



Implenia

SUSTAINABLE ENGINEERING IN THE INDUSTRY

**GUEST LECTURE
IMPLENIA REAL ESTATE
DEVELOPMENT**

**Benoît Klein
10th december 2024
EPFL**

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2 Green Village project as a Use Case

3 Zero Carbon integration

4 Circular strategies

5 Water systems

6 Urban design, landscaping & Biodiversity

7 Mobility, waste management

8 Dialogue & Questions



Implenia

An architectural rendering of a modern, multi-story building with a glass and metal facade. The building is surrounded by a lush garden with various trees, including a large green tree and a tree with vibrant pink blossoms. A person is riding a blue bicycle in the foreground, and another person is standing on a paved walkway. The scene is set in a bright, sunny environment with a clear blue sky and some clouds.

**IMPLENIA
IN A NUTSHELL**

WE DESIGN AND BUILD WITH AND FOR PEOPLE



3'563

mio. CHF, CA 2022



138,9

mio. CHF, EBIT 2022



7'221

mio. CHF, order book

4 divisions



Real Estate



Buildings



**Civil
Engineering**



Specialties

1 integrated model

Integrated services throughout the value the value creation chain

4 strategic priorities

- Portfolio
- Profitable growth
- Innovation
- Talent and organisation



~ 9'000

FTE
May 2023

Culture based on

5 values

Excellence Collaboration Agility Integrity Sustainability





GREEN VILLAGE USE CASE OF SUSTAINABLE ENGINEERING





SUSTAINABLE ENGINEERING IN THE INDUSTRY - GUEST LECTURE - IMPLENIA REAL ESTATE

PROGRAMME AND DEVELOPMENT HISTORY



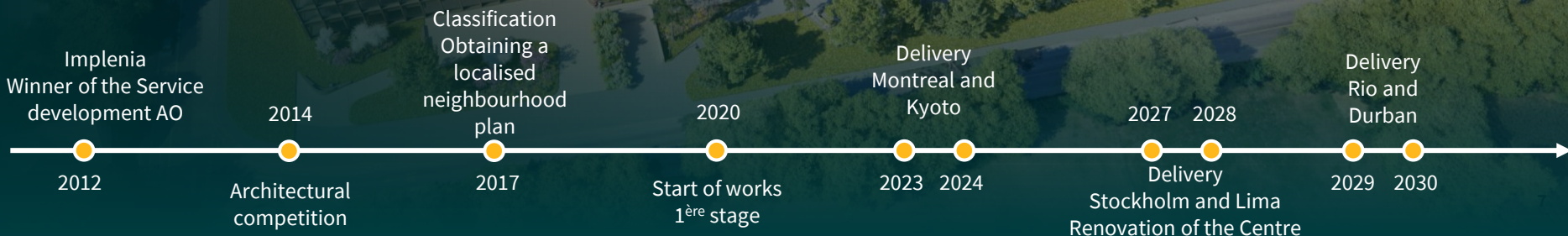
62,000 m² SBP



- 48 flats
- 1 hotel, 1 crèche, 1 cafeteria
- 1 school, 1 conference centre
- 1 chapel, several international missions









- 200 permanent residents
- 2,500 workplaces
- 1 neighbourhood activator
- 1 open landscaped park




GREEN VILLAGE USE CASE



Panel of measures from the Green Village Sustainability Action Plan (tri-party agreement)

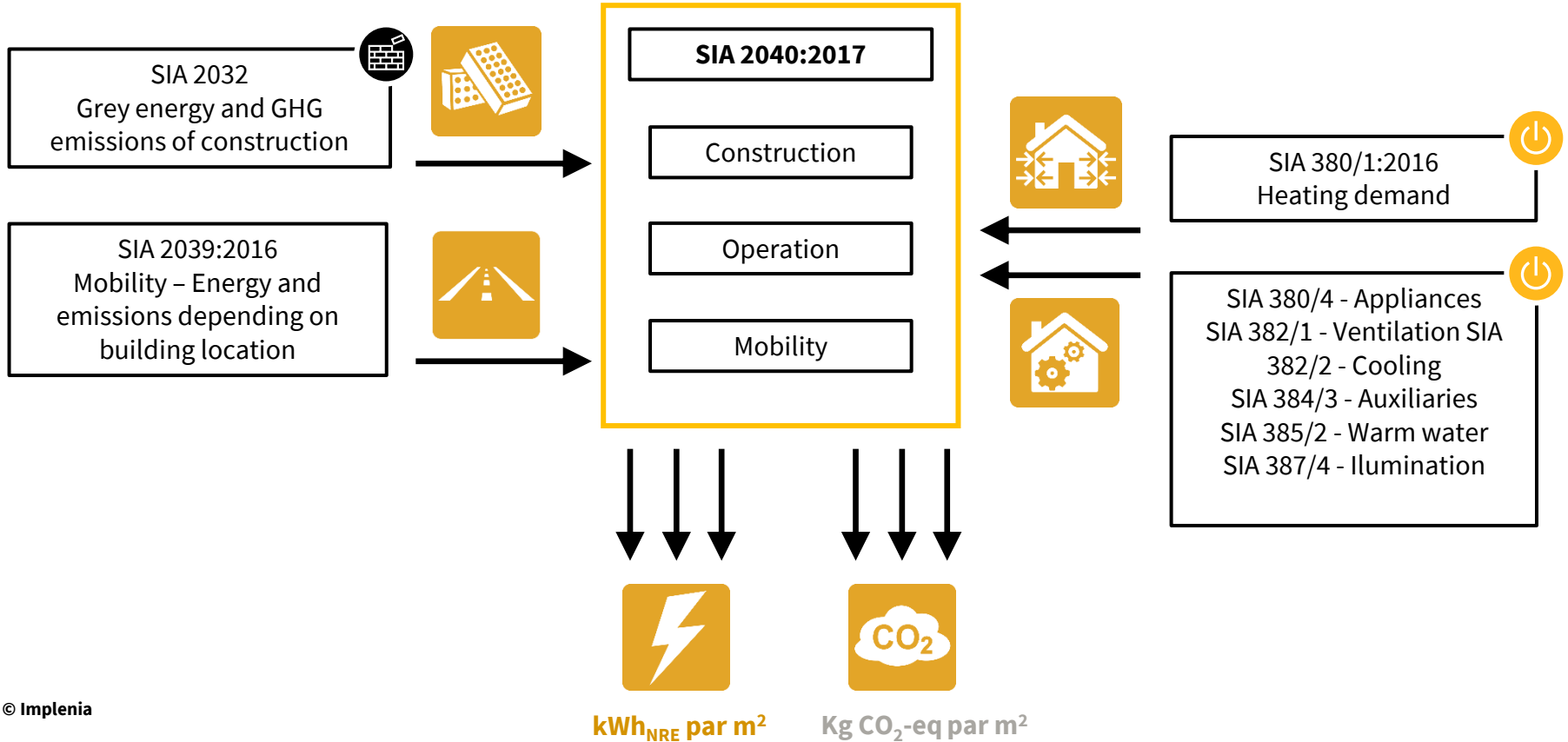
 Zero carbon energy	 Zero waste	 Travel and transport	 Materials and products	 Sustainable water	 Land and nature
MINIMISING THE GREY ENERGY OF CONSTRUCTION CHOICES (SPECIAL WORK, SPANS, SLABS, DISTRIBUTION, LIGHTENING, FILLING, ETC.).	LIMITING EXCAVATIONS AND PROMOTING OPEN LAND (MAXIMUM TARGET 1.2 M3 EXCAVATED PER M2 BUILT)	80% OF TIM CAR PARKS PRE-ELECTRIFIED (9 ELECTROMOBILITY CHARGING POINTS PLANNED FOR THE DRIVEWAY)	LOW-CARBON CEMENT FOR REINFORCED BUILDING CONSTRUCTION (STOCKHOLM)	RAINWATER RECOVERY CONCEPT FOR STORAGE AND REUSE FOR OUTDOOR WATERING	CREATION OF 5 REPLACEMENT ENVIRONMENTS TO PROMOTE BIODIVERSITY, IN COORDINATION WITH AN ECOLOGIST
ARCHITECTURAL CHARTER LIMITED QUANTITIES OF GLASS/ALUMINIUM IN FACADES	REUSE OF PRODUCTS FROM THE IN SITU DECONSTRUCTION INVENTORY	EASY ACCESS TO INDOOR AND OUTDOOR CYCLE PARKING (INCLUDING CARGO BIKES)	USE OF NATURAL, LOCALLY-SOURCED MATERIALS, TIMBER FRAMING FOR LIMA	95% OPEN-AIR RAINWATER MANAGEMENT.	20% OF THE SURFACE AREA OF THE PLOT RESERVED EXCLUSIVELY FOR BIODIVERSITY
ZERO-CARBON SOURCE OF HEAT, COOLING AND HOT WATER PRODUCTION BY CONNECTING GROUNDWATER TO HEAT PUMPS	GOOD INTEGRATION OF 'ECO-POINTS' TO FACILITATE USE AND LOGISTICS	MAXIMUM 40% OF USERS USING MOTORISED MEANS OF TRANSPORT	INSTALLATION OF MISAPOR TO DRAIN THE LAND	REDUCING THE NUMBER OF IMPERVIOUS ROAD SURFACES (SURFACE PLANTED PARKING, FIRE ACCESS IN A MIX OF EARTH AND STONE)	PROTECTING BIRDS ON FAÇADES , SWIFT NEST BOXES DEDICATED SPACE FOR AN ORCHARD
LOW-INTENSITY EXTERIOR LIGHTING (BIODIVERSITY) WITH TIMER OR DETECTOR.	REUSE OF EXCAVATED MATERIALS TO RESHAPE THE LAND	FACILITIES TO FACILITATE URBAN LOGISTICS (AUTOMATIC PARCEL DISPENSER, DEDICATED SPACE FOR DELIVERIES, REMOVALS)	PRIORITY RECYCLING OF EXCAVATED MATERIAL	70% OF THE NEIGHBOURHOOD PERIMETER IS PERMEABLE	AT LEAST 45% OF THE PLOT TO BE PLANTED IN OPEN GROUND



**IMPLEMENTATION
OF
DECARBONIZATION
STRATEGIES**

«The fact that CO₂ is transparent and odourless is the greatest tragedy for humankind.»
Sobek 2020

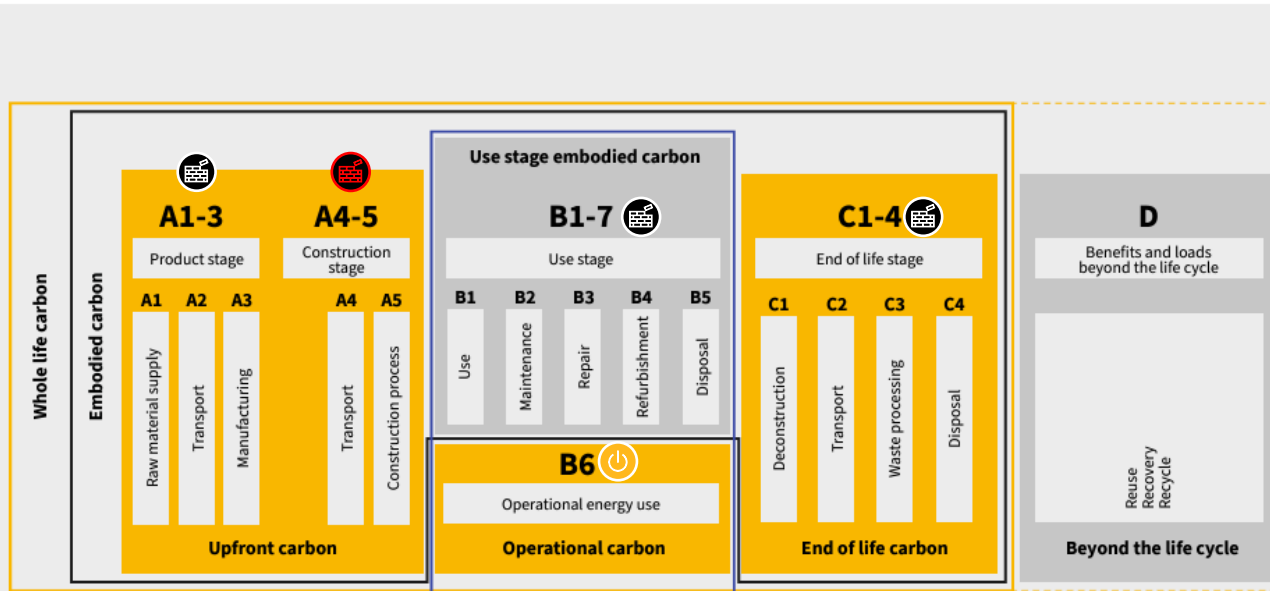
USING EXISTING NORMS TO EVALUATE FOOTPRINT : SIA 2040



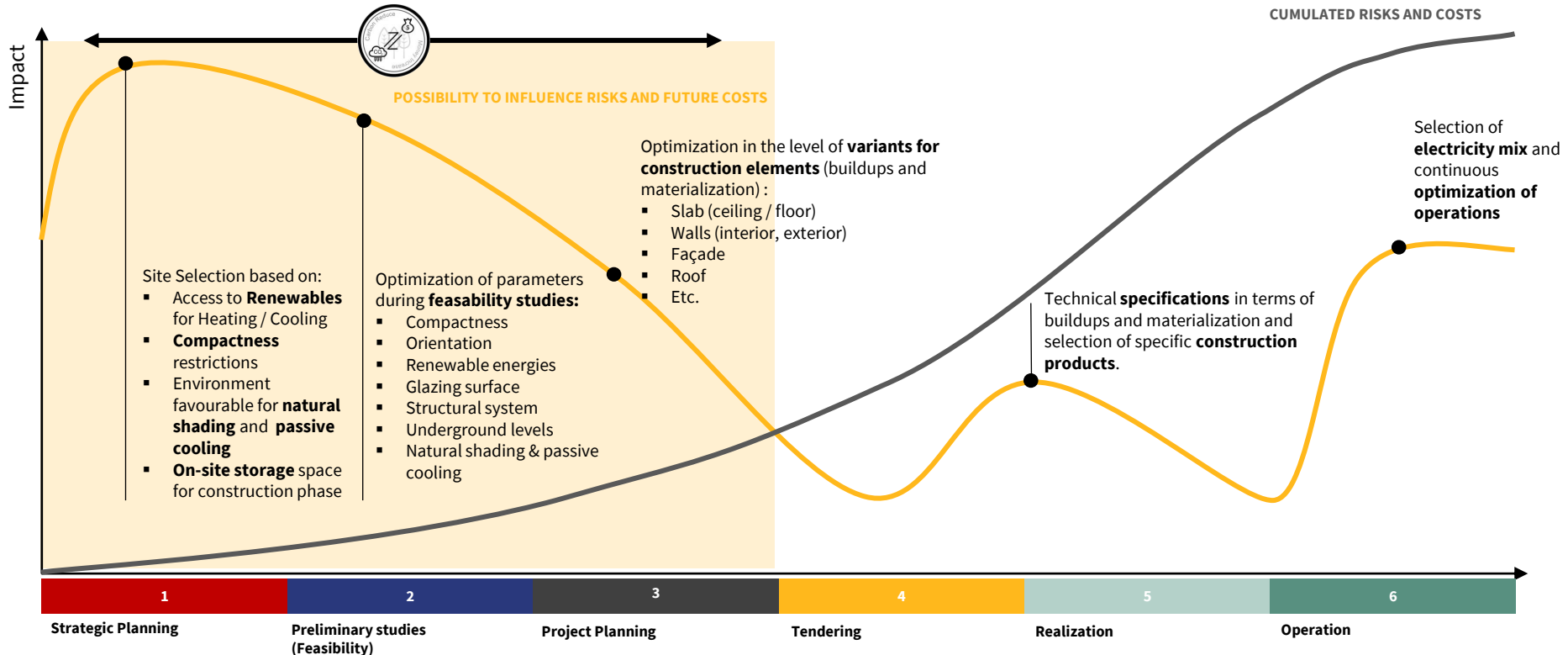
LIFE CYCLE PHASES OF A BUILDING

Decarbonising a building requires a perspective that considers the entire life cycle of that building. Starting with site selection, through the development and construction phase, to the operation and end-of-life of a building, all decisions and actions should be assessed for their overall im-

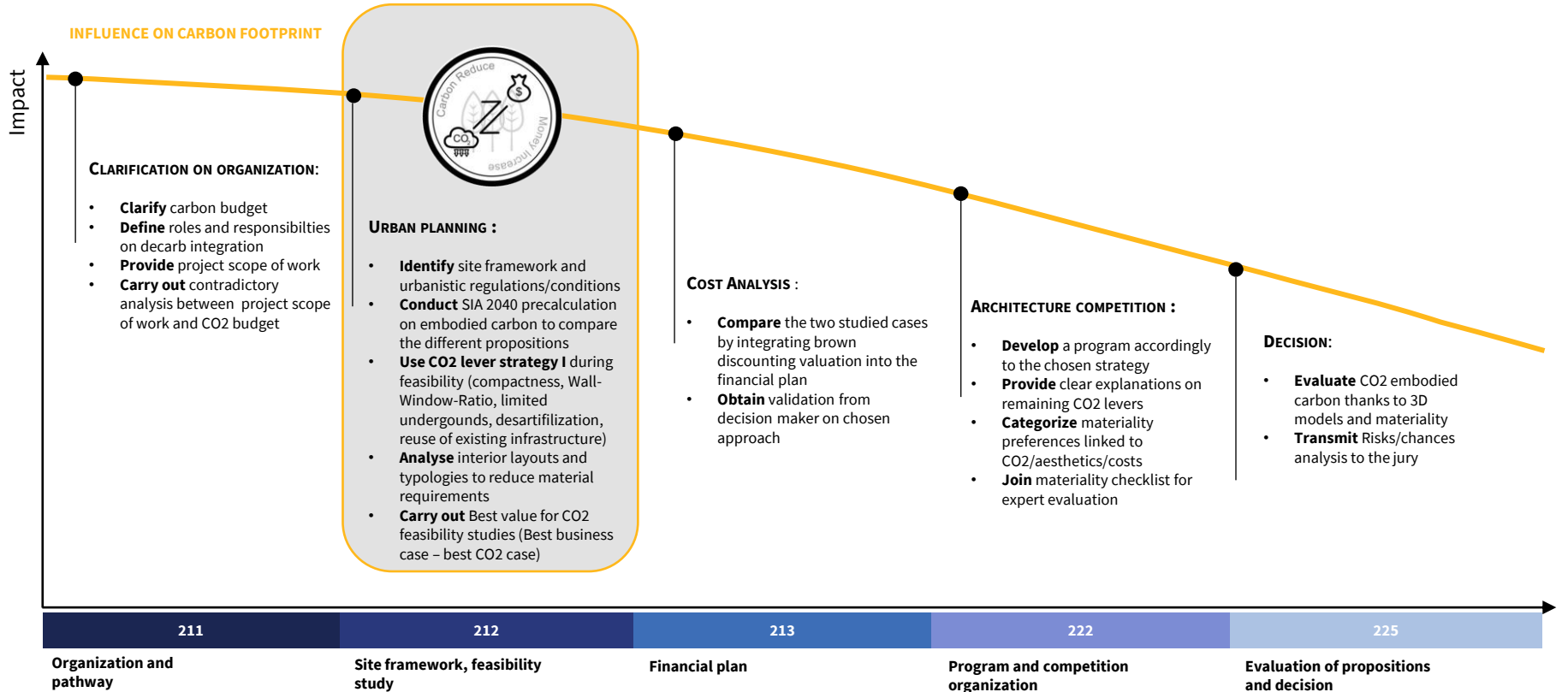
pact. The European EN 15978 standard, to which this study refers, presents a framework for a building’s life cycle phases that can be used when analysing its environmental performance in a Life Cycle Assessment (LCA) (Figure 4).



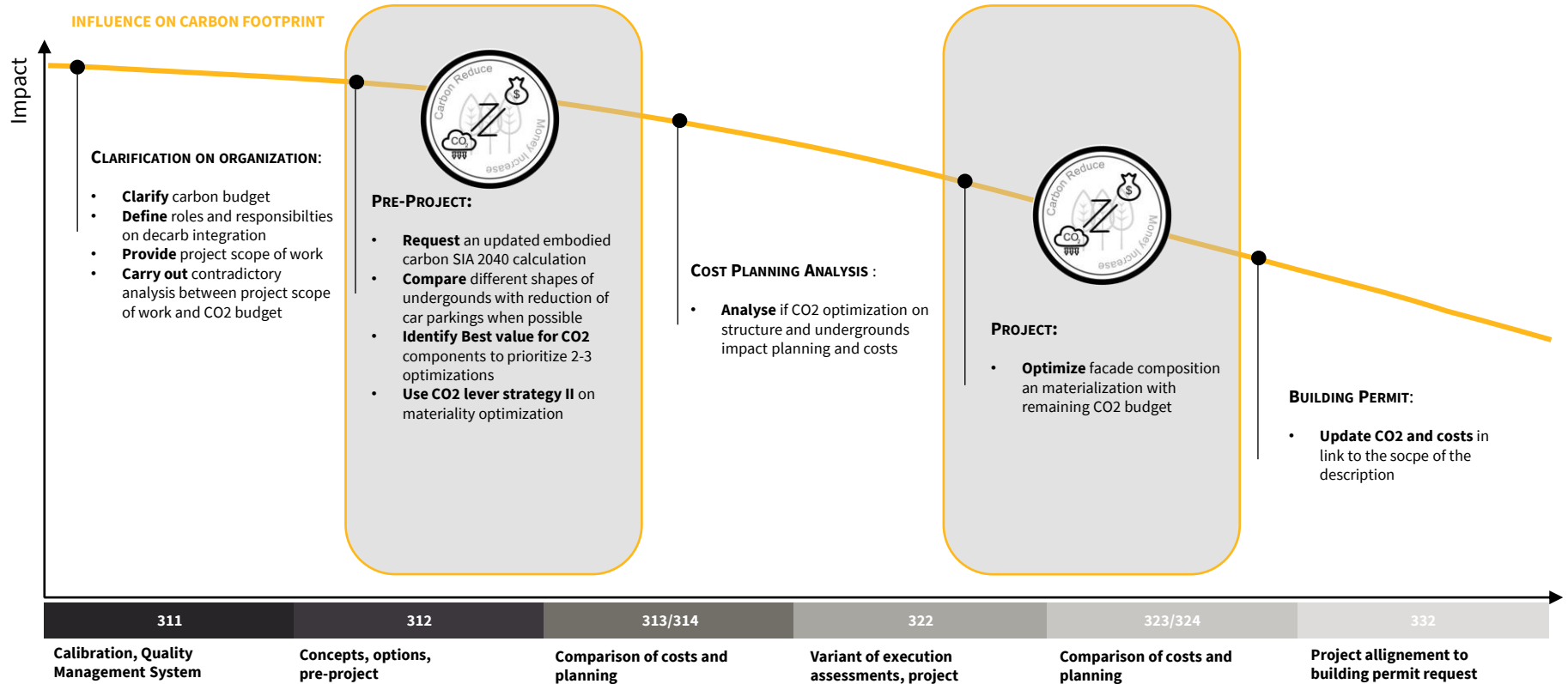
IMPACT CHRONOLOGY OF STRATEGIES AND LEVERS



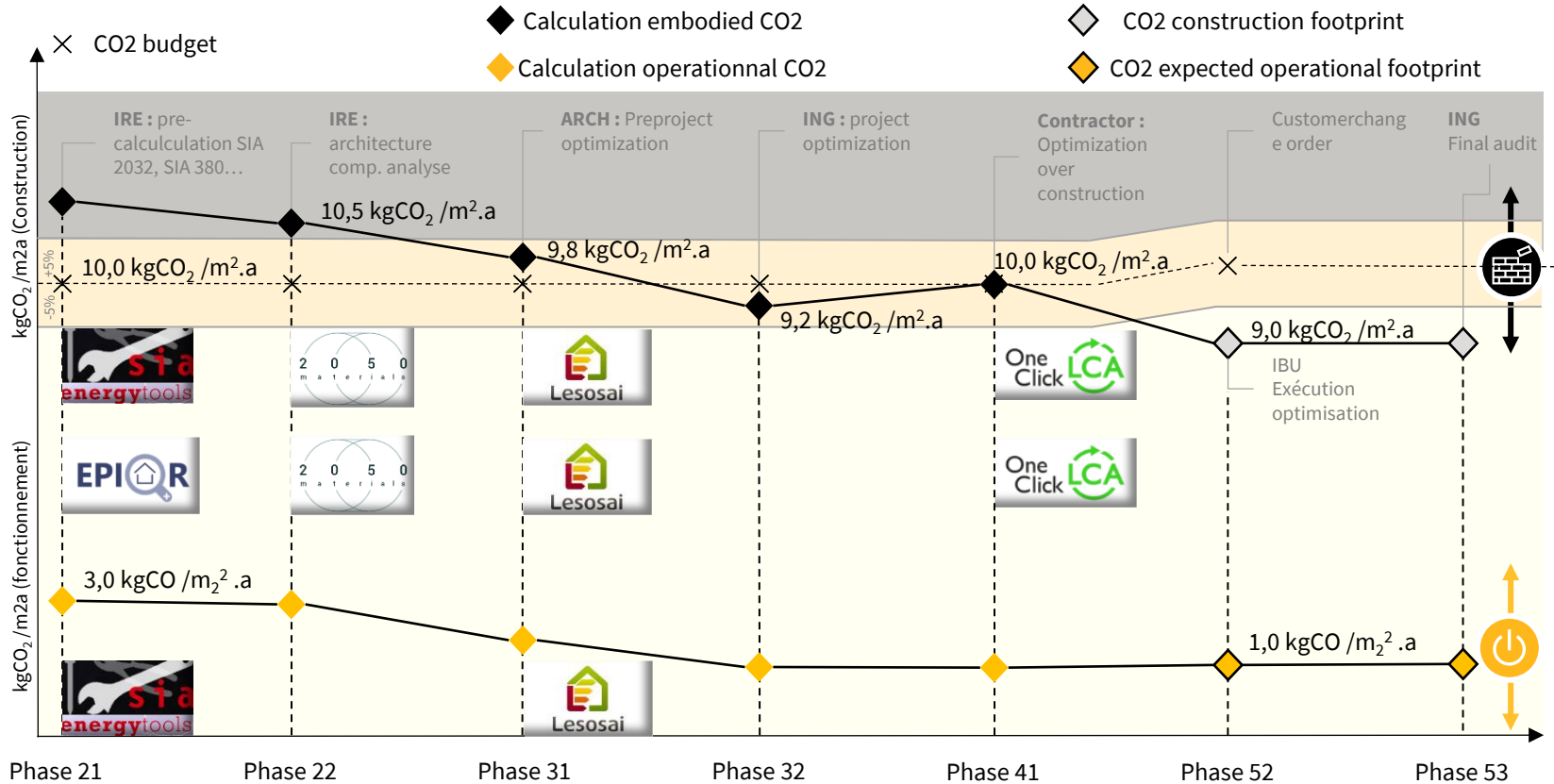
BEST VALUE FOR DECARBONIZATION



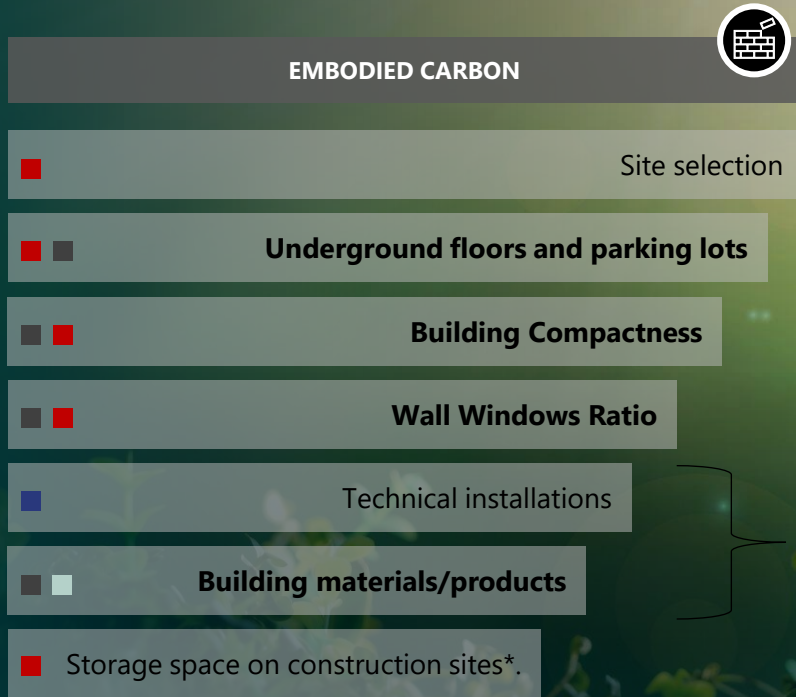
BEST VALUE FOR DECARBONIZATION



CARBON BUDGETS AND FOLLOW UP TOOLS



LEVERS AND STRATEGIES BY MEANS OF EMBODIED CARBON



STRATEGY I
Optimization **Quantities**
in phase SIA 2 (WIN-WIN)



STRATEGY II
Optimization **Materiality**
in phase SIA 3

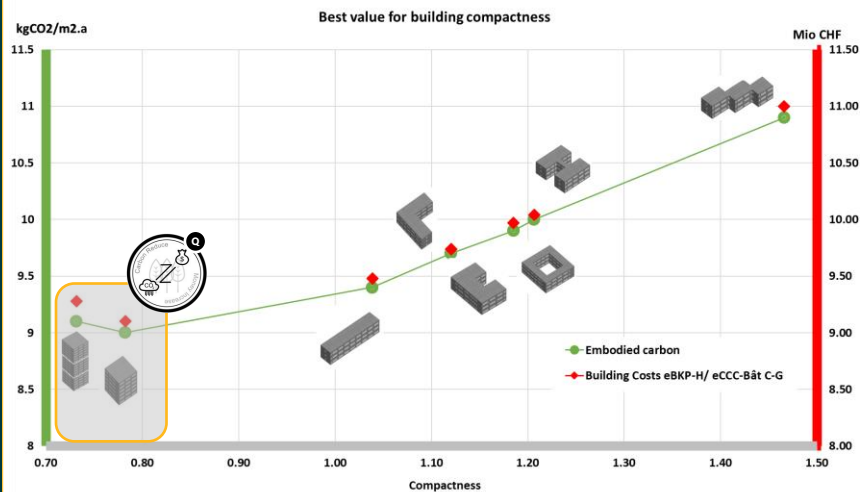
- Urban planning (SIA 1/2)
- Strategic feasibility (SIA 2/3)
- Planning (SIA 2/3)
- Realization (SIA 3/4)

*For the reuse of excavated material and existing elements or materials.

SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLENIA REAL ESTATE

STRATEGY I : PARAMETRIC DESIGN

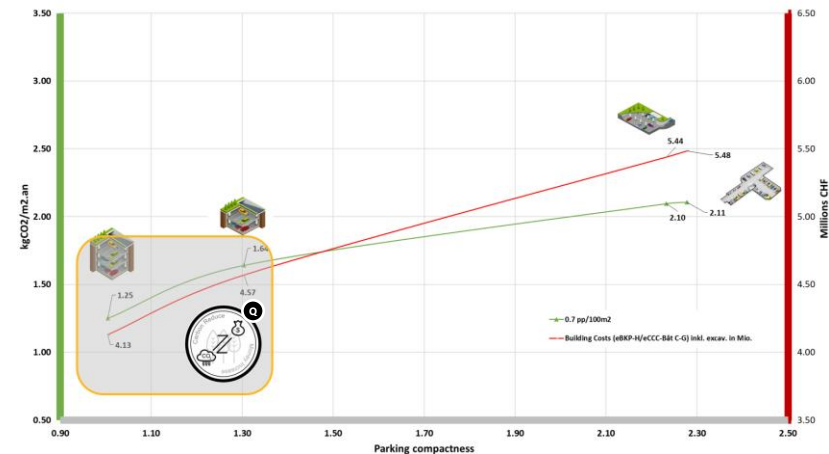
BUILDING GEOMETRY



- There is a **clear theoretical correlation** of CO2 and costs as a function of compactness, with an optimum around 0.8
- **In Praxis**, compactness is also studied in correlation to zoning plan
- **Take away:** KPI to include in dashboards to steer best value for CO2 efficiency of building geometry

UNDERGROUND GEOMETRY

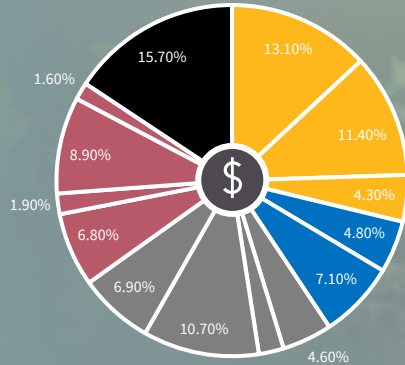
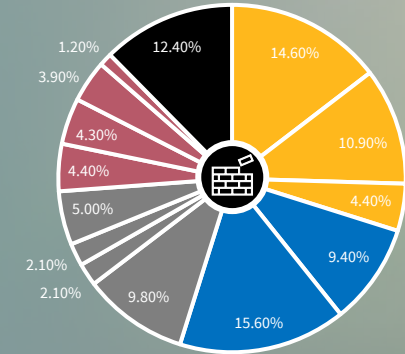
Embodied CO2 and Construction Costs compared to Parking Compactness



- **In theory**, underground compactness optimum is found below 1.3, above this factor there is no longer «win-win» as far as cost and CO2
- **In Praxis**, # levels, geometry design vs geotechnical, usage & accessibility
- **Take away:** KPI to use as a guidance to steer best value for CO2 efficiency of undergrounds

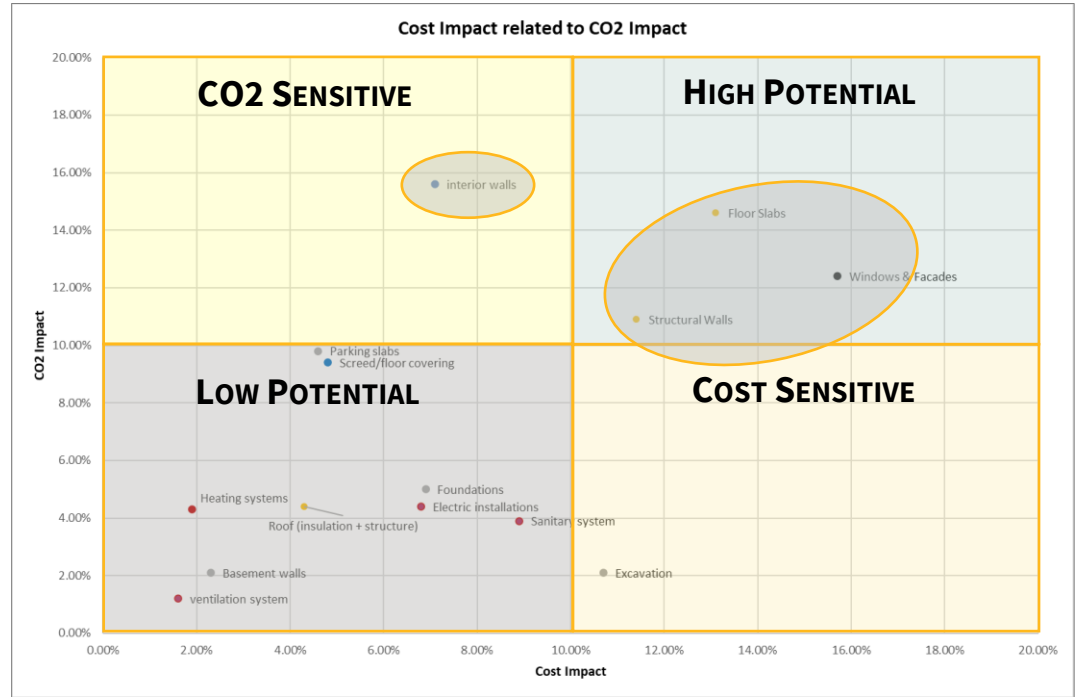
BEST VALUE FOR CO2 STRATEGIES – DEPENDENCY ANALYSIS

BREAKDOWN OF CO2 AND COSTS PER ELEMENT



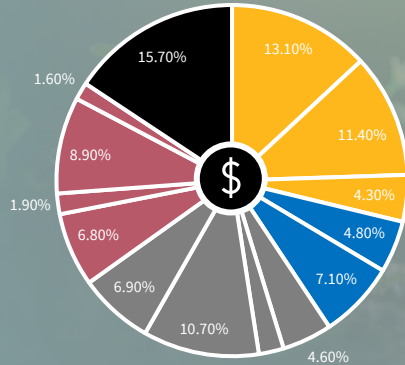
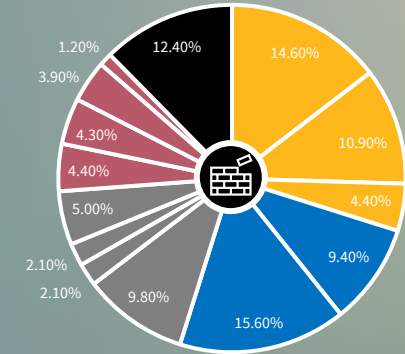
Superstructure Interior fittings Infrastructure Installations Facade

METHODOLOGY TO IDENTIFY FOCUS PRIORITIES



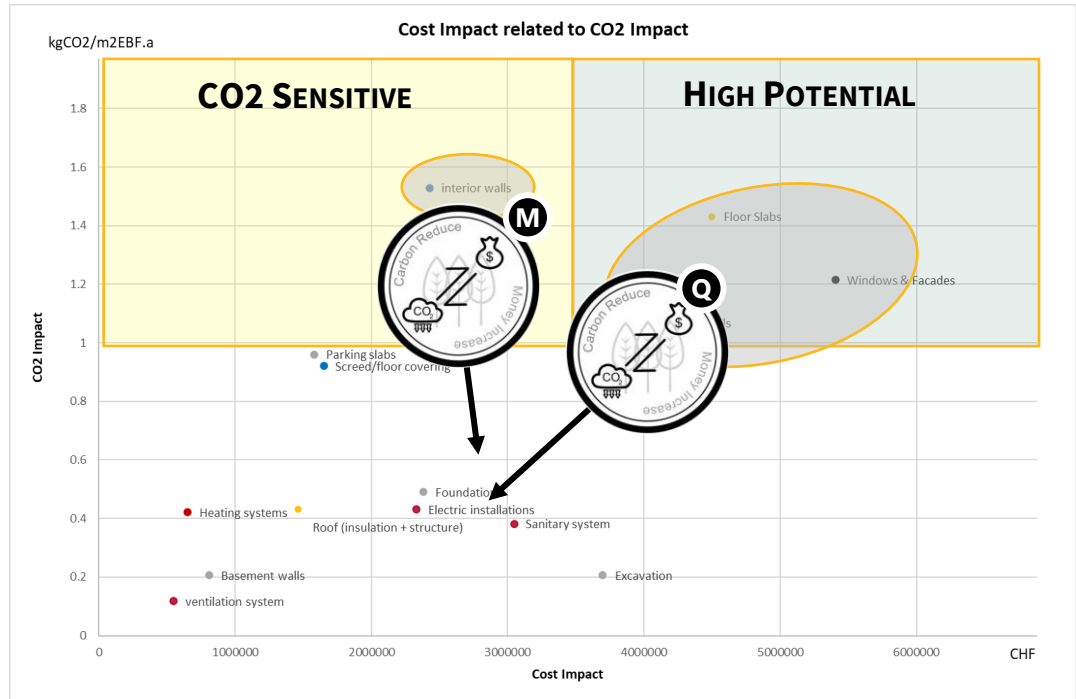
BEST VALUE FOR CO2 STRATEGIES – DEPENDENCY ANALYSIS

BREAKDOWN OF COSTS AND CO2 PER ELEMENT



Superstructure Interior fittings Infrastructure Installations Facade

IDENTIFICATION OF APPLIED STRATEGIES



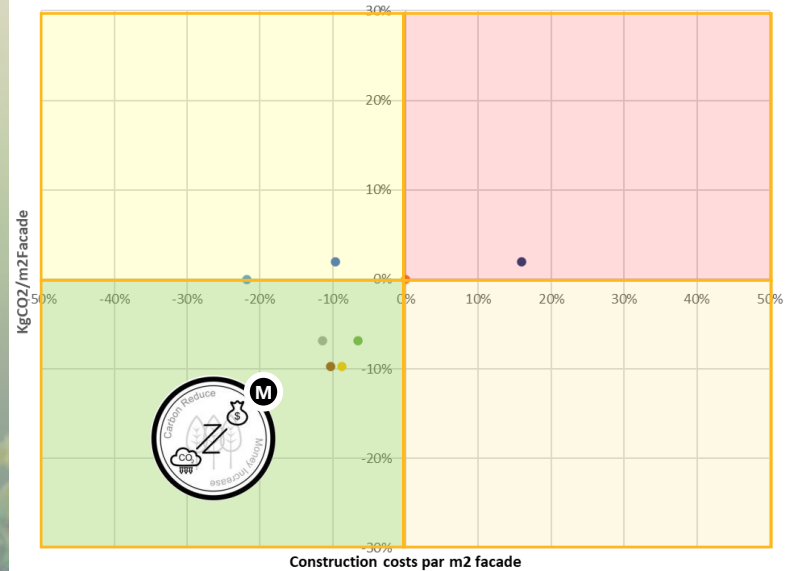
STRATEGY II : OPTIMIZATION BY COMPONENTS

FACADE COMPOSITION



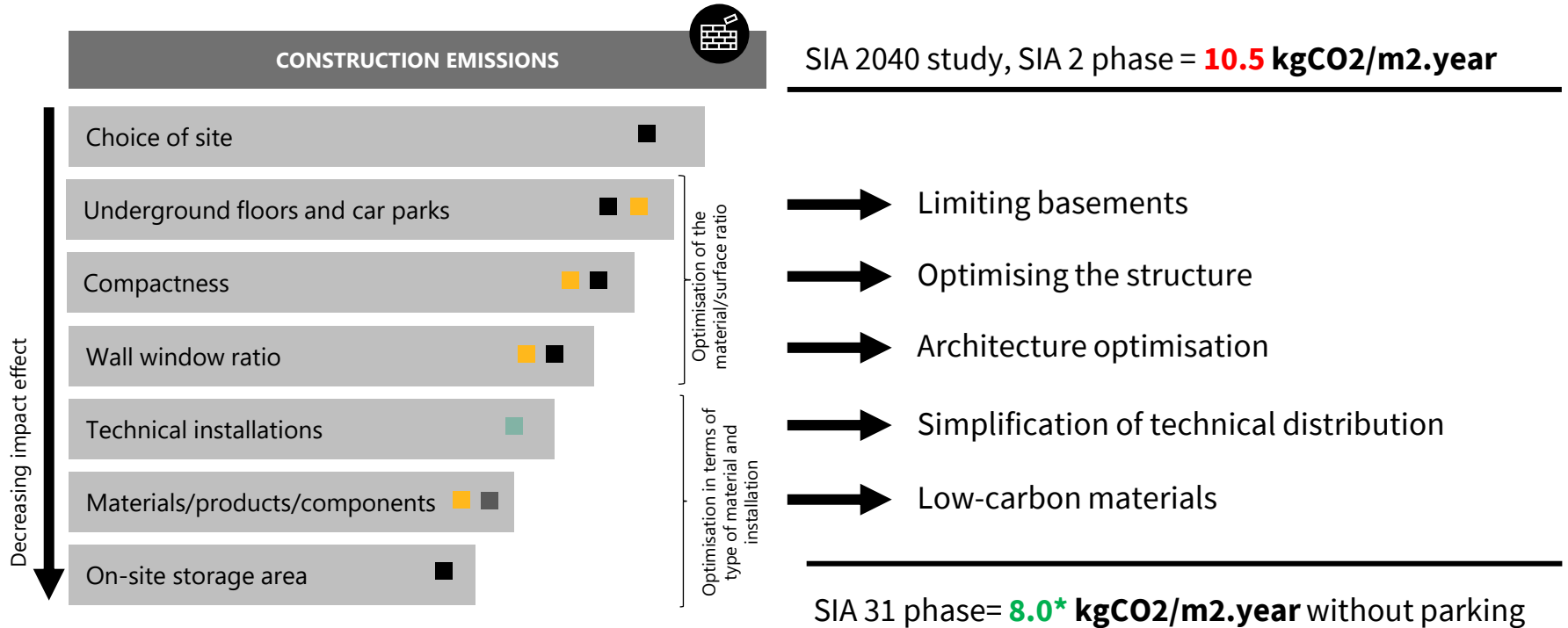
BEST VALUE FOR CO2 COMPARISON

Facade materiality - Construction costs and Embodied CO2



- Aluminium unitised Curtain wall, GRC Cladding - DGU
- Aluminium stick Curtain Wall, Aluminium Cladding - DGU
- Steel stick Curtain Wall, Aluminium Cladding - DGU
- Timber stick Curtain Wall, Aluminium Cladding - DGU
- Precast Concrete System - DGU
- Aluminium Rainscreen, Steel Frame System - DGU
- Handset Stone, Steel Frame System - DGU
- Handset Brick, Steel Frame System - DGU

OPTIMIZATION OF EMBODIED CARBON



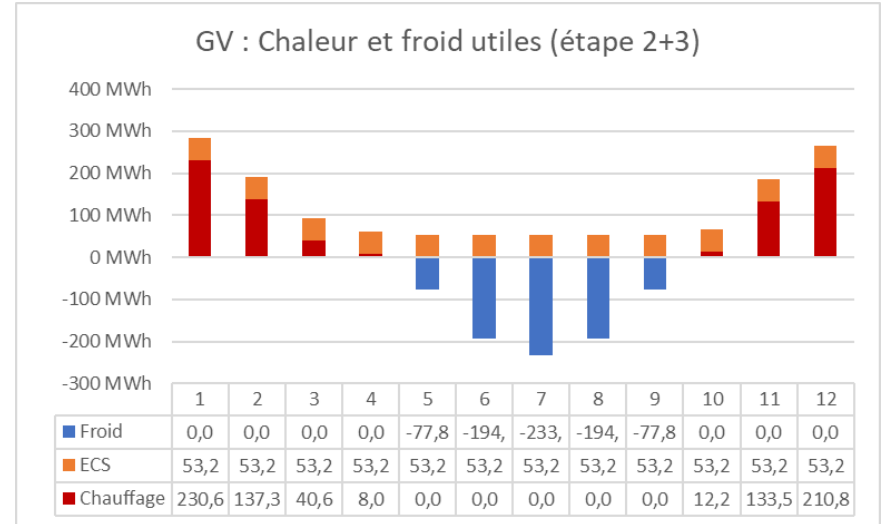
An aerial photograph of a modern university campus. Several multi-story buildings with glass facades and wooden frames are visible. The roofs of these buildings are covered with solar panels. In the center, there is a courtyard with trees, a small pond, and a paved walkway. A car is parked on the street in the foreground. The background shows more buildings and greenery.

**ZERO
OPERATIONNAL
CARBON PLANNING**

HYPOTHESES THERMAL REQUIREMENTS

According to Concept Energétique Territorial - Green Village 2023

- Heat for **heating (773,000 kWh/year)**
 - Project values for buildings under construction
 - 70% Qhli of SIA 380/1 2016
 - 40% of heating can be interrupted for DHW production
- Heat for **DHW (638,000 kWh/year)**
 - Based on SIA 380/1 2016
 - Weinmann assessment for hotel building G (Rio)
- **Cooling (512,000 kWh/year)**
 - Administrative areas: in accordance with the STD for administrative building E (Kyoto)
 - Hotel building G (Rio), commercial, catering and assembly areas: CT 2024 2021



Annex to the call for tenders . XLS file of monthly consumption data by building

STRATEGIES FOR LOW-CARBON THERMAL SUPPLY



Strategies validated by the OCEN following the coordination meeting on 08.12.2022

Strategy 1: groundwater and GeniLac network, direct for cooling and coupled with pumps for heat production, photovoltaic solar energy via Microgrid Group E

Strategy 2: connection to the GeniLac network, directly for cooling and coupled with heat pumps for heat production, photovoltaic solar energy via Microgrid Group E

Strategy 3: groundwater, direct for cooling and coupled with heat pumps for part of the heat production, GeniTerre for the rest of the production, photovoltaic solar power via Microgrid Group E

NB1: All strategies must meet the legal requirements and the increased requirements of the client (100% renewable thermal supply).

NB2: The developer would like decentralised production to take place in the technical basements of each building. There are no plans for additional buildings or shared areas in the car parks or on the roof for the thermal contractor.

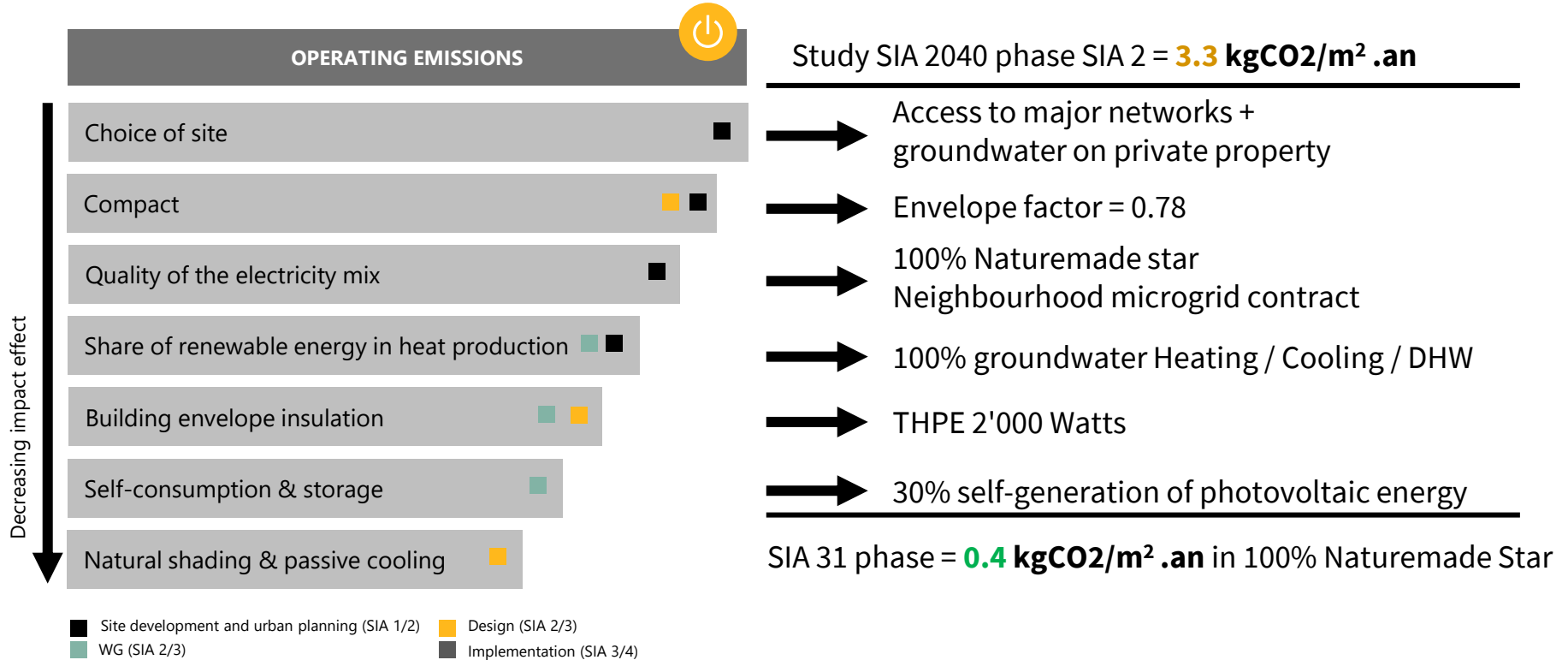
RESPONSES FROM THERMAL OPERATORS MARCH 2023



SRE (41,469 m ²)	Operator A			Operator B	Operator C	
Proposed variant Appro	V1	V2	V3	Did not wish to respond to variants 1 and 3, no contact with SIG on variant 2	XXXX	
Compliance with carbon and AO targets	Legal?	Legal?	Compliant	/	Decentralised Compliant	Centralised Non-compliant
Presta. limits equivalent	Wells, connections, networks, heat pumps and electricity consumption, heat exchangers			/	Connections, networks to buildings, exchangers	Connection, networks to main power station, exchangers
Annual heating costs (CHF/m ²) quotation dated 06.03.23	14,3	21,1	13,9	/	22,4	19,1
Additional services included	DHW charging and storage, distribution group			/	/	/
Delta proprietary investment		/		/	+ 700 kCHF	+ 1,000 kCHF
Annual heating costs (CHF/m ²) offer dated 16.03.23	16,1	22,6	15,5	/	22,4	19,1

SUSTAINABLE ENGINEERING IN THE INDUSTRY - GUEST LECTURE - IMPLENIA REAL ESTATE

OPTIMIZING THE CARBON EMITTED BY OPERATIONS





**DECONSTRUCTION
PLANNING**

**CIRCULAR
STRATEGIES**

SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLENIA REAL ESTATE

IMPLEMENTATION PATHWAY



Legitimacy and Vision
Sustainability Action
OPL SEED KPIs

1

Sept 2019

Labels audit
Recommendations for
decarbonization / Reuse

2

May 2021

**Search reemployment
consultant**
Invitation to tender
and contract

3

July 2022

Inventory
Materials diagnostics
Draft strategy

4

Oct 2022

Request/Instruction
Demolition permits

Deconstruction Task Force
Tender drafting
Diagnosis of pollutants

Strategy definition
Planning dialogue
Reuse objectives

Deconstruction tender
Site visit and Q&A
Clarification sessions

8

Dec-March 2024

7

Oct-March 2024

6

June 2023

5

Apr 2023

Comparative analysis
Costs,
Methods, Variants

Scenario analysis
Budget/planning impact
Feasibility/logistics

Recommended scenario
Quantity, price, availability
Reuse materials

Inventory online

9

Feb 2024

10

March 2024

11

April 2024

12

May 2024

SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLENIA REAL ESTATE INVENTORY PHASE – DIAGNOSIS OF EXISTING ELEMENTS



Implenia Suisse SA
M. Rastello, M. Klein
Chemin de l'Echo 1
1213 Onex

Propriétaire : Centre œcuménique des églises (COE)

Bâtiment : Ailes du bâtiment A
Route de Ferney 150, Grand-Saconnex
N° cadastral : Bât. 395 sur parcelles 2448-2449-2450-2451-2455

Inventaire de réemploi/réutilisation : Diagnostic et stratégie



Responsable : Jenny Rey

Route de Renens 4 Rue des Cèdres 12
CH-1008 Prilly CH-1203 Genève
00 41 21 624 64 94 00 41 22 345 13 30

www.lebird.ch

Éléments de planning (intentionnels) :

Diagnostic polluants : printemps 2023
Dépôt autorisation de démolition ailes : mai 2023
Travaux de démolition des ailes : mi-2024
Possibilité de stockage sur site (à confirmer) : 2024-2025
Travaux rénovation bâtiment A : 2025-2026
Travaux de construction bâtiment B et D : fin 2024 - 2026
Aménagements extérieurs : 2025-2026

le Bird
Bureau d'ingénieurs en ressources
& construction durable

Identification du rapport :
Diagnostic_reemploi_GV_baTA_vf_20230306
Version finale pour diffusion
Nombre de pages : 59
Date d'émission du rapport :
6 mars 2023

2. Liste des éléments réutilisables

Le réemploi ou la réutilisation de matériaux de construction permet l'économie de matériaux neufs et évite des frais d'élimination (transport et traitement des déchets). Dans le cadre de la solution C-BAT, ces avantages sont mis en évidence par le calcul d'un poste équivalent CO2 par unité de matériaux selon méthode de calcul de la base de données INIES. Pour les coûts d'élimination, les coûts sont calculés selon prix moyen au m³ de transport et traitement des déchets évacués via les déchèteries de chantier gérées par Bird en 2021-2022.

N°	Description	cCBat	Matériau (rec21_INIES)	Unité f.	Quantité	kg CO2 eq.	Total kg CO2 eq.	m3 non fonctionnel	Coûts d'élimination enedis (CTCF)
LRD-2208-0001	Murs en béton armé (abri, pignons)	E.02	Voiles en béton armé (ép. 20-40cm)	par m2	2800	1 095-02	3 055-05	840	63000
LRD-2208-0002	Dalles en béton prétre (labris, balcons, radiers)	C.04	Béton béton armé pour dalle (ép. 30-40cm)	par m2	5800	2 365-01	1 375-05	2030	152250
LRD-2208-0003	Dalles à casson (luxe, Rhône, Lac)	C.04	Béton béton armé pour dalle (ép. 35cm sans lit pierre)	par m2	8000	2 265-01	5 815-05	1600	120000
LRD-2208-0004	Panneaux de façade métallique	E.02	Barilage en acier	par m2	700	4 295-01	3 005-04	14	0
LRD-2208-0005	Panneaux de façade métallique	E.02	Barilage en acier	par m2	255	4 295-01	1 095-04	5	0
LRD-2208-0006	Panneaux de façade métallique	E.02	Barilage en acier	par m2	205	4 295-01	4 295-01	5	0
LRD-2208-0007	Éléments de façade en béton préfabriqué	E.03	Barilage en béton	par m2	236	2 055-02	4 845-04	20	2000
LRD-2208-0008	Éléments de façade en béton préfabriqué	E.04	Barilage en béton	par m2	90	2 055-02	1 855-04	8	800
LRD-2208-0009	Escalier de secours en béton	E.05	Escalier droit en béton armé	par ml	50	7 715-02	3 865-04	18	2700
LRD-2208-0010	Escalier de secours - structure métallique	E.05	Escalier droit en acier	par ml	50	7 625-02	3 815-04	6	0
LRD-2208-0011	Porte de garage	E.08	Porte de garage en acier massive	par m2	16	3 605-02	3 785-03	2	120
LRD-2208-0012	Châssis portes coupe-feu E10	E.05	Porte acier	par m2	35	1 165-02	4 065-03	2	120
LRD-2208-0013	Portes abris anti-atomes	G.01	Porte blindée béton acier	par m2	25	1 095-02	2 735-03	4	460
LRD-2208-0014	Portes métalliques simples	G.01	Porte acier	par m2	3	1 165-02	3 485-02	1	60
LRD-2208-0015	Portes E10	G.01	Porte en bois	par m2	20	9 845-01	1 975-03	1	60

N°	Description	cCBat	Matériau (rec21_INIES)	Unité f.	Quantité	kg CO2 eq.	Total kg CO2 eq.	m3 non fonctionnel	Coûts d'élimination enedis (CTCF)
LRD-2208-0016	Portes en bois	G.01	Porte en bois	par m2	3000	9 845-01	9 845-04	50	3600
LRD-2208-0017	Portes en bois	G.01	Porte en bois (aggloméré)	par m2	250	9 845-01	2 465-04	15	780
LRD-2208-0018	Portes vitrées E10	G.01	Portes vitrées isolantes acier	par m2	225	1 215-02	2 735-04	18	3600
LRD-2208-0019	Portes vitrées E10	G.01	Portes vitrées isolantes acier	par m2	49	1 215-02	7 875-03	5	2000
LRD-2208-0020	Escalier en béton préfabriqué	E.05	Escalier droit en béton armé	par ml	105	7 715-02	7 715-04	21	2100
LRD-2208-0021	Escalier en béton préfabriqué	G.05	Escalier droit en béton armé	par ml	105	7 715-02	8 105-04	23	2300
LRD-2208-0022	Chemins de câbles métalliques	G.05	Chemins de câbles dalle acier	par ml	100	5 345-01	5 345-03	2	0
LRD-2208-0023	Faux plafond métallique	G.04	Plafond suspendu en métal avec suspente métallique	par m2	2000	3 415-01	6 825-04	80	0
LRD-2208-0024	Faux plafond perforé	G.04	Plafond suspendu en plâtre	par m2	400	1 475-01	5 885-05	12	2880
LRD-2208-0025	Panais vitrés	G.01	Cloison démontable en profils aluminium à remplissage bloc optique	par m2	35	1 215-02	4 245-03	3	600
LRD-2208-0026	Luminaires	G.05	Plafonniers, suspension intérieur linéaire pour éclairage tertiaire ou industriel	par él.	30	1 195-02	3 575-03	1	60
LRD-2208-0027	Luminaires	G.05	Plafonniers, suspension intérieur linéaire pour éclairage tertiaire ou industriel	par él.	250	1 195-02	2 985-04	5	300
LRD-2208-0028	Luminaires	G.05	Plafonniers, suspension intérieur linéaire pour éclairage tertiaire ou industriel	par él.	1000	1 195-02	1 195-05	20	1200
LRD-2208-0029	Luminaires	G.05	Encastrés intérieurs non linéaires pour éclairage tertiaire	par él.	9	1 335-02	1 205-03	1	60
LRD-2208-0030	Luminaires	G.05	Encastrés intérieurs linéaires pour éclairage tertiaire	par él.	40	1 515-02	6 045-03	1	60
LRD-2208-0031	Signétique protection incendie	G.05	Alarme	par él.	200	3 375-00	1 195-03	1	60
LRD-2208-0032	Baignoires	G.05	Baignoire à eau chaude enroulée	par él.	580	1 765-00	1 035-05	43	0
LRD-2208-0033	Santaires (WC+vaabois)	G.05	Céramique	par él.	88	8 115-02	5 995-04	7	1400
LRD-2208-0034	Santaires (WC+vaabois)	G.05	Céramique	par él.	26	4 475-02	1 165-04	2	600
LRD-2208-0035	Ventouses motorisées	E.08	Ventrière	par m2	12	6 145-02	7 375-03	1	200
LRD-2208-0036	Gravier	F.01	Gravier	par m3	110	3 055-01	3 365-03	110	11000

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SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLENIA REAL ESTATE

INITIAL INVENTORY – CATALOG OF ELEMENTS

LBD-2209-0001 Murs en béton armés (abris, porteurs)			
			
Localisation	Abris anti-atomiques, murs porteurs (piliers non considérés)		
Etat d'usure	Evaluation à faire par spécialiste (carbonatation, RAG)		
Quantité	Env. 2'800 m ²		
Catégorisation selon eCCBat	C.02		
Matériau	INIÉS : Voile en béton armé		
Dimensions	Epaisseur entre 20 et 40 cm (30 cm en moyenne).		
Poids (masse)	2'500kg/m ³		
Accessibilité, démontabilité, modularité	Sciage ou concassage		
Réemploi/réutilisation	In situ	Ex situ	Filières de traitement
	OUI	OUI	17 01 01 Béton
Remarques/compléments d'information :	Priorités de réemploi :		
	1) Réemploi comme éléments pleins (sciages - voir exemple en annexe 2) ;		
	2) Réemploi comme granulats dans des bétons classés/de structure ;		
	3) Réemploi comme granulats dans bétons maigres ou de propreté (limiter le décyclage).		

LBD-2209-0005 Panneaux de façade métallique (petites dimensions)			
			
Localisation	Façade, ailes Jura, Lac, Rhône		
Etat d'usure	Usagé		
Quantité	255 éléments (env. 385m ²)		
Catégorisation selon eCCBat	E.02		
Matériau	INIÉS : Bardage en acier		
Dimensions	L 110 cm P <1 cm H 135 cm		
Poids (masse)	Env. 6 kg		
Accessibilité, démontabilité, modularité	Vis apparentes		
Réemploi/réutilisation	In situ	Ex situ	Filières de traitement
	NON	OUI	17 04 05 Acier
Remarques/compléments d'information :	A mettre sur le marché du réemploi, par exemple pour des constructions industrielles, constructions temporaires, aussi pour des particuliers.		

LBD-2209-0018 Portes vitrées EI 30			
			
Localisation	Ensemble des ailes, tous les étages sauf sous-sols		
Etat d'usure	Bon état		
Quantité	30 éléments		
Catégorisation selon eCCBat	G.01		
Matériau	Porte vitrée isolante acier		
Dimensions	Environ L 300 cm P 8 cm H 250 cm		
Poids (masse)	300 kg		
Accessibilité, démontabilité, modularité	Pose ultérieure en rénovation, facilement déposable		
Réemploi/réutilisation	In situ	Ex situ	Filières de traitement
	OUI	OUI	Séparation verre, aluminium
Remarques/compléments d'information :	Voir exigences AEAI : Même fonction dans la partie du bâtiment à transformer ? Réutilisation dans d'autres bâtiments neufs ou à mettre en conformité ?		

SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLERIA REAL ESTATE

DIALOGUE WITH ARCHITECTS AND ENGINEERS

le Bird Bureau d'ingénierie en ressources & construction durable

Exemples

REPAR

est de sol pond béton... Pose scellée

calibré les réseaux, le planimétrie, le séchage, le qualité empiler les supports au respect à être minimum

minimum de 3,5% avec couche de déshydratation et

est restée sur les pierres de béton, l'entreprise a alors

possibilité un pontage de la surface

le Bird Bureau d'ingénierie en ressources & construction durable

Exemples

MEYRIN

BCRarchitectes
Beyeler Colaço Roesti epfl fhbb sia

edms

le Bird Bureau d'ingénierie en ressources & construction durable

Exemples

FAZ ARCHITECTES

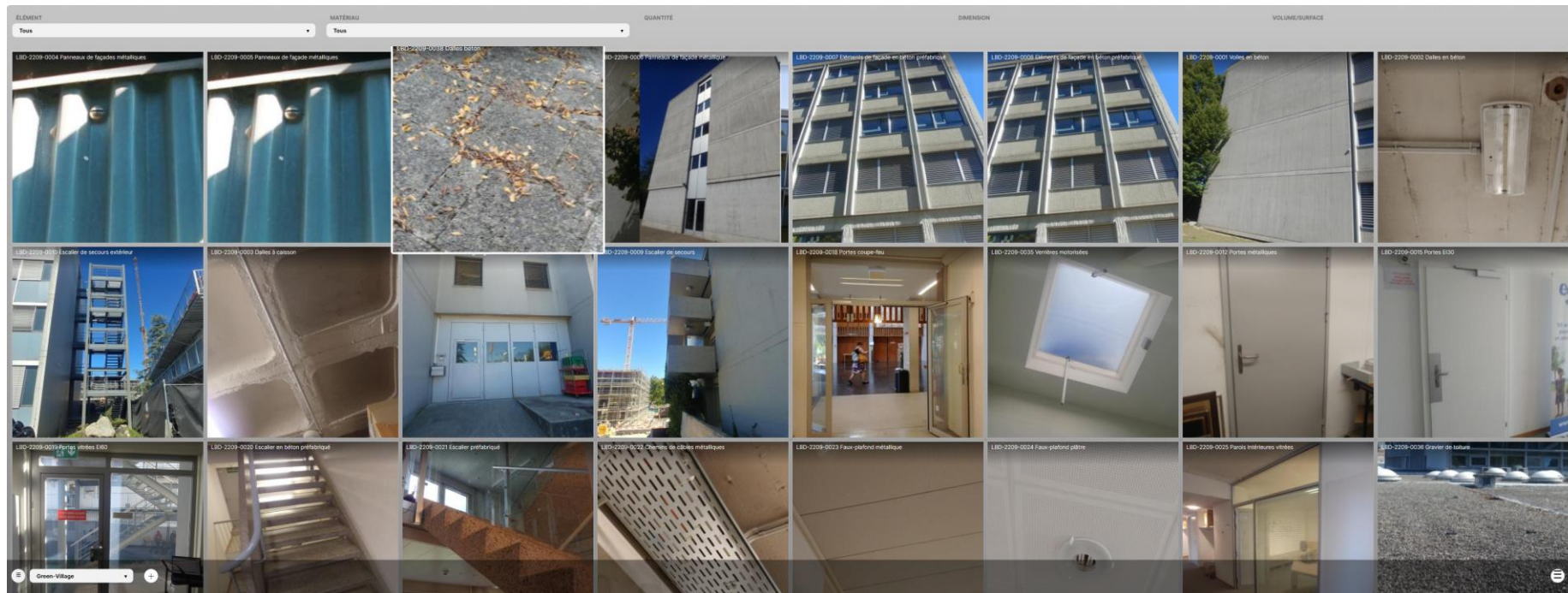
FAZ ARCHITECTES

le Bird Bureau d'ingénierie en ressources & construction durable

entrepreneurs!
Association suisse

Centre de formation des métiers de la construction, Fédération vaudoise des entrepreneurs, Echallens
Architecte : Detting Péleraux, Lausanne / Ing. civil : Giacomini & Joliet Ingénieurs SA

GREEN VILLAGE INVENTORY POSTED ON [REUZI](#)



Accès :	REUZI Inventaire
Nom d'utilisateur :	INVENTAIRE REEMPOI GREEN-VILLAGE
Mot de passe :	GreenVillage

GREEN VILLAGE INVENTORY POSTED ON [REUZI](#)



ÉLÉMENT	MATÉRIAU	QUANTITÉ	DIMENSION	VOLUME/SURFACE
LRO-2209-0004 Panneau de façade métalliques	Métal	75	170 cm x 135 cm	170 m2
LRO-2209-0005 Panneau de façade métalliques	Métal	60	110 cm x 135 cm	89 m2
LRO-2209-0038 Dalles béton	Béton	375	50 cm x 50 cm	93m2
LRO-2209-0006 Panneau de façade métallique	Métal	Environ 100m2	Trois dimensions voir sous commentaires	0
LRO-2209-0007 Éléments de façade en béton préfabriqué	Béton	92	262 x 98 x 8,5 cm	236 m2
LRO-2209-0008 Éléments de façade en béton préfabriqué	Béton	84	262 x 41 x 8,5 cm	90 m2
LRO-2209-0001 Vides en béton	Béton	Env. 3700 m2	À scier aux dimensions souhaitées	0
LRO-2209-0002 Dalles en béton	Béton	Env. 4200 m2	À scier aux dimensions souhaitées	0
LRO-2209-0010 Escalier de secours extérieur	Métal	1 élément	4 niveaux, 125 cm de largeur x2	0
LRO-2209-0003 Dalles à carreau	Béton	Env. 8000 m2	À scier aux dimensions souhaitées	0
LRO-2209-0011 Porte de garage	Métal	1 élément	L 550 cm P 8 cm H 300	0
LRO-2209-0009 Escalier de secours	Béton	1 élément	À définir	4 étages
LRO-2209-0019 Purges coupe feu	Verre-Métal	0	0 m x 0 m	0
LRO-2209-0035 Verrières motorisées	Verre-Métal	4 éléments	Diverses	Env. 4 m2 par verrière
LRO-2209-0012 Purges métalliques	Métal	21 éléments	L 85-95cm / P 4 cm / H 205 cm	0
LRO-2209-0015 Purges E30	Bois	12 éléments	Env. L 90 cm P 4 cm H 205 cm	0
LRO-2209-0016 Purges vitrées E30	Verre-Métal	9 éléments	Environ L 300 cm P 6 cm H 250 cm	0
LRO-2209-0020 Escalier en béton préfabriqué	Béton	3 cages d'escalier complètes	Une marche : L 110 cm / P 40 cm / H 10 cm	2+5 étages, 1 x 6 étages, 102 marches en tout
LRO-2209-0021 Escalier préfabriqué	Béton	1 cage d'escalier, 10 rampes de 6 marches	Sur demande	0
LRO-2209-0022 Chemins de câbles métalliques	Métal	Env. 100 m	Longueurs diverses	0
LRO-2209-0023 Faux-plafond métallique	Métal	Env. 2'000 m2	1 barre L 300 cm P 30 cm H 5 cm	0
LRO-2209-0024 Faux-plafond plâtre	Autre	Env. 400 m2	60 x 60 cm	0
LRO-2209-0025 Plafonds intérieurs vitrés	Verre-Métal	Env. 20 m2	H 250 cm	0
LRO-2209-0036 Crawler de toiture	Crawler	Env. 100 m3	0 m x 0 m	0
LRO-2209-0031 Signalétique protection incendie	Autre	A définir	Diverses	0
LRO-2209 Pavés autobloquants	Béton	Env. 150 m2	Standard	0
LRO-2209-0040 Escaliers préfabriqués	Béton	20 marches	L 150 cm P 35 cm H 12 cm	0
LRO-2209-0041 Dalles	Pierre	0	0 m x 0 m	0
LRO-2209-0042 Dalles béton	Béton	Env. 190 m2	90 cm x 90 cm à scier	0
LRO-2209-0033 Serrures PVC + serrures	Céramique	Env. 70 serrures de WC (type de sol, env. 28 lavabos)	Diverses	0



Accès :	REUZI Inventaire
Nom d'utilisateur :	INVENTAIRE REEMPOI GREEN-VILLAGE
Mot de passe :	GreenVillage

TENDERING WITH OPTIONS

Chapter CAN 117 demolition and dismantling is organised as follows:



Demolition

Demolition-evacuation-transport-landfill **Articles 117.** 124, 125, 215, 223, 228, 311, 333, 453, 461, 513, 631



Dismantling

Dismantling-transport-storage on site
117.223.001



Dismantling + demolition variant

Dismantling-transport-storage on site
117.225.001

- **Non-added variant Demolition** cost
117(224.001) Disposal cost
117(725.001) Landfill cost
117(734.001)
- **Articles** 225 (224) - 322 (323) - 336 (335) - 342 (341) - 352 (351) - 412 (412.003) - 556 (555)



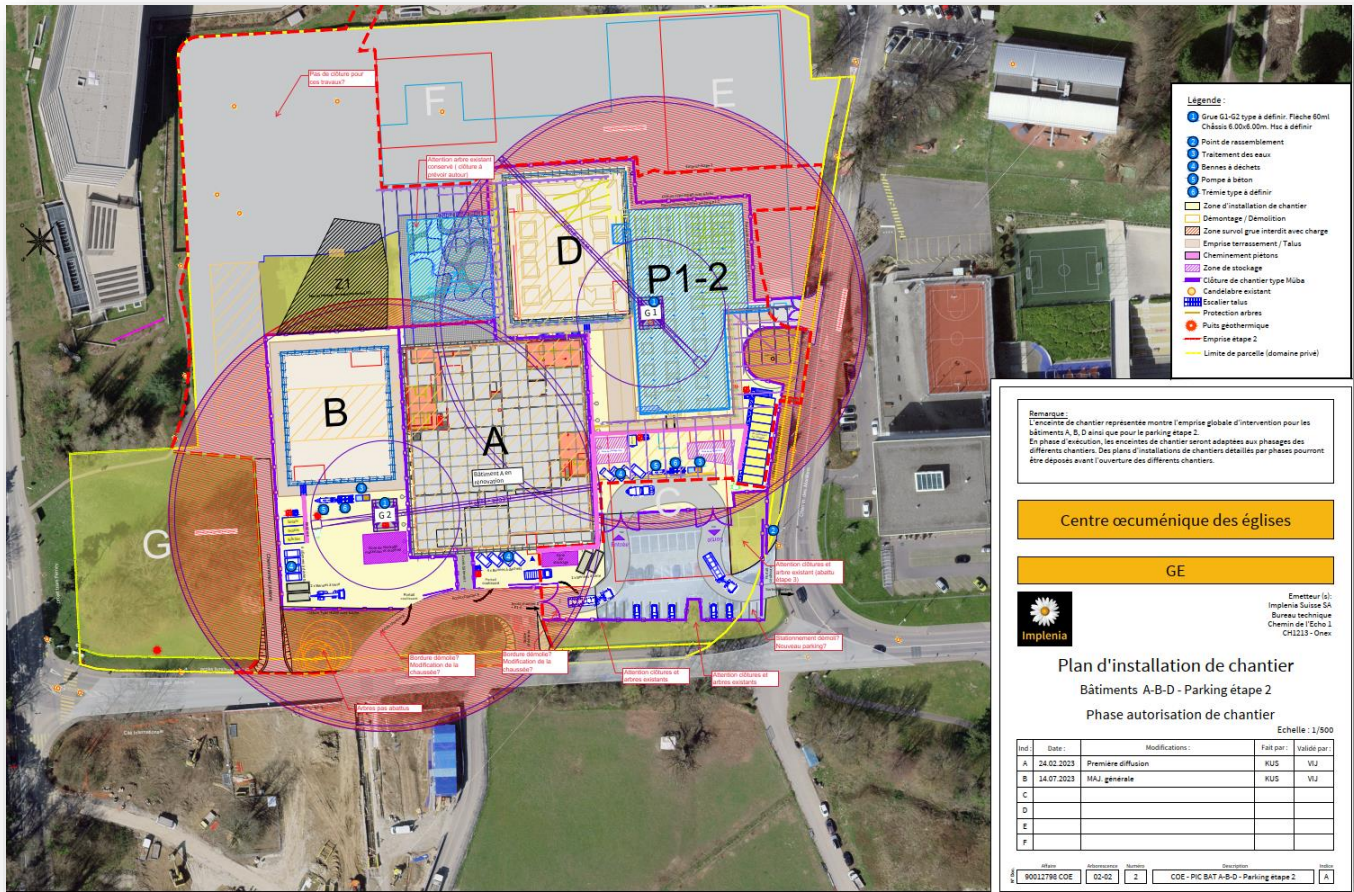
Demolition + dismantling variant

Single demolition 117.233.011

- Cost of **dismantling** services
117(234.001) Cost of removal
117(728.001) Cost of landfill
117(731.001)
- **Articles** 233 (234) - 411 (411.003) - 423 (424) - 445 (446) - 531 (532)

SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLENIA REAL ESTATE

SITE INSTALLATION BY IMPLENIA BUILDINGS



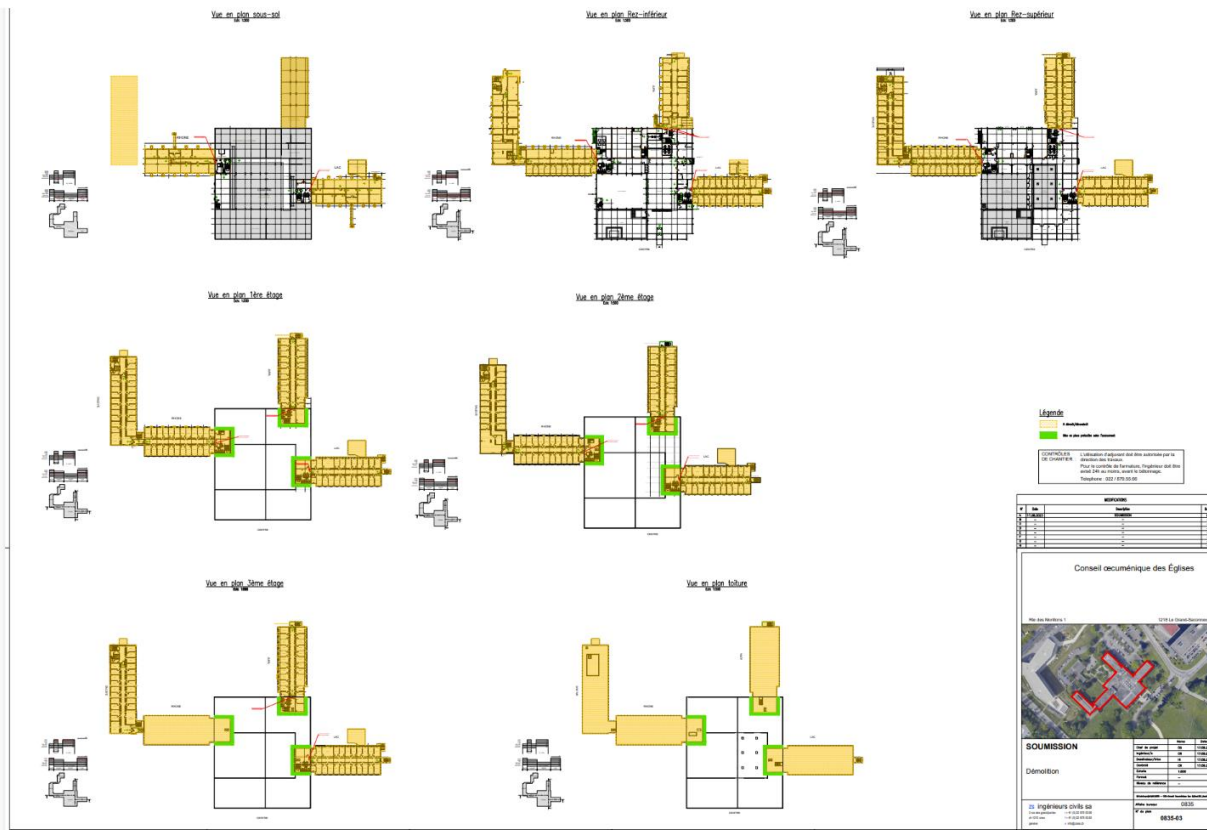
SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLENIA REAL ESTATE

DISMANTLEMENT DRAWINGS – SEQUENCE OF WORKS



0835-103 Plan démolition.pdf

Ferme



Légende

- à démolir
- à ne pas abîmer ou restaurer

CONSEIL D'ARCHITECTURE DES ÉGLISES
Plus le conseil de l'architecte, l'ingénieur ou le maître d'œuvre est en contact avec le propriétaire.
Téléphone : 022 279 91 00

niveau	date	révisé

Conseil d'architecture des Églises

0835-103

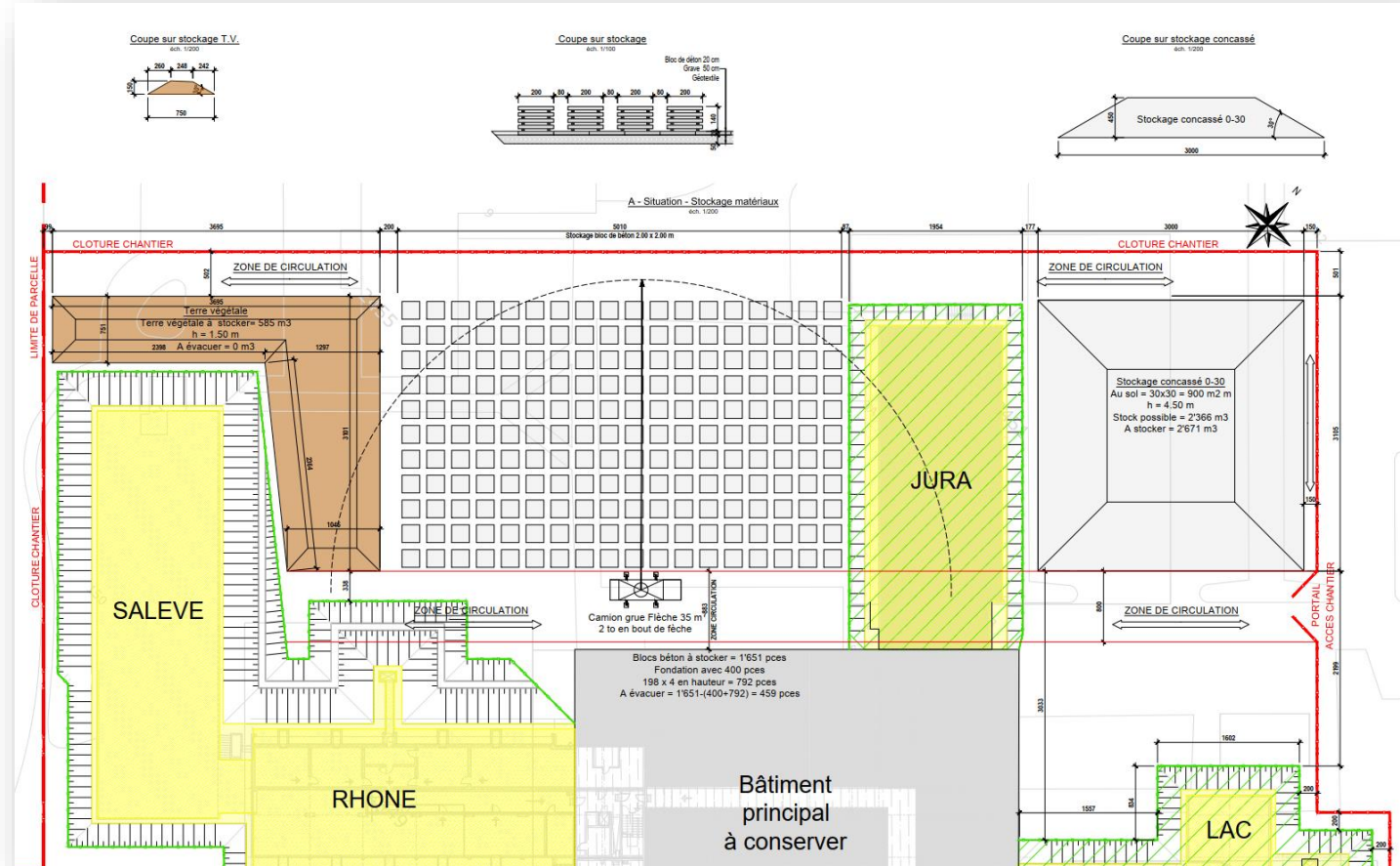
SOUSSION

Désignation	Quantité	Unité	Remarque

03 Ingénieurs civils sa
022 279 91 00
0835-103

SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLENIA REAL ESTATE

STORAGE AREA SUITABLE FOR REUSE - RECYCLING



SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLERIA REAL ESTATE

SUPPLY AND DEMAND ANALYSIS

SUPPLY QUANTITIES

Allée Rhône					
Surfaces m2	murs en BA		murs en BA		Dalles pleines (ép. 22cm)
	ép.20cm	ép.25cm	ép. 40cm	ép. 20cm	
sous-sol (hauteur d'étage 2.43m)		117	236		
rez-inf (hauteur d'étage 3.10m)	164			183	342
rez-sup (hauteur d'étage 2.60m)	52				525
2ème étage (hauteur d'étage 2.60m)	52				525
3ème étage (hauteur d'étage 2.60m)	52				525
toiture					525
Total bât Rhône (nd)=	320	117	336	183	2'442

Allée Saïeve					
Surfaces m2	murs en BA		murs en BA		Dalles pleines (ép. 22cm)
	ép.20cm	ép.25cm	ép. 40cm	ép. 20cm	
rez-inf (hauteur d'étage 3.10m)	474				
rez-sup (hauteur d'étage 2.60m)	187			705	
2ème étage (hauteur d'étage 2.60m)	198			705	
3ème étage (hauteur d'étage 2.60m)	198			705	
4ème étage (hauteur d'étage 2.60m)	213			705	
toiture					705
Total bât Saïeve (nd)=	1'270	-	-	3'525	-

Allée Lac					
Surfaces m2	murs en BA		murs en BA		Dalles pleines (ép. 22cm)
	ép.20cm	ép.25cm	ép. 40cm	ép. 20cm	
sous-sol (hauteur d'étage 2.43m)		113	199	231	
rez-inf (hauteur d'étage 3.10m)	49			183	368
rez-sup (hauteur d'étage 2.60m)	49				550
2ème étage (hauteur d'étage 2.60m)	49				550
3ème étage (hauteur d'étage 2.60m)	49				550
4ème étage (hauteur d'étage 2.60m)	49				550
toiture					550
Total bât Lac (nd)=	311	199	231	183	3'118

Allée Jura					
Surfaces m2	murs en BA		murs en BA		Dalles pleines (ép. 22cm)
	ép.20cm	ép.25cm	ép. 40cm	ép. 20cm	
sous-sol (hauteur d'étage 1.10m)		95			
rez-inf (hauteur d'étage 3.10m)	166				600
rez-sup (hauteur d'étage 2.60m)	57				600
2ème étage (hauteur d'étage 2.60m)	57				600
3ème étage (hauteur d'étage 2.60m)	57				600
4ème étage (hauteur d'étage 2.60m)	57				600
toiture					600
Total bât Jura (nd)=	395	95	-	-	3'600

Synthèse					
Surface totale (m2)	murs en BA		murs en BA		Dalles pleines (ép. 22cm)
	ép.20cm	ép.25cm	ép. 40cm	ép. 20cm	
	2'296	410	468	3'991	9'160

COSTS PER SURFACE

117.119.001	Consignation des réseaux	1 up	1'299	1'299
119.002	Dératisation	1 up	1'856	1'856
124.001	Specification	1 up	10'020	10'020
126.001	Specification	1 up	6'091	6'091
125.000	Specification	50 up	95	4'740
125.000	Specification	1 up	4'254	4'254
125.001	Specification	300 m3	95	7'594
223.123	Couche de mm 101: 150	65 m	7	458
223.213	Couche de mm 101: 150	2200 m2	5	11'446
224.111	1 triangle	36 m		
224.211	Sur lit sable/gravillon	175 m2		
224.301	Drivers	200 up		
225.111	1 triangle	36 m	7	243
225.211	Sur lit sable/gravillon	180 m2	10	1'800
225.241	Specification	400 up	10	3'920
225.242	Specification	173 up	10	1'730
225.243	Specification	200 up	10	1'900
228.101	Specification	3 p	152	377
233.122	h m 1.21-2.30	24 m	17	293
233.122	h m 1.11-1.50	28 m	9	244
234.122	h m 1.21-2.00	24 m		
234.222	h m 1.01-1.50	28 m		
234.501	Drivers	5 up	65	323
270 up	Specification	22	10'438	
311.002	Specification	26 up	29	751
311.003	Specification	305 up	24	9'400
311.004	Specification	2105 up	21	43'150
322.001	Déconstruction murs BA	450 up	45	20'150
322.002	Déconstruction murs BA h=2.60	1902 up	45	85'210
322.003	Déconstruction murs BA h=3.10	919 up	45	41'171
322.004	Déconstruction murs BA ép.40cm	558 up	49	27'342
322.005	Déconstruction	7288 up		
322.006	Déconstruction	1888 up		
323.113	Démolition murs BA h=2.00	1990 m2	0	0
323.118	Démolition murs BA h=3.10	919 m2	0	0
323.117	Démolition murs BA ép.40cm	558 m2	0	0
323.212	Démolition murs Macgarenne	7288 m2	17	119'932
323.216	Démolition murs Macgarenne	1858 m2	20	36'788
333.112	Démolition piliers	629 p	57	35'979
335.121	Démolition escalier BA	9.5 m3		
335.122	Démolition escalier BA	8.5 m3		
335.123	Démolition escalier BA	26 m3		
335.201	Démolition escalier acier	4.7 t		
336.121	Déconstruction escalier BA	9.5 m3	36	338
336.122	Déconstruction escalier BA	8.5 m3	36	303
336.123	Déconstruction escalier BA	26 m3	36	997
336.201	Déconstruction escalier acier	4.7 t	1'809	8'504
341.001	Démolition dalle BA	6255 up		
341.002	Démolition dalle BA	395 up		
341.003	Démolition dalle BA	2820 up		
342.001	Déconstruction dalles BA	6255 up	42	259'843
342.002	Déconstruction dalles BA	625 up	38	23'813
342.003	Déconstruction dalles BA	2820 up	38	107'442
351.001	Démolition dalle BA	1675 up		
351.002	Démolition dalle BA	825 up		
352.001	Déconstruction dalles BA	1675 up	38	63'818
352.002	Déconstruction dalles BA	825 up	38	31'433
411.001	Enveloppe bâtiment	390 up	13	4'624
411.002	Enveloppe bâtiment	2100 up	17	35'280
411.003	Démolition enveloppe façade	400 up	0	0
412.001	Specification	390 up		
412.002	Specification	2100 up		
412.003	Specification	400 up	44	17'560
423.101	Specification	4544 up	20	92'698
424.101	Specification	4544 up		
445.101	Specification	4544 up	8	36'806

STORAGE & STRATEGY



Scénario	Allées	Résultat	Total Net HT Sous-Traitant
Déconstruction	Jura	Déconstruction Jura	
Déconstruction	Lac	Déconstruction Lac	
Déconstruction	Saïeve	Déconstruction Saïeve	
Déconstruction	Rhône	Déconstruction Rhône	
Nombre de dalles à Ecouler			
4007 Dalles de 4m2			
Stockage Max à un Instant T			
792 Dalles de 4m2			

DEMAND

Windows for Ukraine

Green Village Needs 450 m2 AMEX

SOREVA Needs 500 to 800 m2 MEYRIN

DRIZE Needs 2'005 m2

Interest Implenia - Bike rack - Kitchen

HELP TO DECISION

Budget : xx Mio	Scenario I	Scenario II	Scenario III
DESCRIPTION	Demolition + Evacuation (Lake, Jura, Rhône, Salève) Deconstruction 450 m2 for reuse in situ	Demolition + Crushing (Rhône) Demolition + Evacuation (Lac, Jura, Salève) Deconstruction 450 m2 for reuse in situ	Demolition Crushing (Rhône) Salève deconstruction Demolition Evacuation (Lac, Jura, Salève)
TOTAL COSTS (BKP 1-6)			
BEST BIDDER	xx CHF EXCL. TAX	xx CHF EXCL. TAX	xx CHF EXCL. TAX
AVERAGE COST (4 BIDS)	xx CHF EXCL. TAX	xx CHF EXCL. TAX	xx CHF EXCL. TAX
PLANNING	6 months - 25 weeks	7 months - 30 weeks	8 ½ months - 36 weeks
BENEFITS	Budget and planning under control Low storage impact on stage 2 GV	Alignment to (authorities) demand : concrete recycling in GV	Increased visibility, demonstrator
RISKS	Missalignment to (authorities) demand : concrete recycling in GV	Management of the insitu crushing process	1st experience, reuse costs, planning
PREREQUISITES	N/A	Storage area (350 m2) for recycled aggregates	Recycled storage (350 m2) Reuse storage (1750 m2)
CRUSHING REVENUES	N/A	CHF 47,825 EXCL.	CHF 47,825 EXCL.
RE-EMPLOYMENT INCOME	N/A	N/A	CHF 71,940 EXCL. (1199 Slabs (4m2) at 15 CHF

SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLERIA REAL ESTATE

WATER SYSTEMS



WATER CYCLES

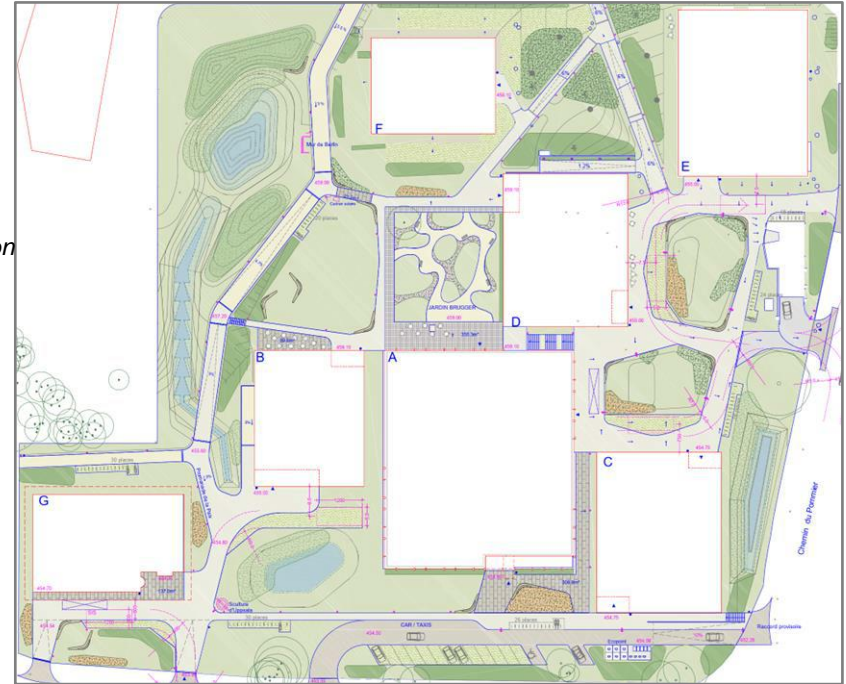
Implemia commissioned an engineer to carry out a study the hydraulic **potential of rainwater reclamation for watering** according to the established rainwater management concept
⇔ vision of reducing the need for drinking water

Objectives:

- assess the potential for rainwater harvesting without compromising the concept initial integrated water management system favourable to biodiversity and irrigation of the soil;
- calculation of possible autonomy rates for watering
- proposed layout and water storage volume

Study carried out on the basis of **hydrodynamic modelling** of the historical rainfall (last 30 years), taking into account the network the infiltration and evapotranspiration of water from the site. according to the configuration of the landscape project

Autonomous watering rates calculated on the basis of **water requirements for watering** supplied by landscapers depending on number and species planned planting



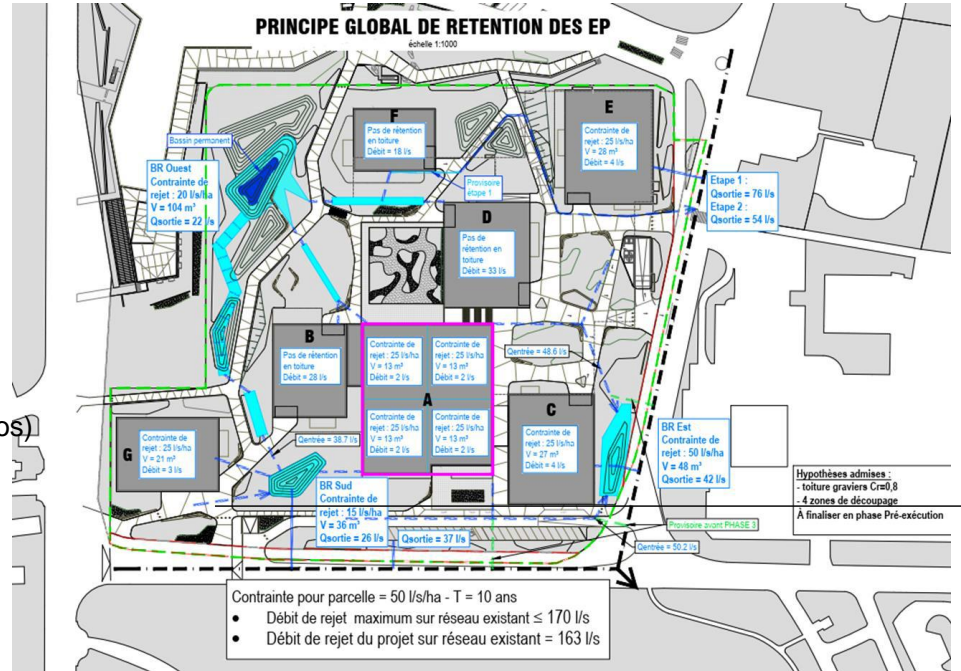
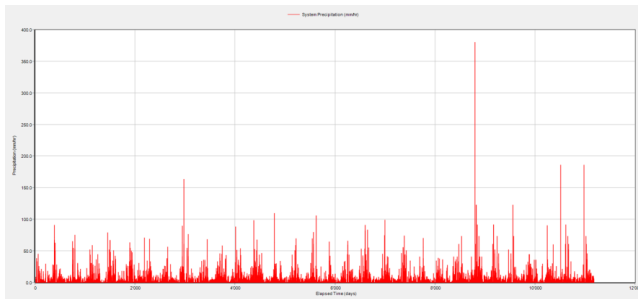
Landscaping plan, ADR architects, version of 21.03.2023

WATER CYCLES

Sizing of hydraulic structures (reservoir permanent, ditch, open ditch) based on the water management concept drawn up by civil engineers and landscape architects

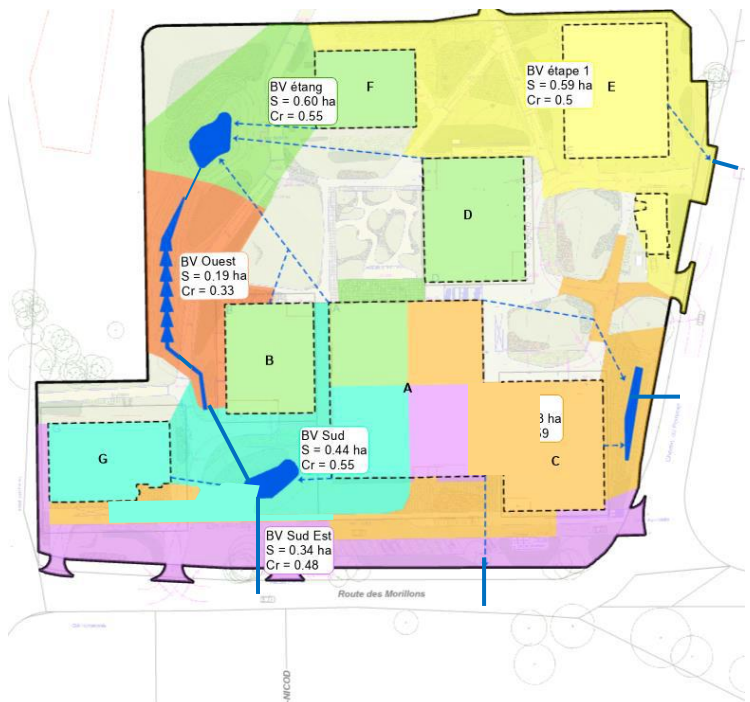
Climatic data :

- Precipitation: continuous rainfall series measured at the Bachet-de-Pesay station (Plan-les-Ouates) over a 30-year period (1989 - 2019)
- Evapotranspiration: defined according to temperature daily rates (max / min) over the last 3 years - (in euros) data from Cointrin station



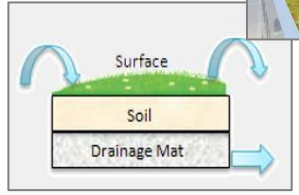
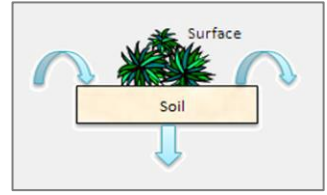
Plan of the overall water retention principle, EDMS Ingénieurs, version of 10.12.2019

WATER CYCLES



Légende

Périmètre de l'étude	10m	BV nouvelle sud est
Parcelles	Collecteurs projetés	BV ouest
Bâtiments projetés	Ouvrages de rétention projetés	BV étang
Courbes de niveaux	Bassins versants	BV étape 1
1m	BV nouvelle est	
2m	BV nouvelle sud	



WATER CYCLES

Results for all the areas concerned (BV West, South and East):

26.1 m of rainfall over 30 years, i.e. ~ 900 mm / year

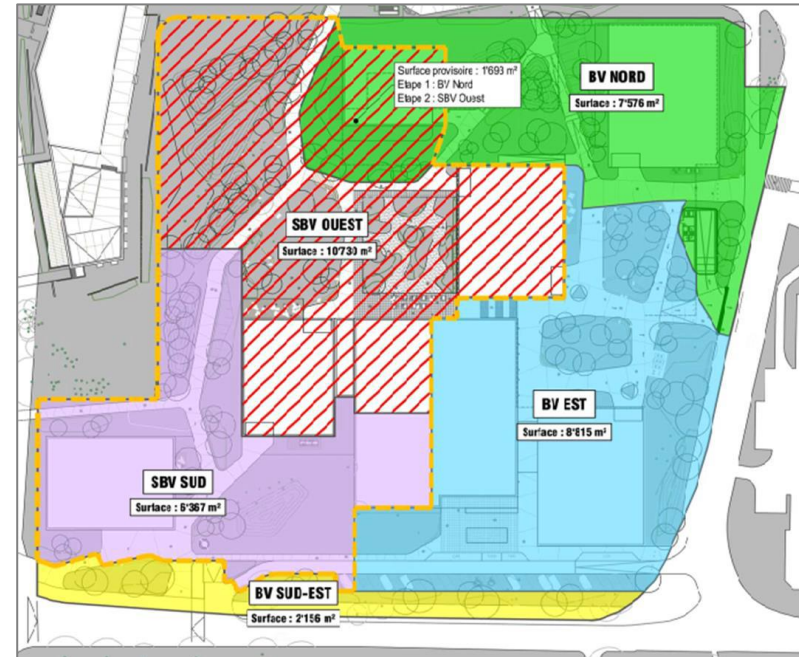
Average rainfall ~ 15,400 m³ / year

Volumes available at outlet ~ 3,500 m³ / year

On the scale of the project perimeter, **around 80% of rainwater is**

discharged into the ground.

**are evaporated or naturally infiltrated into the spaces
greens / pond**



Catchment plan, EDMS Ingénieurs, version of 19.01.2018

WATER CYCLES

Watering requirements: Estimated requirements for the 2 construction stages combined

The estimated watering requirements for the two stages of construction combined must take into account the evolution of needs over time, which will tend to decrease over the years (growth and the trees' natural water autonomy).

A reduction of 20% per year allowed, i.e. $\sim 10\text{m}^3$ /year for stage 2 and $\sim 4\text{m}^3$ /year for stage 3

The table below assumes that stage 3 will be completed 2 years after stage 2.



*Plan of planting stages. ADR,
version of 25.04.2023*

Phase of project	Watering needs per year							
	année 1	année 2	année 3	année 4	année 5	année 6	année 7	année 8
Étape 2	50	40	30	20	10	-	-	-
Étape 3	<i>non réalisée</i>		20	16	14	10	6	4
Étape 2 + 3	50	40	50	36	24	10	6	4

We can therefore define a maximum overall watering requirement (stages 2+3) of approximately 50m^3 per intervention (10/year).

WATER CYCLES



SUSTAINABLE ENGINEERING IN THE INDUSTRY - GUEST LECTURE - IMPLERIA REAL ESTATE

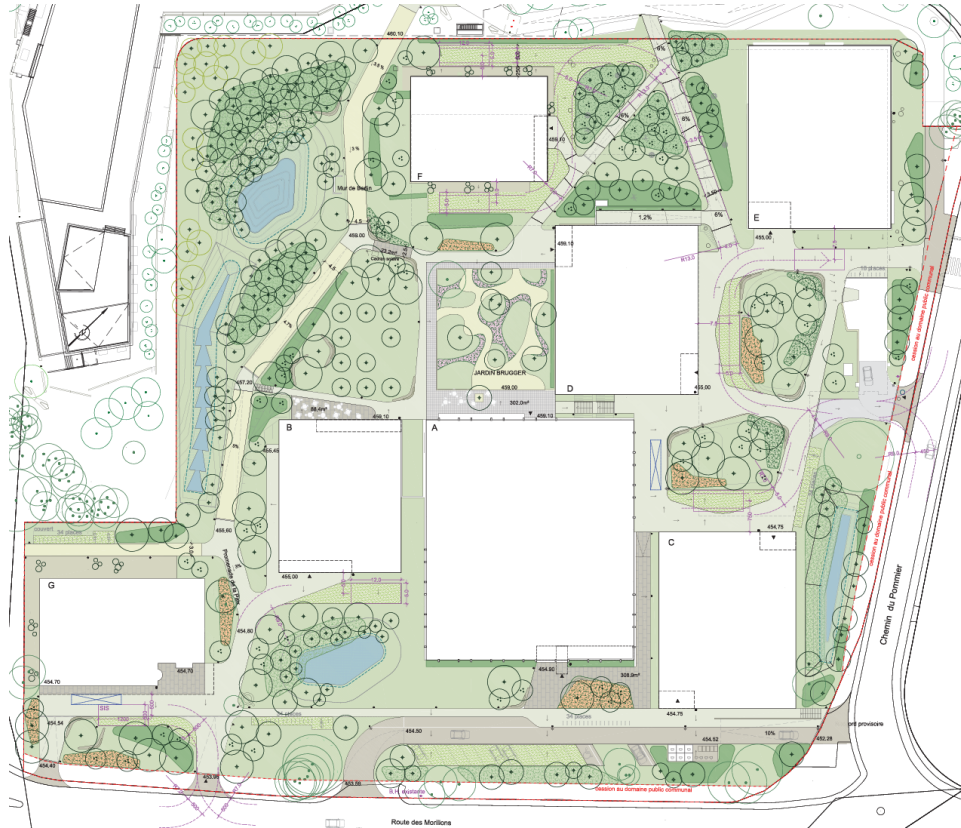
URBAN PLANNING, LANDSCAPING & BIODIVERSITY

Green
Village
Geneva



SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLERIA REAL ESTATE

LANDSCAPING DESIGN



BIODIVERSITY INTEGRATION

1 Identification of areas suitable for conversion into substitute medium (minimum of 5 media)



Create biological connections for the transit of small wildlife.



Qualité des connexions biologiques entre les principaux milieux aménagés

- Bonne à très bonne
- Moyenne
- Médiocre

SEED 6 environments identified, several of which are represented several times on the site

- Prairial
- Pioneer
- Bocage
- Wooded
- Wet

SEED Overall, the environments are well connected. Concrete pathways, particularly between wooded knolls, remain a weak point in the project.

SUSTAINABLE ENGINEERING IN THE INDUSTRY - GUEST LECTURE - IMPLENIA REAL ESTATE

BIODIVERSITY INTEGRATION

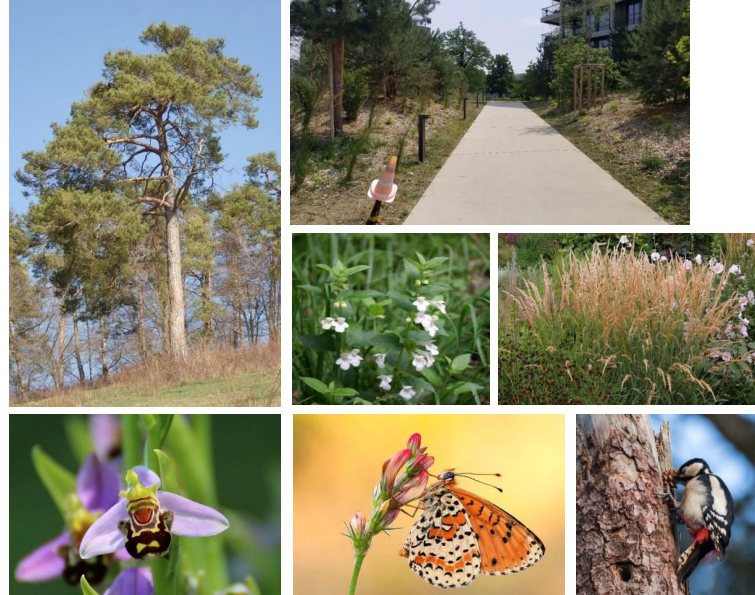
2 Drawing up lists of plants to recreate environments that correspond to a target pool of animal and plant species.



Converging biodiversity, landscape and technicality (sustainability (climate), maintenance, economic aspects, etc.)



Pine forest on mesobromion hillock



SUSTAINABLE ENGINEERING IN THE INDUSTRY - GUEST LECTURE - IMPLENIA REAL ESTATE

BIODIVERSITY INTEGRATION

3 Choice of ground features for small fauna to be placed in the green spaces created.

- ➔ Creating a neighbourhood-wide network of micro-habitats.
Establish a sufficient density of networked structures in the environments created.

Assessed under theme 1 "environmental structure".

This criterion reaches the OPL level.



Wooded hills of
Stage 1



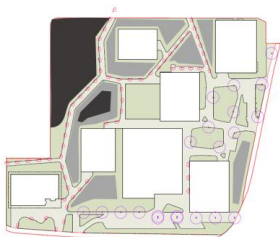
Sand-stone niche within wooded knolls (stage 1) Other developments under study (stage 2)

BIODIVERSITY INTEGRATION

4 Minimising the impact of buildings on flora and fauna (theme 2)

Wildlife-friendly lighting plan

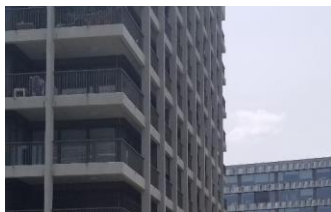
low markers (1 m) aligned with the aisles, on one side of the linear layout only



- + Large surfaces in unlit substitution (low residual brightness)
- + "night in the western sector preserved"

Facades that pose little danger to the birds

- + Choice of low-reflective glazing
- Large areas of glazing on ground floor
- Glazing surfaces on upper floors at the recommended 4 m^2
- + Metal railings (Montréal)
- + Blinds



Stage 1 (Montreal)

Permeable coatings small invertebrate fauna

- The paths are exclusively in concrete which offers no possibility of passage for some of the small fauna land. The use of grass grids is only available on SIS lanes.



This criterion is rated at an average level at this stage

BIODIVERSITY INTEGRATION

5

Including facilities in construction (theme 2)

Installation of nesting boxes for small colonies of swifts on buildings in Lima and Stockholm



Length of open-air water management system
open vegetation (majority)



N o u e s e t basins (stage 2 project underway)

High proportion of trees
honey and fruit trees



This criterion is rated as good at this stage.

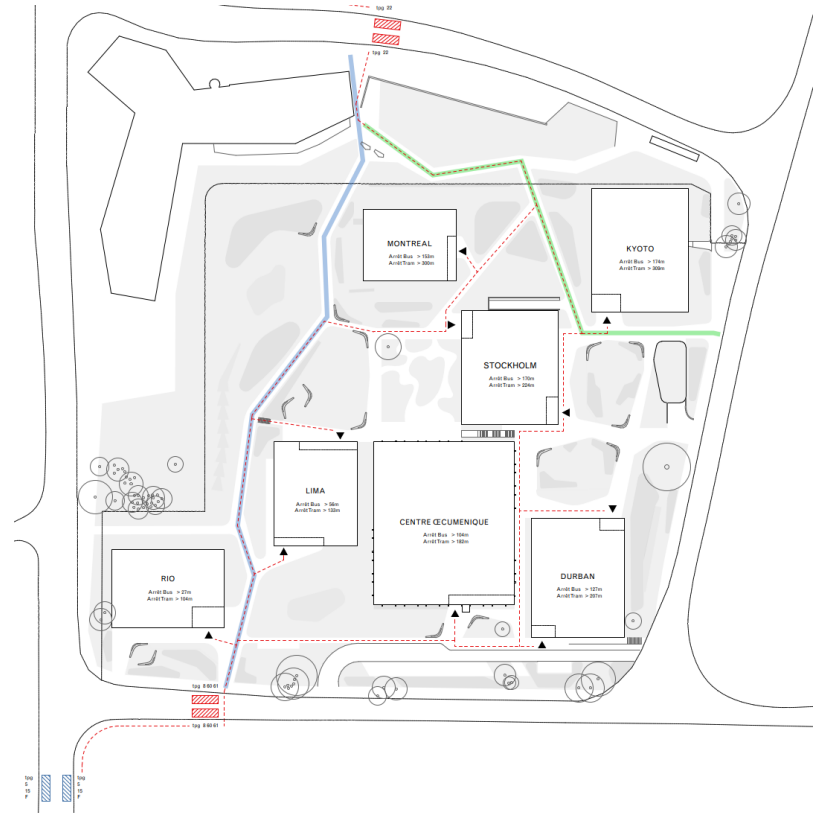
SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLenia REAL ESTATE

MOBILITY, WASTE MANAGEMENT

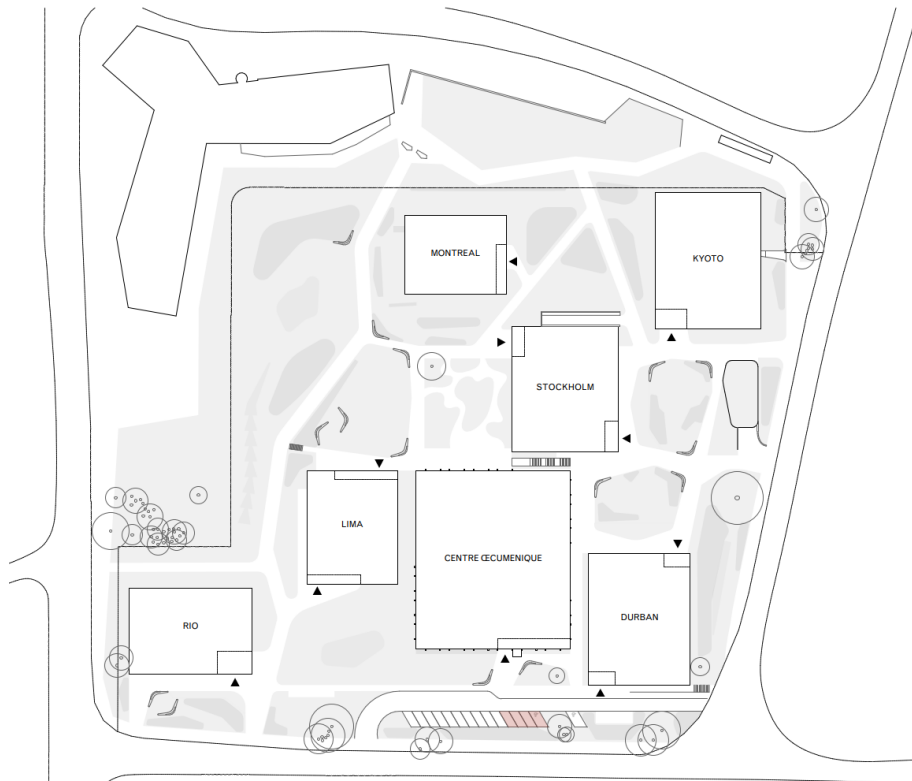


MOBILITY ASPECTS – LOGISTICS

ACCESS TO PUBLIC TRANSPORTS



MOBILITY ASPECTS – PARKINGS & ELECTRIFICATION



DECOMPTE PLACES TIM : SS01 + SS02 + AMEX

PLACES TOTALES

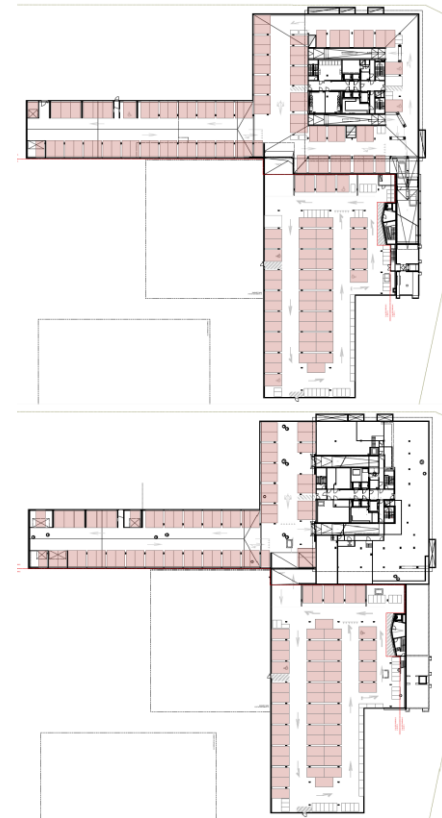
Places voitures	275
Places moto	102

PLACES ELECTRIFIES

Places voitures raccordés	264
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LEGENDE :

	Places TIM Standard
	Places TIM Electrifiés



MOBILITY ASPECTS AND URBAN PLANNING



DECOMPTE PLACES TIM : SS01 + SS02 + AMEX

PLACES TOTALES

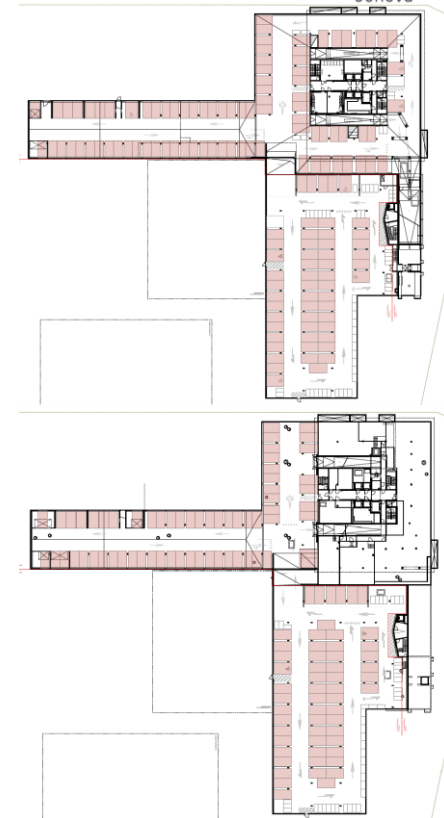
Places voitures	275
Places moto	102

PLACES ELECTRIFIES

Places voitures raccordés	264
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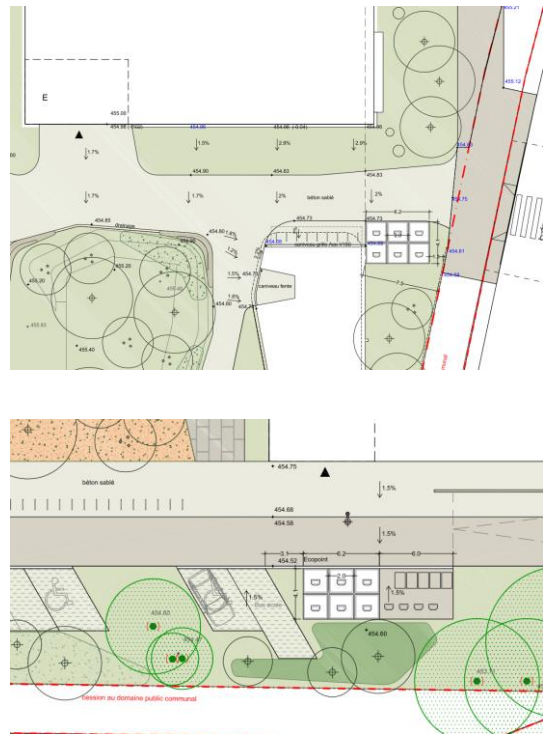
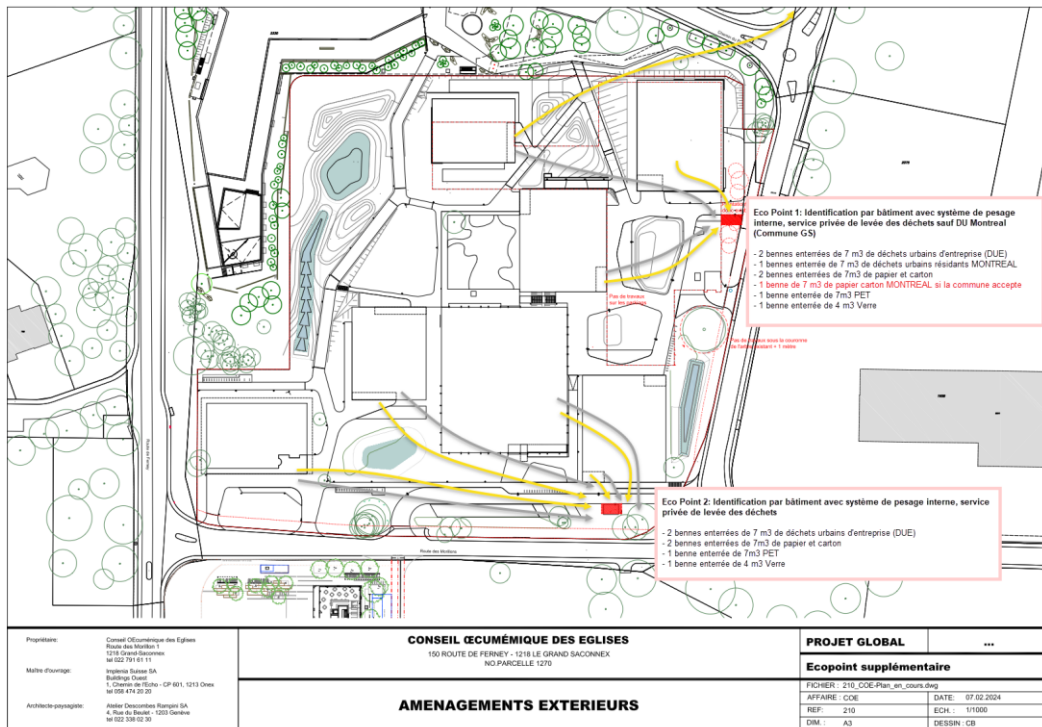
LEGENDE :

	Places TIM Standard
	Places TIM Electrifiés



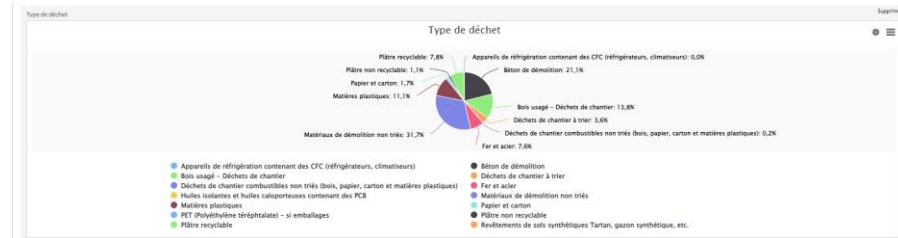
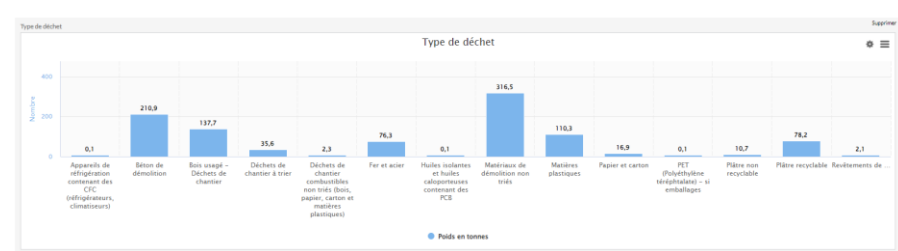
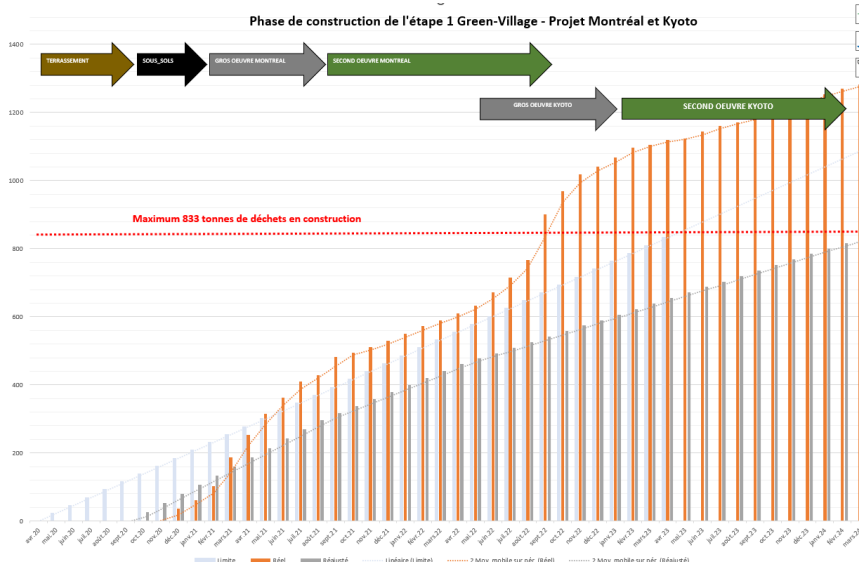
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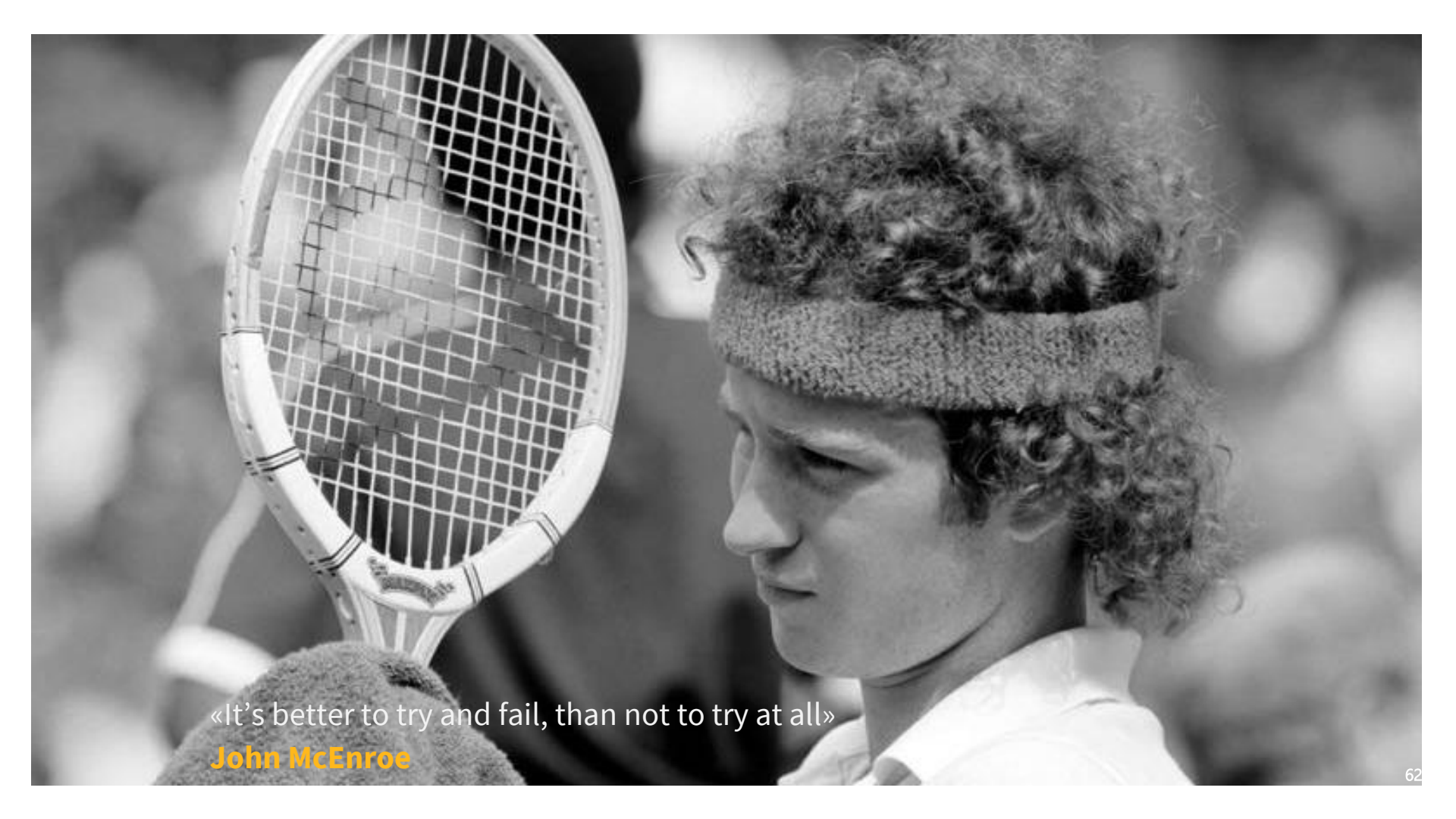
WASTE MANAGEMENT IN OPERATION



SUSTAINABLE ENGINEERING IN THE INDUSTRY – GUEST LECTURE – IMPLERIA REAL ESTATE

WASTE MANAGEMENT DURING CONSTRUCTION



A black and white photograph of tennis player John McEnroe. He is shown in profile, looking downwards with a serious expression. He has his characteristic wild, curly hair and is wearing a headband. In the foreground, a tennis racket is visible, its head partially obscuring the left side of the frame. The background is blurred, suggesting a tennis court setting.

«It's better to try and fail, than not to try at all»

John McEnroe

IMPLENIA REAL ESTATE – BEST VALUE FOR CO2 – HOW TO OPTIMIZE COSTS AND EMBODIED CARBON?

LET'S TRY ALL TOGETHER



Benoît KLEIN

Senior Sustainability Manager

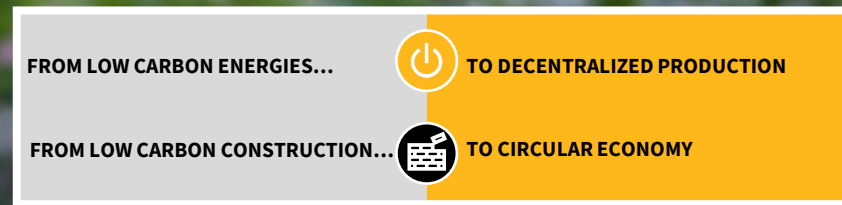
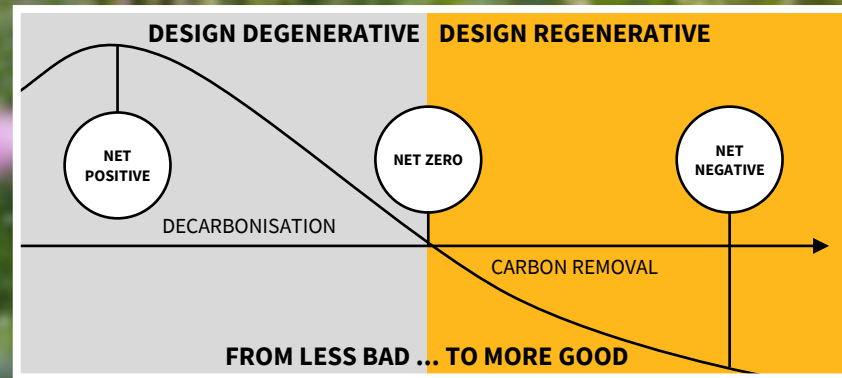
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améliorer la valeur
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PRIX BENCHMARK | POUR ADAPTER LE BUDGET

BUSINESS AS USUAL

A Démolition

1

Evacuation

2

Taxe de décharge

3

Travaux neufs sans réemploi

4

DÉCONSTRUCTION – STOCKAGE – RÉEMPLOI IN SITU

B Déconstruction

1

Logistique stockage

2

Rechargement

3

Mise en oeuvre

4

DÉCOMPOSITION DES MODÈLES DE COÛTS

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BUSINESS AS USUAL

A Démolition



DÉCONSTRUCTION – STOCKAGE – TRANSFERT POUR RÉEMPLOI

B Déconstruction

