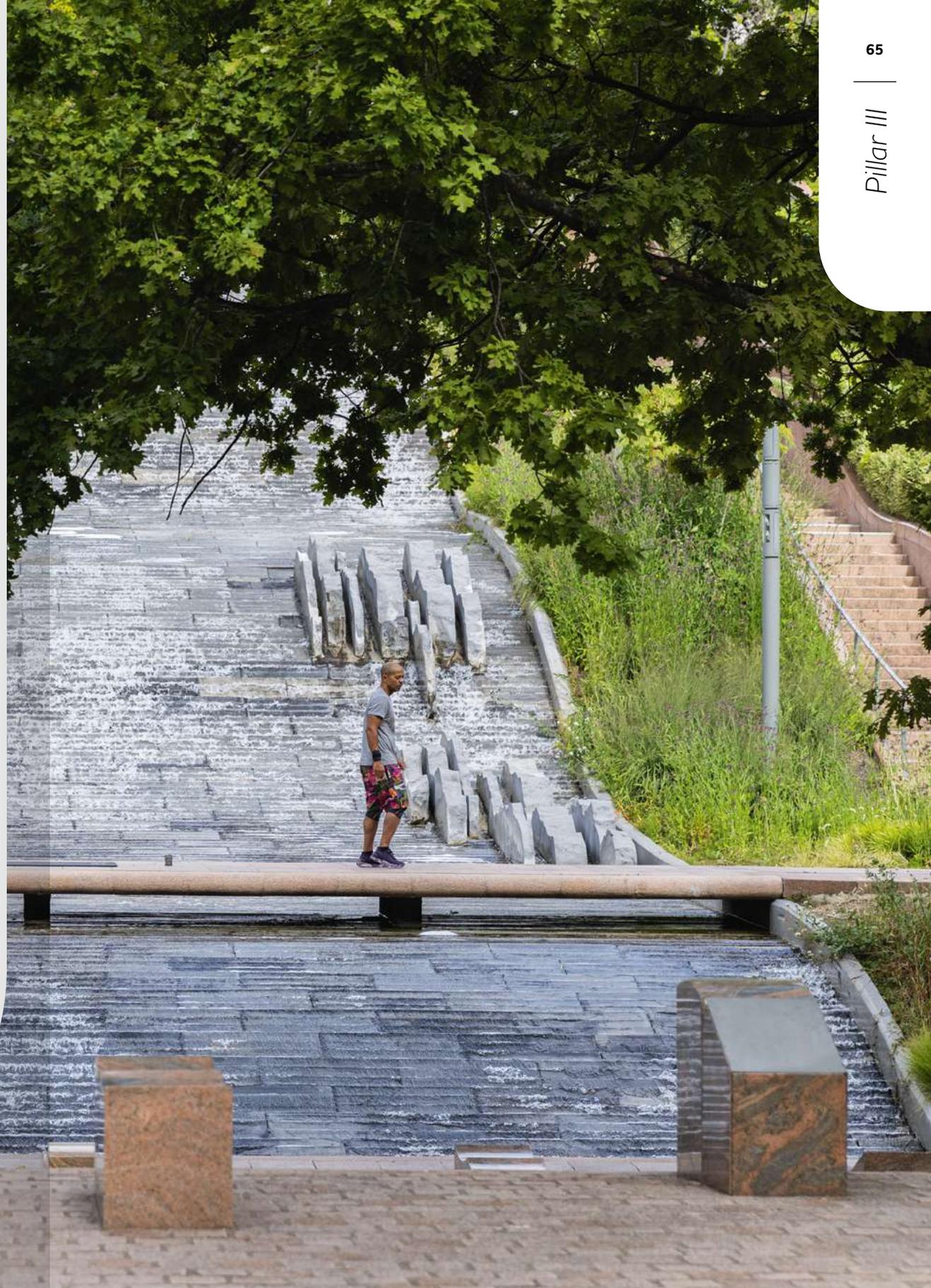
**Given the fierce urgency of climate risks, the establishment is not wasting any time.** We have elaborated an adaptation plan together with the Development Board. Thanks to the expertise and support of A4MT, companies, local governments, associations and local residents took part in three collaborative workshops that recommended **82 actions**, broken down into **7 categories**: communication, governance, tools, development, logistics, solidarity and nature.

*“To be honest, I was not expecting such a rich, well documented and structured action plan. It is perfectly operational: everyone knows what to do, at what scale, as well as the timeline and level of difficulty.”*

**The priorities were set out by mutual agreement for 20 key actions.** Some are **immediate** (resilience assessment, information campaigns, sanctuary mapping), others intended for implementation **by 2026** (rainwater management, adaptation of public spaces), and the most ambitious **by 2030** (comprehensive renovation of facades, adaptation of skyscrapers). The plan also provides for civic-minded initiatives to support vulnerable populations, strengthening of warning systems and crisis management drills based on real-life situations.

This plan isn't set in stone. It is dynamic, designed to be **disseminated and supplemented**. **The establishment plays a key role in catalyzing** this momentum, although **certain actions** have to be led by other organizations. As such, a **General Assembly on Climate Adaptation** is under consideration.

*“These workshops turned simple awareness into action. **When public and private players get involved and share solutions, it creates a domino effect.** The movement goes viral: everyone wants to join up.”*



## CONCRETE ACTIONS TO ADAPT A CONCRETE DISTRICT

Adaptation doesn't stop with the assessment or the plan; it comes to life in concrete projects that transform the face of the district. Furthermore, adaptation is not simply a set of obligations: it is also an opportunity to reinvent the district and improve quality of life for everyone. For this report, we chose three initiatives – greening, transformation of public spaces and training – all of which convey the fertile nature of the adaptation measures already underway in La Défense.

### ● **TREE PLAN:** *planting opportunities*

**Preserving and enhancing living heritage is vital for climate adaptation.**

The Paris La Défense "[Tree Plan](#)" is perfectly in line with that goal. The initiative is based on three actions:

- **REAL-TIME INFORMATION**

thanks to an updatable database

- **PROTECTION**

with strict rules on all construction sites

- **PREPARING FOR THE FUTURE**

by selecting species able to withstand future weather conditions, inspired by natural ecosystems

In the end, the approach goes much further than simply "planting trees." We aim to enhance urban resilience by creating cool islands indispensable for future quality of life in the district, while also contributing to the construction of what we call a "sponge city," featuring greening as a natural solution to reduce water runoff.



Some  
**4,000**  
trees maintained

**113**  
tree species identified in  
La Défense

**75%**  
of trees grown using soilless  
cultivation techniques,  
suited to the predominance  
of stone in the district



### ● **USING PUBLIC SPACES** to *drive adaptation*

As part of its **2027-2032 Multi-Year Investment Plan**, the establishment is investing to reduce stone surfaces, implement greening measures and create new cool islands. The [green corridor](#) is expanding with ecological pathways and in-ground vegetation, when possible. Gradually, parks, plazas and landscaped

streets will be connected by living links, with the ultimate aim of creating a park-based "Seine-to-Seine" avenue. These measures promote water infiltration, decrease runoff and improve thermal comfort for everyone.

### ● **ADAPTATION THROUGH TRAINING:** *the role of La Solive in building resilience*

Adaptation goes further than simply letting nature do its job: it also means fostering new skills and behaviors. This dynamic comes into clear focus with [La Solive](#), a school located in the Les Groves neighborhood that works to **train the men and women bringing about the energy transition in buildings**. Individuals embarking on a career change learn how to install heat pumps, work with next-generation insulation materials and implement concrete energy reduction solutions.

*We strongly believe in Paris La Défense's post-carbon ambition, which resonates with our own mission. We train our students in many of the same skills reflected in the district's activities: prioritizing renovation over demolition and reconstruction, implementing building management solutions, decarbonizing heating system, etc."*

- **ARIANE KOMORN**

Co-Founder with Côme de Cossé Brissac  
- La Solive

*"Our location in Paris La Défense enables students to easily access campus from all over Greater Paris, thanks to the district's exceptional connectivity. It also facilitates meetings with numerous partners based in La Défense, while allowing us to witness the emergence of the highly promising Les Groves neighborhood."*



**1,500** vocational students  
trained in 4 years, with an **85%**  
employment rate.



# PILLAR IV

## BRING STAKEHOLDERS ON BOARD

**A tangible transition doesn't just happen, it must be co-constructed.** For years, Paris La Défense has relied on the participation of all its stakeholders – companies, users, schools, associations, experts – to forge a shared path towards a post-carbon future. Structured consultations, operational cooperation, networks of committed players: we are harnessing the power of collective governance and continuous dialogue to spark concrete action. Cooperation and mobilization of stakeholders are key factors for a post-carbon strategy. **Indeed, aligning visions and coordinating endeavors calls for an ambitious and sustainable transformation towards a more robust neighborhood**



← Paris La Défense Can B program  
- Workshop with the second cohort

A HOST OF COOPERATION INITIATIVES to meet the needs of local players - [P. 70](#)

● Involve stakeholders in the district's future - [P. 73](#)

● Make Paris La Défense a crossroads of dialogue and ideas - [P. 75](#)

# A HOST OF COOPERATION INITIATIVES

TO MEET THE NEEDS OF LOCAL PLAYERS



## INTERVIEW

**Why has engaging stakeholders become a strategic mission for the implementation of the establishment's Raison d'être?**

"The Raison d'être was born in 2021 as a cross-cutting goal focused on reducing greenhouse gas emissions. The analysis of the district's carbon footprint was striking: barely 1% of emissions were generated by the establishment's direct activities. That insight made one thing clear: no transition is possible without the involvement of all players in the district. Stakeholder coordination thus stood out as a strategic factor when it comes to implementing the Raison d'être. Indeed, it became acknowledged as a fundamental mission for the establishment. And this cooperative approach is perfectly in line with the notion of a post-carbon business district."

**So the establishment can't define and carry out the transition by itself...**

"Exactly! Of course we do our part, but we're also here to make it clear that each participant is responsible for its own impact and that a transformation calls for concerted, collective action. There are other advantages to this model as well: rather than everyone keeping to his or her own lane, we can take a system-wide view. That saves time and money, cultivates creativity and makes it possible to replicate projects... By working together, we can do more, better and sometimes (although not always) faster!"



**KAREN CONRARD**  
CSR Manager - Paris La Défense  
(Stakeholder coordination)

**In concrete terms, how do you go about transforming a district together with stakeholders?**

"In my view, there are two channels that have to be pursued simultaneously: taking action at the local level, where leverage on all aspects of the transition is strongest, and prompting cooperation. The trick is mobilizing collective intelligence, moving forward hand in hand. Our role as Paris La Défense is not to implement the full transformation on our own. At the same time, we can't expect to put everyone on the same page. The role of Paris La Défense is to present a vision, bring the different players together and lay the foundation for success."





## ● ATELIER DES TERRITOIRES : harnessing the strength of collective action to reinvent La Défense

The first action plan for this new post-carbon strategic course included the organization of General Assemblies for Skyscraper Transformation. These events, held in 2022 and 2023, served to launch broad-based mobilization and raise awareness around the issue of renovating certain commercial buildings, as well as the advisability of transforming part of the real estate supply to accommodate new uses, thus averting obsolescence.

In 2025, this momentum continued with the Atelier des Territoires workshop. For almost a full year, more than 60 stakeholders worked together with the establishment to “repurpose” La Défense: central and local government representatives, real estate investors, economic and higher education players, as well as associations and local residents. Together, we roamed through the neighborhood, analyzed the scale of vacancies in office properties, compared viewpoints regarding local needs and thought of ways to reshape the business district without sacrificing its uniqueness as a leading economic hub.

Following this participatory initiative, we formulated the explicit ambition of transforming between 220,000 and 456,000 m<sup>2</sup> (2.4 and 4.9 million sq. ft.) of obsolete office space for other uses, thus making it more attractive and offering users greater quality of life. As such, these offices will gradually give way to nearly 3,000 student accommodations and 2,800 homes, as well as associated services and facilities. Moreover, by promoting transformation and renovation rather than demolition – a choice that takes advantage of pre-existing assets while intensifying use – this initiative contributes to reducing greenhouse gas emissions, adapting the building stock and enhancing harmonious coexistence thanks to spaces conducive to intermingling among different parts of the population.

This collective project epitomizes our will to unite Paris La Défense stakeholders around **a common goal: make real estate transformation a force for innovation, diversity and environmental action.**

## INVOLVE STAKEHOLDERS IN THE DISTRICT'S FUTURE

Securing the district's future starts with instituting open dialogue among all stakeholders to establish a shared vision. To transform the district and put forth concrete solutions for today's social and climate challenges, the establishment is focusing on **consultation, calls to action and collective intelligence.**

### ● ZOOM: A charter of commitment for a post-carbon business district

The [Post-Carbon Commitment Charter](#) is not a manifest, but rather a **call to collective action for a transition in the district.** Stakeholders – property owners, companies, retailers, local governments – are urged to take part and to make their cooperation known.

#### Concrete commitments to guide shared advances

The Charter sets out powerful ambitions structured around means- and results-based objectives: define a carbon trajectory compatible with the goal for local GHG emissions reduction, carry out training and awareness-raising initiatives, decarbonize uses (transportation, food, energy, materials), adapt to climate change, bolster solidarity, etc. Transparent indicators and a yearly review by a dedicated committee guarantee collective performance.

“Changing entrenched practices calls for concrete action, not just words. By working on the ground and showing what is possible, we facilitate full-scale implementation of projects in the district. The Charter of Commitment is a great example, one among many throughout La Défense.”



● NICOLAS BOULET  
Member of the Allianz France  
Executive Committee in charge of  
investments and sustainability  
– Allianz France

**Each signatory determines its own level of commitment in accordance with its strategy.**

That way, the Charter encourages innovation and experimentation while providing a venue for dialogue and experience-sharing.

“The scale effect unique to La Défense is a source of remarkable synergy: thanks to the sheer number of companies in the district, Paris La Défense can truly act as a facilitator, establishing links among local players. This both promotes collective engagement in the post-carbon approach and inspires innovative actions, a twofold benefit that is not always possible on the same scale in districts that don't feature the density of La Défense.” ● NICOLAS BOULET

At the end of 2025,  
**22 signatories** representing the  
business community

**13,000 employees on board**

**Training for 3,500 people**  
in climate and CSR issues



Sign the Post-Carbon  
Commitment Charter

## ● DEVELOPMENT BOARD:

a factory for local **dialogue**

The **establishment's Development Board** is where **dialogue among all stakeholders** takes tangible shape. This **advisory body**, made up of 34 members from three circles (investors and companies, users, experts) fosters dialogue and respectful debate.

*"It's so exciting to encounter players we never see and to talk about our blind spots."*



● ANTOINE MARET  
Open Innovation and ImpACT Lab  
Manager  
- Laboratoires Expanscience,  
a B Corp-certified company

**What's its role? To speak up for local diversity, understand needs and guide engagement and transformation in the district.** In addition to giving everyone insight into issues for the district and other stakeholders, this body serves as a forum to compare viewpoints. For example, investors want all bicyclists to ride on the pedestrian platform, while local residents, looking out for the comfort and safety of families in the district, point to the potential for conflicts between bikes and pedestrians. On topics like this, the Board offers the establishment enlightened and nuanced insight for decision-making.

In 2025, the Development Board met three times in plenary sessions and for three workshops focused on climate adaptation.

*"This approach echoes the methodology used at Expanscience, an in-depth discussion about the power of change based on questions: what could disrupt our roadmap for 2040? Where are our vulnerabilities? For instance, on the subject of water, it's essential to understand the strengths and weaknesses of the district's operations. And not only us, but all players; we systematically take a collective perspective."*

● ANTOINE MARET

*The Development Board demonstrates once again that **the district's most valuable asset is the diversity of players and their ability to work together.** As Antoine Maret put it: "here, the power of collective action is voiced locally, simply, in a spirit of authenticity and solidarity."*



## MAKE PARIS LA DÉFENSE A CROSSROADS OF DIALOGUE AND IDEAS

There is more to dialogue than consulting stakeholders on the future of the district: they need to have the chance to cooperate and turn words into actions. With this in mind, we create spaces where ideas can spread, be shared and lead to concrete change. By promoting dialogue and co-construction, **La Défense becomes a bustling intersection of initiatives where everyone can find a way to contribute.**

### ● ZOOM: PARIS LA DÉFENSE CAN B, a catalyst of actions and collaborations open to all district stakeholders

#### Cooperation as a driver of local transformation

Since 2023, the Paris La Défense Can B (PLD+B) program has exemplified our conviction that transforming Paris La Défense is a multi-player undertaking, driven forward by the commitment of an entire district and embodied in individual energies. Inspired by the B Corp community, the program takes the form of 10-member cohorts who meet in collective workshops to exchange best practices and shared challenges, draw inspiration from testimonials by B Corp-certified businesses and partake in a close-knit peer network. The PLD+B community already features 30 alumni representing local companies, schools, start-ups, hotels, management firms and institutions.

*"This program works because it engages individuals and organizations alike."*



● MATHILDE FERMAUT  
Head of Business Development  
– B Lab France



*"When we talk about a post-carbon society, there are any number of challenges that no one can solve on their own. The real question is the number of actors involved and how they work together. The Paris La Défense Raison d'être is so powerful because it sets a course with collective leadership. The key is to move past "one-on-one" relationships, which quickly become transactional. When stakeholders work together in a collective framework, the whole conversation changes: it becomes healthier and more effective, and we all move forward much faster."*



● LEONARDO MALDONADO  
Founder of Cities Can B and  
author of several books on  
"extreme collaboration"

### Concrete and inspiring synergies

Synergies have been developed over successive cohorts. These have taken the form of **local solidarity initiatives**; these include chairing the La Défense des Aliments association, donations of eyeglasses by Groupe Afflelou to the Secours Populaire Français, the provision of meeting rooms by Pullman for local associations, funding for two associations based in La Défense by the Fonds Médiaperformances, etc. They have also led to **operational exchanges between companies**: meetings between the technical teams of Icade and Pullman to explore an environmentally friendly cleaning solution, and the pooling of resources across cohorts (compliance tools, directories of solidarity subcontractors, etc.).

These collaborations show that beyond individual commitment, **the program fosters a collective dynamic that is practical, sustainable and firmly rooted in the local territory.**

*“The program pursues a twofold goal: structure corporate initiatives and create practical links among district players. This diversity is the true soul of the program: a company looking to recruit can connect with schools, a small business can become a supplier or source of inspiration for a multinational, unexpected collaborations can emerge. After three years, I clearly see the richness of the exchanges, and most importantly the enthusiasm of former participants who choose to come back. Anyone can participate, not just large companies, and that diversity is a remarkable achievement.”*

● MATHILDE FERMAUT

*“Conformity doesn’t promote change; real change happens when everyone has their own role to play. Cooperation doesn’t mean slowing down to find consensus, but unleashing the energy of key actors at the same time.”*

● LEONARDO MALDONADO

### Paris La Défense: a catalyst for action

**Paris La Défense acts as a facilitator** at every stage, **laying the foundation to transform ideas and collaborations into action.** We are moving forward, sometimes with baby steps, sometimes by leaps and bounds, but always with an eye to pushing back boundaries.



## ● DIALOGUE, COOPERATION, AUDACITY: the power of networks at Paris La Défense

By coordinating committed communities, La Défense provides stakeholders with a framework conducive to innovation and cooperation:

● **THE SD CSR EXPERTS CLUB** brings together sustainable development and HR managers of district companies for three annual events organized to hear from expert speakers, highlight local initiatives, and foster peer-to-peer exchanges, relationships and concrete collaborations!



● **THE PARIS LA DÉFENSE CAMPUS CLUB** unites more than 50 institutions of higher learning, creating a dynamic student community eager to disrupt entrenched habits and invent new services.

businesses, members of the higher education ecosystem, employees and students: [Check! By Campus Paris La Défense.](#)

A first concrete project inspired by the PLD + B Community and the PLD Campus Club is coming into focus: on April 7, 2026 Paris La Défense Arena will host an initial event centered on equal opportunities, for district

Designed as both a job fair and a forum for discovery, it will feature original formats and inspiring plenary sessions to thoroughly address young people’s concerns regarding career prospects.

*“IF A BUSINESS DISTRICT MAKES A COLLECTIVE DECISION TO CHANGE THE WORLD, IT CAN MOVE FASTER THAN ANY GOVERNMENT.”*

● LEONARDO MALDONADO

# ACKNOWLEDGMENTS

This report is part of a collective effort led by Paris La Défense. As a **project-centered territory**, the district brings together a wide range of stakeholders around a shared ambition: working toward a post-carbon future. As a **local public establishment**, developer and operator, it sits at the heart of a real estate value chain that includes partners, service providers and suppliers.

None of this would have been possible without the invaluable commitment and contributions of the stakeholders who took part in this process. Their expertise, feedback and diverse perspectives sharpened our analyses and helped forge a common vision equal to the transformation challenges we face. We would therefore like to express our sincere thanks to these partners for their openness to dialogue and for their commitment to transforming a district that belongs to all.

Our sincere thanks go to each of the contributors who agreed to contribute to this report through interviews and in-depth discussions:

## NICOLAS BOULET

Member of the Executive Committee in charge of investments and sustainability, Allianz France

## HENRI CHAPOUTHIER

Head of CSR Transitions and Environmental Solutions, Icade

## GÉRALD CHIROUZE

Managing Director for Services, Generia

## MURIEL CORDIER

CSR Director, Omnes Education

## MATHILDE FERMAUT

Head of Business Development, B Lab France

## MARION HISLAIRE

Head of Corporate Engagement, Fondation de France

## OLIVIA JARNY

Executive Director, FIBOIS Ile-de-France

## MICHAËL KICINSKI

Program Head, SOGEPROM

## ARIANE KOMORN

Founder, La Solive

## STEVEN LE GAL

Building Manager, Workstation (Hines, 2025 winner)

## MYRIAM LIS

CD92 MAD District Attachée, Activit'Y

## LEONARDO MALDONADO

Founder of Cities Can B and author of several books on "extreme collaboration"

## ANTOINE MARET

Open Innovation and ImpACT Lab Manager, Laboratoires Expanscience

## MATTHIAS NAVARRO

Co-founder and co-CEO, Redman (in charge of renovating Ariane Tower)

## CLÉMENCE RAMON

Deputy Head of commercial development programs, SOGEPROM

## CHRISTOPHE RODRIGUEZ

Directeur Managing Director, IFPEB & Deputy Managing Director, A4MT

## MICHÈLE SALVADORETTI

Managing Director, Q-Park France

## STÉPHANIE TALTASSE

Operations Manager, La Salle à Manger

Our thanks to the 270 employees of Paris La Défense that bring the Raison d'être to life every day, and a special thanks as well to the Green Team.

Our thanks to the Board of Directors for its support and active involvement in these efforts, as reflected in the establishment's strategic orientations.

Our thanks to Utopies for helping us articulate a Raison d'être that has proven, over time, to be truly transformative – now set in motion through our first action plan.

Our thanks as well to the many stakeholders engaged in cooperative frameworks, including the signatories of the Commitment Charter, as well as participants of CUBE, PLD + B, the Development Board and the Atelier des Territoires.

Finally, our thanks to all the suppliers, service providers and designers – essential partners of Paris La Défense in pursuing this ambitious goal: **to become the first post-carbon business district worldwide.**



Paris La Défense, March 2026 Paris La Défense, March 2026. Cover photo: Augustin Detienne. Photography credits: Nicolas Auzaine / Julia Brechler / Thierry Bliçq / Sabrina-Budon / Chainon-maquants / Karen Conrard / I.Ih45 pour Defacto / Designe Paysagiste / Augustin Detienne / Laure Gosselin / Agathe INGRAND / Adèle Juste / Peroline Millet / SCU Pyramide / Thomas Raïfoux / Pierrick Rolland / RSHP GOVIN SOREL / Benedite- Topuz / Wooddeum. Printed by Desbouis Gresi/ on paper originating from sustainably managed forests and responsibly sourced materials.



  
Discover  
the French version



PARIS  
LA  
DÉFENSE

**Paris La Défense**

Cœur Défense Tour B  
110 Esplanade du Général-de-Gaulle  
92 932 Paris La Défense

[parisladefense.com](http://parisladefense.com)



Paris La Défense



@Paris LaDefense



parisladefense



@ladefense.fr



@parisladefense