



Implenia[®]

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Implenia[®]

“Our ambitions and commitment to sustainability are reflected in the new goals we have set for the coming period.”

Anton Affentranger, CEO

Since we published our first Sustainability Report two years ago, the Swiss construction industry has built around 90,000 new homes, representing approximately 120 million francs of investment. The industry employs 330,000 employees and contributes enormously to Switzerland's prosperity. Construction activities also account for around 30% of the country's greenhouse gas emissions, 40% of its energy consumption, and around half of the waste it generates.

A significant proportion of all these figures can be attributed to Implenla. We have always been aware that our activities have an impact on the environment, society and the economy, which is why we have worked hard in recent years to keep improving our sustainability.

- Our portfolio of sustainable products and services has grown and established itself on the market.
- We have become a more attractive employer.
- We have used various measures to make everyone in our organisation aware of the importance of an environmentally friendly approach. During the reporting period we systematically recorded our energy use and greenhouse gas emissions for the first time, so we are able to report on this for the first time in this Sustainability Report.
- In keeping with our position as market leader, we have expanded our social engagement and highlighted the subject of compliance.
- Ultimately our philosophy of financial excellence has produced first-class results.

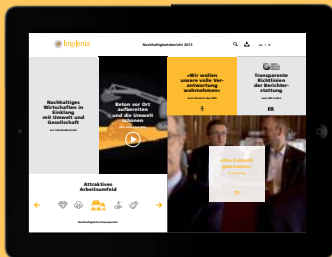
However, we have not achieved all our goals over these last two years. We are not satisfied with our results in the key area of health and safety, so have taken comprehensive measures and set ambitious goals here. We also believe we can and must mobilise our organisation and all our stakeholders even more effectively in the service of our sustainability strategy.

Our ambitions and commitment to sustainability are reflected in the new goals we have set for the coming period. These emphasise measurability and feasibility.

We aim to fulfil our responsibilities in full and to keep working on the sustainability of our activities. This is the only way we as a company – and as a society and as individuals – can have a successful future.

A handwritten signature in black ink, consisting of a series of fluid, connected strokes that form a stylized representation of the name Anton Affentranger.

Anton Affentranger
CEO



CONSISTENTLY SUSTAINABLE

The 2012/2013 Sustainability Report is only available online, optimised for all devices, including laptops, tablets and smartphones, and enriched with various multimedia elements.

Click your way in:
sustainability.impenia.com





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If you want to build sustainably, you almost certainly need wood. A tour of Mellingen shows why the most natural construction material is on the up.

"Sustainable wooden construction" report on page 45



If you want to win the future, you can't be scared of the global language. A visit to the Implenia Management Programme shows how the "One Company" philosophy works.

"The future won" report on page 73



If you're going to build, first you dig a hole. And if you're clever you can put the material you excavate to a lot of sustainable uses. Which is what Implenia is doing in Winterthur.

"Turning spoil into concrete" report on page 101



If you look beyond your nose you can make real connections. Implenia employees get out of the workplace and join in at a disabled persons' workshop for a day.

"Everyone should have this experience at least once" report on page 123



If you're tackling a major project, it's best not leave anything to chance. We go to a construction site near Basel to see how Implenia uses modern risk management tools to cope with unpredictability.

"Managing the unforeseeable" report on page 145



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The company

Implenia is the leading construction and construction services company in Switzerland. With its integrated business model and comprehensive portfolio of products and services, Implenia can manage a building project through its entire lifecycle and deliver work that is economical, integrated and customer-centric. The focus is on striking a sustainable balance between financial success and social and environmental responsibility.

Implenia at a glance

Implenia is the leading construction and construction services company in Switzerland. With its integrated business model and comprehensive portfolio of products and services, Implenias can manage a building project through its entire lifecycle and deliver work that is economical, integrated and customer-centric. The focus is on striking a sustainable balance between financial success and social and environmental responsibility.

Formed in 2006 from the merger between Zschokke and Batigroup, Implenias can look back on around 150 years of history in the construction industry. Experience, know-how, size and financial strength allow the company to offer its services throughout Switzerland and, in selected disciplines, internationally. All of the Groups collected capabilities and capacities can be made available for challenging real estate and infrastructure projects. Backed by Technical Support and the centralised group functions provided by the Corporate Center, Implenias brings together the know-how of the following operational Business Units:

- Implenias Modernisation & Development is a one-stop-shop that brings together the Groups entire expertise in modernisation and real estate project development. The Business Unit now also includes the Wooden Construction and Engineering businesses. In the Development business, Implenias can apply its expertise all the way through from the initial project idea to the finished property.
- Implenias Buildings offers its supra-regional customers integrated services for complex buildings, ranging from planning and coordination to the actual construction.
- Implenias Tunnelling & Civil Engineering bundles the Groups collective expertise and experience in underground construction, bridge building, power stations, foundation engineering and infrastructure renewal.
- Implenias Construction German-speaking Switzerland and Implenias Construction French-speaking Switzerland are the face of Implenias in local markets for road construction, civil engineering and regional building construction.
- Implenias Norge provides services for complex infrastructure projects in Norway and other Scandinavian markets.

Implenia is Switzerland's market leader in the buildings and civil engineering sectors. Implenias head office is in Dietlikon near Zurich, and it has approximately 100 branches throughout Switzerland, as well as representative offices in Germany, Bahrain, Ivory Coast, Mali, Norway, Austria and Sweden. The Group currently employs more than 6900 people and in 2013 generated turnover of around CHF 3.1 billion. Implenias is listed on the SIX Swiss Exchange (IMPN, CH0023868554).

Implenia's Group Executive Board

As part of the new organisational structure introduced at Implenia Group at the start of February 2013, the Executive Committee was replaced as the most senior operational management body by the Group Executive Board. The Group Executive Board consists of the CEO, the CFO/Head of Corporate Center, and the Business Unit Heads (see also page 16).



Anton Affentranger
CEO



Beat Fellmann
CFO/Corporate Center



Christof Gämperle
Construction German-
speaking Switzerland



Arturo Henniger²
Tunnelling & Civil Engineering



André Métral
Construction French-speaking
Switzerland



Petter Vistnes
Norge



Stephan Wüstemann¹
Buildings



René Zahnd¹
Modernisation & Development

- 1 On 1 February 2014, René Zahnd, previously Head of the Buildings Business Unit, became Head of the Modernisation & Development Business Unit. Former Business Unit Head Reimer Siegert left the Group Executive Board on 31 January 2014. Stephan Wüstemann, previously number two at the Buildings Business Unit, took over as the new Head of Buildings on 1 February 2014 and thus also joined the Group Executive Board of Implenia.
- 2 Arturo Henniger died as a result of illness on 6 August 2014. René Kotacka, formerly Head of Tunnelling & Civil Engineering Acquisitions, has taken charge of the Business Unit on an interim basis.

1.2

Into the future with a clear vision

Implenia has a vision that encapsulates its ambitions as a leading sustainable construction and construction services company operating on the national and international stage:

We are developing and building the Switzerland of tomorrow.

We are establishing ourselves as an expert for complex international infrastructure projects.

Sustainability is our passion.

We are the preferred partner for customers and employees.

1.3

Built on shared values

The vision will only be fulfilled if all employees are pulling in the same direction. This requires everyone to think and act in line with a common set of values. Implenia has formulated principles that form the foundations of its corporate culture and that everyone in the Group is expected to live up to, actively and consistently. These shared values make Implenia strong.

We are reliable. Implenia keeps its promises, which makes it a reliable partner.

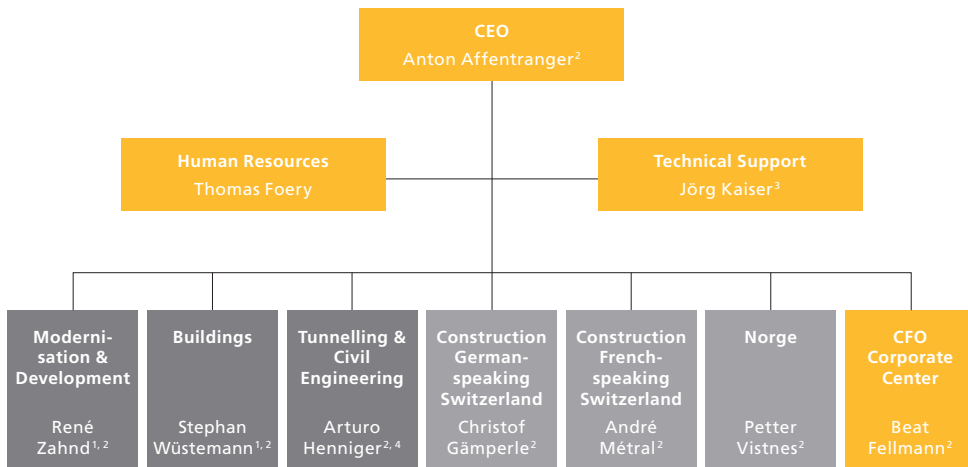
We demand and promote sustainability. Implenia shows responsibility in the way it treats the environment, society and itself. **We have integrity.** Implenia conducts itself properly in accordance with laws, internal regulations and ethical standards.

We are aware of opportunities and risks. Implenia is entrepreneurial in the way that it acts, i.e. it seizes opportunities and minimises risks. **We are transparent.** Implenia is honest and has nothing to hide. Its stakeholders can understand the reasons for its decisions. **We demand operational and financial excellence of ourselves.** Implenia strives to deliver top operational and financial performance.

We focus on solutions and customers. Implenia puts its customers' requirements and added value first. **We are innovative.** Implenia constantly improves its range of services, responds quickly and never stops developing.



Organisational structure of Implenia Group¹



- Sector business
- Regional business
- Group functions

- 1 On 1 February 2014, René Zahnd, previously Head of the Buildings Business Unit, became Head of the Modernisation & Development Business Unit. Former Business Unit Head Reimer Siegert left the Group Executive Board on 31 January 2014. Stephan Wüstemann, previously number two at the Buildings Business Unit, took over as the new Head of Buildings on 1 February 2014 and thus also joined the Group Executive Board of Implenia.
- 2 Member of the Group Executive Board (GEBO)
- 3 Since 1 August 2014
- 4 Arturo Henniger died as a result of illness on 6 August 2014. René Kotacka, formerly Head of Tunnelling & Civil Engineering Acquisitions, has taken charge of the Business Unit on an interim basis.

Board of Directors

The composition of Implenla Ltd.'s Board of Directors changed during the period under review. Toni Wicki and Philippe Zoelly did not make themselves available for re-election at the Annual General Meeting of 4 April 2012. One year later, Board Members Moritz Leuenberger and Theophil Schlatter decided not to make themselves available for re-election. The Annual General Meeting of 27 March 2013 elected Hubert Achermann, Chantal Balet Emery, Calvin Grieder and Sarah Springman as new Members of the Board of Directors. Including Chairman of the Board of Directors Markus Dennler, Vice Chairman of the Board Hans-Beat Gürtler and Patrick Hünerwadel, this means the Board has seven members.

None of the Members of the Board of Directors performs an operational management role for Implenla or any of its group companies. Neither has any Member of the Board of Directors been part of the Executive Board/Group Executive Board of Implenla Ltd. or any Group company during the last three years. No Member has any significant business relationship with the Implenla Group.

Member of the Board of Directors	First elected	Re-elected	Term ends
Markus Dennler	20.12.2005	25.03.2014 ¹	GV 2015
Hans-Beat Gürtler	14.04.2010	25.03.2014 ¹	GV 2015
Hubert Achermann	27.03.2013	25.03.2014 ¹	GV 2015
Chantal Balet Emery	27.03.2013	25.03.2014 ¹	GV 2015
Calvin Grieder	27.03.2013	25.03.2014 ¹	GV 2015
Patrick Hünerwadel	20.12.2005	25.03.2014 ¹	GV 2015
Sarah Springman ²	27.03.2013	25.03.2014 ¹	GV 2015

1 Annual re-election in line with the Ordinance Against Excessive Pay at Publicly Listed Companies (VegÜV), which came into effect on 1 January 2014.

2 Stepping down from the Board of Directors on 31 December 2014 following election as new Rector of the ETH.



1.5

Sustainability Committee

Implenia's Sustainability Committee consists of at least two Members of the Board of Directors. It helps the Board of Directors and Group Executive Board to set the sustainability strategy.

The Board's Sustainability Committee currently has the following members:

- Sarah Springman (Member of the Board of Directors, Committee Chair)
- Chantal Balet Emery (Member of the Board of Directors)
- Patrick Hünerwadel (Member of the Board of Directors)

The operational Sustainability Committee currently has the following members:

- Anton Affentranger (CEO)
- Jörg Kaiser (Head of Technical Support)
- Markus Koschenz (Head of Engineering)
- Andreas Pfeiffer (Head of Sustainability)

The Sustainability Strategy

Significance of the construction industry

The construction industry has a substantial impact on Switzerland’s sustainable development, because its work is concerned not only with economic value creation, but with society and the environment.



ENVIRONMENT

30%
of greenhouse gas emissions

40%
of national energy consumption

50%
of waste generated



SOCIETY

1 700 000
buildings, providing

3 600 000
homes

70 000 km
roads

5 000 km
railway tracks

54 000
accidents at work every year



ECONOMY

CHF 62 billion
spending on construction
every year, a third of which is
funded by the public purse

330 000
jobs

Potential in all areas

There are major challenges to be faced in all three areas, so there is great potential for the construction industry and Implenla. Implenla wants to exploit this potential and make an active contribution to finding solutions.



ENVIRONMENT

Climate change

Dwindling supplies of energy and resources

Loss of biodiversity

Environmental degradation



SOCIETY

Health and safety

Population growth

Demographic change

Mobile society

Urbanisation

Equal opportunities



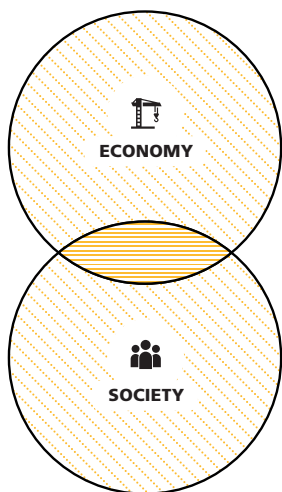
ECONOMY

Sustainable investors/shareholders

Competitive pressure

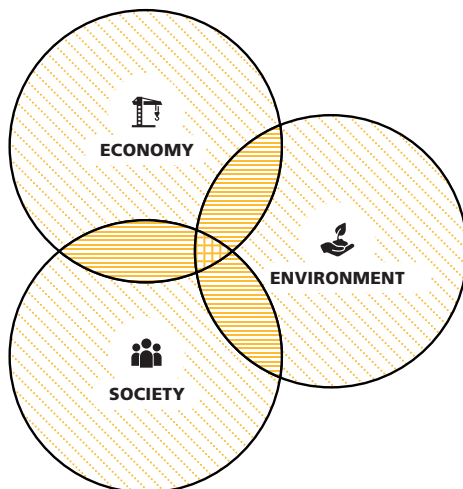
Shortage of expertise

Globalisation



from piecemeal
solutions...

...to comprehensive,
sustainable solutions



Seeking balanced solutions

For Implenia, being sustainable means combining economic performance with social responsibility and protecting the environment. This requires comprehensive, interdisciplinary solutions rather than piecemeal gestures, and Implenia is determined to utilise the whole Group's know-how to achieve these solutions. Being sustainable means being fit for the future. We can do this most effectively in our core business of sustainable construction, because this is where the effects and our influence are strongest.



If you want to build sustainably, you almost certainly need wood. A tour of Mellingen shows why the most natural construction material is on the up.

“Sustainable wooden construction” report on page 45

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Sustainable products and services

The construction industry has an enormous influence on the environment. Implenia aims to use this leverage by consistently applying sustainable methods and approaches, especially in projects it develops itself. It also involves suppliers when finding solutions and plays an active role in the effort to establish sustainable construction standards.

2.1

Leverage

There are approximately 1.7 million buildings in Switzerland, 70,000 kilometres of road and 5000 kilometres of rail track. Calculations show that the construction and operation of all this infrastructure produces 30 percent of Switzerland's total greenhouse gas emissions and accounts for 40 percent of our energy consumption. The 330,000 people who work on and around our Swiss construction sites generate around CHF 62 billion in turnover every year. These figures make it clear just what an enormous influence the construction industry exerts on the economy, the environment and society.

Because Implenia wants to make a contribution to Switzerland's future, it aims to deliver sustainability in its products and services – i.e. in its core business. Sustainable products and services meet society's needs, create long-term financial value and protect natural resources. Clearly, conflicts of interest can arise, but the company accepts this as a challenge.

Depending on whereabouts the product or service sits within the value chain, Implenia can intervene to different degrees. At the planning stage of a project, for example, fundamental decisions can still be taken about using "greener" materials and reducing energy consumption; but if Implenia only comes in at the construction stage the main focus will be on environmentally friendly working practices. Follow-up work on sustainability issues is handled by the internal Sustainability Committee and regularly discussed by the Group Executive Board.



2.2

Fighting climate change

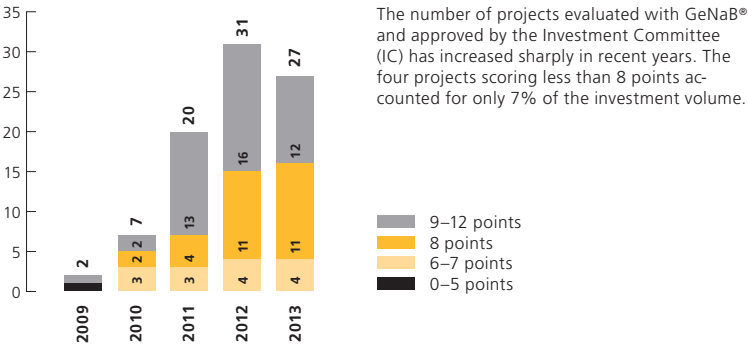
For Implenia, which is involved in such a wide variety of activities across the whole construction process, the consequences of climate change are very significant, as are efforts to mitigate them. The company has the ability to help reduce greenhouse gas emissions by adjusting its own activities.

By deliberately choosing building techniques that require less grey energy, Implenia can contribute to the reduction of emissions during and after construction. Implenia also minimises the direct consumption of fossil fuels on building sites, and in workshops and production facilities (see chapter 4).

2000-Watt Society

Implenia aims to help make the 2000-Watt Society a reality. The 2000-Watt Society is a vision adopted by many cantons, communities, towns and property investors. The Vision emphasises how we can maintain our high standard of living even if we drastically cut energy consumption. For construction projects, this means not only utilising energy-optimised construction methods, but also considering mobility and, therefore, location.

Number of projects approved
by the Investment Committee



2.3
Overall evaluation of our construction projects

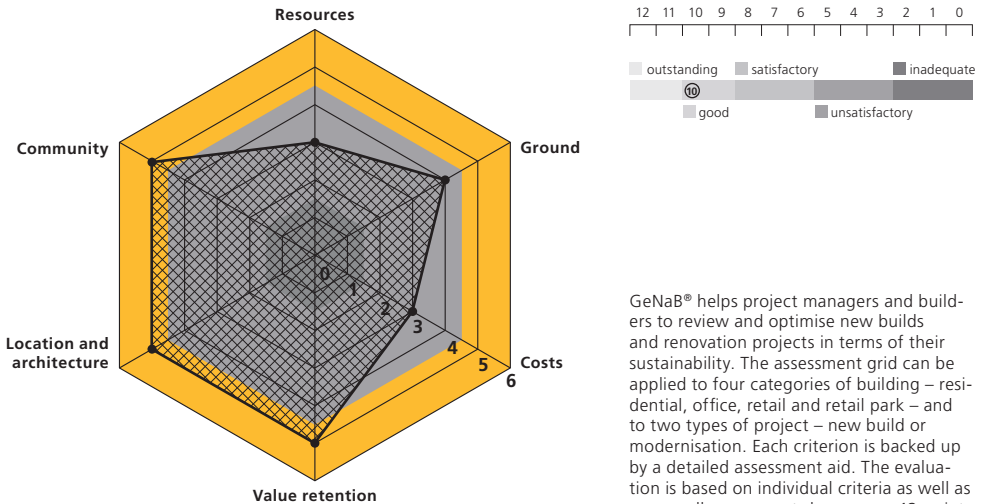
The principles of sustainable construction can only be implemented properly if the abstract concept is expressed as specific qualitative and quantitative criteria. Implenia has done this with, for example, its own in-house tool for making comprehensive evaluations of construction projects. This is known as GeNaB® (“Gesamtbewertung Nachhaltiges Bauen” = total evaluation of sustainable construction – see box). GeNaB® is applied to all of Implenia’s own developments, and projects developed by Implenia will only be approved by the Investment Committee if they meet the threshold criteria.



GeNaB®: Total evaluation of sustainable construction

(Overview of individual criteria)

(12-point scale)



GeNaB® helps project managers and builders to review and optimise new builds and renovation projects in terms of their sustainability. The assessment grid can be applied to four categories of building – residential, office, retail and retail park – and to two types of project – new build or modernisation. Each criterion is backed up by a detailed assessment aid. The evaluation is based on individual criteria as well as an overall assessment shown on a 12-point scale. GeNaB® allows developers to plan a property sustainably right from the start.

GeNaB®

In 2008 Implenia developed its own tool for evaluating construction projects: *Gesamtbewertung Nachhaltiges Bauen* (total evaluation of sustainable construction), or GeNaB® for short. This has been available on a user-friendly web platform since the middle of 2012. GeNaB® helps construction professionals plan, review and optimise new-build and conversion projects from the point of view of sustainability. The assessment grid can be applied to four categories of building – residential, office, retail and retail park – and to two types of project – new build or modernisation. The extent to which each criterion is fulfilled is measured using a traffic light system. Thanks to GeNaB®, a development can be planned right from the start in a transparent and sustainable way.

2.4

Sustainable construction projects

Implenia takes sustainable approaches to many of its projects. It has the most scope to promote sustainability in projects that it develops, plans and implements from scratch itself. This is where the company can directly influence important factors that have a decisive impact on sustainability, such as the location, architecture, construction techniques and energy strategy. Project managers monitor such projects on an ongoing basis using GeNaB®, while sustainability experts in Technical Support subject them to independent verification.

Minergie projects completed and certified during the period under review

	Number of major projects
Minergie	26
Minergie-P	3
Eco supplement	6

2.4.1

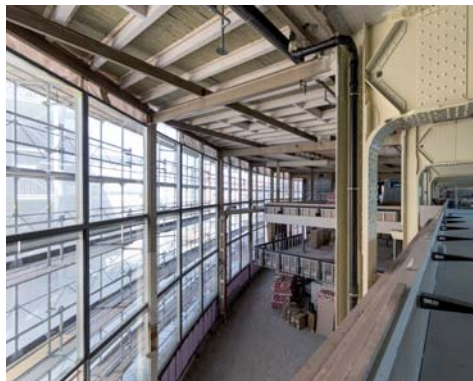
schorenstadt, Basel

schorenstadt in Basel is a ground-breaking project in many respects. Developed by Implenia, it comprises 53 town houses and 22 apartments in two apartment blocks. It is the first “2000-Watt Society” residential construction project in Basel. As well as fulfilling the requirements of the SIA Energy Efficiency Path and the Minergie-P-Eco Standard, schorenstadt is also a pilot project for the SNBS Sustainable Construction Standard The project won the 2012 Real Estate Award for best project development.

In order to keep the need for grey energy as low as possible, schorenstadt is built mainly of wood. The photovoltaic cells installed on the roofs are owned by all the residents, and proceeds from selling the electricity they generate are put into a special fund that distributes public transport vouchers to residents. All residents are obliged to use certified green electricity. A supply contract has already been signed for the first ten years. These initiatives are a product of the 2000-Watt Society commitment and are new for all those involved.



roy, Winterthur



ZHAW library, Winterthur

2.4.2

roy, Winterthur

Implenia has been building the “roy” residential and commercial project on the former Sulzer site in Winterthur since 2013. The development uses mixed construction methods with wooden facades. The investors behind the project are two Credit Suisse AG real estate funds. With this project, which should be completed by 2016, Implenia is not only following 2000-Watt Society standards, but is also aiming for the Green Property Gold award.

roy is a six-storey building with a green inner courtyard. It offers 229 apartments ranging in size from 2.5 to 5.5 rooms. There is also space for businesses on the street-facing ground floor. For any 2000-Watt Society project, it is vital that users can travel in an environmentally friendly way, i.e. by foot, bike or public transport. roy is helped in this regard by its proximity to rail and bus connections. There are plans for 204 parking spaces, which is less than one per apartment, and the mobility concept also includes space for shared cars and a bike rental facility.

2.4.3

ZHAW library, Winterthur

A few years ago, Implenia acquired part of the former Sulzer industrial site in the centre of Winterthur and converted this industrial building, known as City Halle, in accordance with plans drawn up by Winterthur-based P&B Architekten AG. It had to clean up the shingle facades, which contained asbestos, and the contaminated floor areas, insulate the wall to meet Minergie standards, and connect the building up to the district heating system. The building is now being transformed into the new central library for Zurich University of Applied Sciences (ZHAW). The derelict property has thus been turned back into something that benefits the whole community and makes optimum use of an inner-city site. Over the coming years the university plans to develop its new main campus at the Sulzer site.

2.4.4

Recycled material for civil engineering Claie aux Moines

The gravel works at Claie aux Moines is a pioneer in recycling building materials. The works in Canton Vaud has been selling mostly recycled material in Western Switzerland since 1984. A new production facility housing the most advanced recycling technology in Switzerland came on line in summer 2013. The new plant recycles around 100,000 cubic metres of demolished material every year: including every type of concrete, tiles, bricks, asphalt and mixed materials. It can produce all the sizes and qualities of aggregate required by the market.

Switzerland's most modern recycling plant uses a new two-stage process involving an air separator and a colour separator. The air separator removes foreign bodies such as wood and plastic from the demolished material while the colour separator sorts the heavy items such as tiles and bricks, asphalt and concrete. Thanks to this two-step approach, the recycled material is of perfect quality. The entire processing line is more than one hundred metres long. Between 12 and 15 percent of the electricity required by the plant is supplied from its own photovoltaic system, which generates more than 50,000 kilowatt hours of power a year.

As the main shareholder, Implenla supports the recycling work done at the Claie aux Moines gravel works as well as promoting the use of recycled concrete and other recycled construction materials in its own building and infrastructure projects. The use of recyclate is likely to increase sharply in the years to come – not least thanks to the new SIA 112/2 standard, which Implenla helped to develop. The new facility thus represents an important link in Implenla's overall sustainability chain.

2.4.5

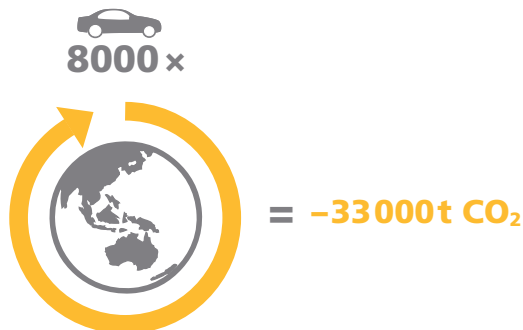
Climate protection in the Gotthard Base Tunnel

The 57-kilometre long Gotthard Base Tunnel between Erstfeld and Bodio is a truly epochal piece of engineering. By the end of 2016 the longest rail tunnel in the world should help reduce the weight of cars and trucks on the roads between central Switzerland and the Ticino, thus contributing to more sustainable mobility across the Alps. Implenla has played a leading role in this superlative construction project. It headed the TAT consortium of five companies and had particular responsibility for technical implementation of the work. TAT was in charge of excavating and coating the tunnel, as well as constructing the shoulders in the Faido and Bodio sections, a stretch of almost 29 kilometres. These 29 kilometres presented particularly tough challenges for the tunnel builders, including the notorious Piora syncline.



TAT Gotthard

The saving of 33 000 t of CO₂ is equivalent to the CO₂ emissions generated by a car driving round the world 8000 times.



As we now know, everything went well. TAT's two hard rock drilling machines, each four hundred metres long, bored two parallel 9-metre wide tunnels from Bodio to Faido, and then on northwards to meet the construction gang coming from the opposite direction at the end of October 2010. The excavation of the tunnels required a huge amount of construction material, especially in situ concrete. For example, every day the TAT team used 160 cubic metres of concrete to coat and stabilise the tunnel walls. There were problems using the type of concrete originally planned, so the Implenia site management team suggested an alternative recipe to the client, resulting in a significant improvement in the tunnel's environmental balance sheet. By using two lower CO₂ sorts of cement made by Swiss producer Holcim, TAT saved a total of 33,000 tonnes of CO₂ over the course of the entire construction period from 2002 to 2013. In addition, the building supplies – including 650,000 tonnes of cement and additional materials, 12,000 tonnes of steel inserts and 1400 tonnes of explosives were delivered by rail rather than lorry. This saved another 6100 tonnes of CO₂.

2.4.6

Helping to renaturalise the Linth plain

The famous engineer Hans Conrad Escher built the system that takes the River Linth by means of the Escher channel from Mollis in Canton Glarus to Lake Walensee and through the Linth channel from Walensee to Lake Zurich. This 19th century feat of engineering protects the local people, infrastructure and farmland from flooding. But over the course of time the embankments became unstable and in the 1990s the neighbouring cantons began a renovation project to improve flood security. After more than ten years of planning and five years of construction work, the renovated Linth control system was officially inaugurated in spring 2013.



Renaturalising the Linth Plain: Implenla experts have widened the river and designed a nature reserve in the Chli Gäsitschachen area.

Implenia was one of the companies involved in the 100 million-franc project, taking charge of the section of the Escher channel between Vreneli and Linthbrücke. One of Implenla's tasks was to strengthen the inside of the left embankment. Much of the outside wall, one of the few Swiss habitats of the Large Blue butterfly, had to be left alone. In the Chli Gäsitschachen area, Implenla experts also had to widen the river and design a nature reserve. The river returned to its original natural flow so that it could form gravel islands, river meadows and willow stands. Implenla also extended and renaturalised excavation pits, creating a habitat for fish, yellow-bellied toads and frogs.

Maintaining biological diversity

Sustainable construction also involves minimising impact on flora and fauna, so Implenla always tries to maintain biodiversity when it is at work. One way of doing this is to increase the proportion of green space designed into its own projects. Provision of as much dedicated green space as possible, allied to diverse planting appropriate to the site, has a positive impact on biodiversity. In heavily built up areas green roofs can help create a microclimate and provide a habitat for rare flora and fauna.



2.4.7

Tetrag supports sustainable operation of buildings

Almost half of the energy consumed in Switzerland can be attributed to buildings. This high proportion shows just how important energy reduction measures in buildings are. Tetrag Automation AG – a 100% subsidiary of Implenia – has long experience of systems designed to aid sustainable operation of buildings and facilities. Its integrated energy monitoring and alarm solution e3m is one of the biggest products on the market.

“We chose Tetrag because of its outstanding track record as a total contractor and its great expertise in energy management. Our high expectations were met in full.”

Ralf Kreienbühl, Energy Manager Swisscom (Schweiz) AG













Swisscom is just one of the major companies that use the system. The communications firm asked Tetrag to develop a turnkey energy monitoring system for its 67 energy-intensive data centres and telephone hubs. Tetrag was chosen because of its great expertise and experience as well as its ability to offer a complete package from metering to finished energy report. Swisscom's aim is to increase its energy efficiency by 20 percent between 2009 and 2015. By identifying optimisation potential and monitoring the effectiveness of the measures, the energy monitoring system is making a key contribution to achieving this ambitious target.

“The energy efficient operation of sales offices is an important element in the implementation of Coop's CO₂ Vision. Without Tetrag's professional energy monitoring system, our aim of becoming 'CO₂-neutral by 2023' would not be achievable.”

Thomas Häring, Head of Energy and Technology Total Store at Coop

Sustainable construction

A building is sustainable if:

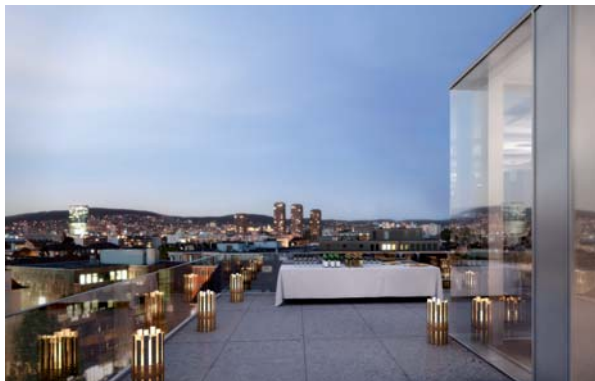
	Context and architecture it is appropriate to its location and takes account of its surroundings.		Costs its costs are optimised over its whole life-cycle.		Energy it uses the minimum amount of non-renewable energy.
	Planning and target groups the target groups are properly involved in the planning process.		Marketability its marketability is ensured at every stage.		Climate it causes minimal greenhouse gas emissions.
	Usage and layout it is fit for the intended purpose.		Earnings potential its potential earnings are commensurate with its costs.		Resources and environmental protection its creation and operation are environmentally friendly and economical with resources.
	Wellbeing and health it offers comfort, convenience and the best possible indoor air quality.		Regional economy it makes a positive contribution to the regional economy.		Nature and the countryside it doesn't have a negative effect on the natural world or the countryside.

Swiss Sustainable Construction Standard (SNBS): Twelve themes covering three key areas – the economy, society and the environment; source: Netzwerk Nachhaltiges Bauen Switzerland.

2.5
The Sustainable Construction Switzerland standard

Implenia played a leading role in developing a new national construction standard. During the period under review Implenia, together with other major stakeholders and investors, established the Netzwerk Nachhaltiges Bauen Schweiz (NNBS, Swiss Sustainable Construction Network) in order to promote the exchange of knowledge and experiences as well as cooperation between construction professionals in the commercial and public sectors, education, politics and science. The aim is to create synergies that result in the positive development of the construction sector.

The Standard Nachhaltiges Bauen Schweiz (SNBS, Sustainable Construction Switzerland Standard) is based on the Swiss government's sustainability goals and centres on specific national challenges like densification. Other initiatives, such as the 2000-Watt Society and Minergie ECO, have been integrated into the new standard, with these proven approaches augmented by economic and social criteria. In the meantime, the standard has been through



Now that it has been modernised by Implenla, the “Flurpark” office building in Zurich is ready for a sustainable future.

a two-year development phase in which Implenla has played an active role from the start. The company’s experiences with the development and application of GeNaB® were very helpful here. A test phase, involving Implenla, was run in winter 2013/14. So how well does the standard work in practice? The company has investigated this at the “schorenstadt” development in Basel, and found that the standard can indeed be applied at a reasonable cost.

2.6

Densification thanks to modernisation

The renovation of old buildings offers enormous market potential and can also play a significant role in sustainable development, densification and better use of existing properties. Implenla previously worked in this area on a fragmented, regional basis, but now the company is building up more cross-regional, multidisciplinary expertise and aims to bring this greater power to bear on the market. The first interdisciplinary modernisation teams have been at work in the Basel, Aarau and Zurich regions since 2013. Residential densification is becoming increasingly important, and wooden construction can also make a significant contribution because of the lightweight construction methods it facilitates when adding storeys to existing buildings.

2.7

Suppliers as partners

Working sustainably also means that our business partners have to step up to the plate. As a general or total contractor, Implenía awards large volumes of work to suppliers and subcontractors. Around 70 to 80 percent of turnover is accounted for by such third party contracts.

As part of its effort to forge long-term partnerships, Implenía developed a multi-stage supplier management system during the period under review (see illustration), which it launched at the beginning of 2014. It requires business partners to declare the actions they are taking on environmental, employment, health and safety, risk management and compliance matters. All new suppliers have to go through a prequalification and answer a questionnaire on various aspects relating to these areas; their answers feed into the subsequent evaluation of a possible collaboration. Examples of questions relating to the environment and health and safety are: “Is your company certified under OHSAS 18001, ISO 14001 or EMAS?”, “Do you train your employees in health and safety at work, and if so, how?” and “Have you implemented your own Code of Conduct?”



Implenia's management of subcontractors and suppliers

Securing sustainable supplier relations

1. Qualification

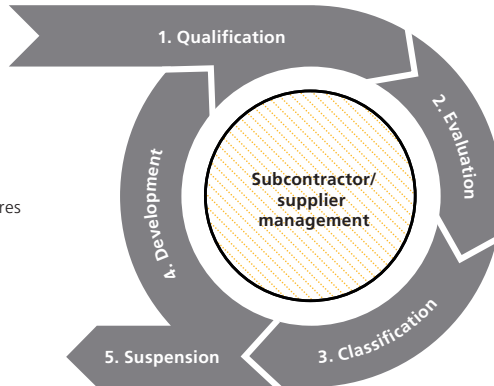
- Registration
- Self-declaration
- Credit check
- Sustainability
- Selection

4. Development

- Development measures
- Agreeing goals
- Visit report
- Controlling

5. Suspension

- Type of suspension
- Lifting suspensions



2. Evaluation

- Project evaluation
- Annual evaluation
- Criteria
- Evaluation scope

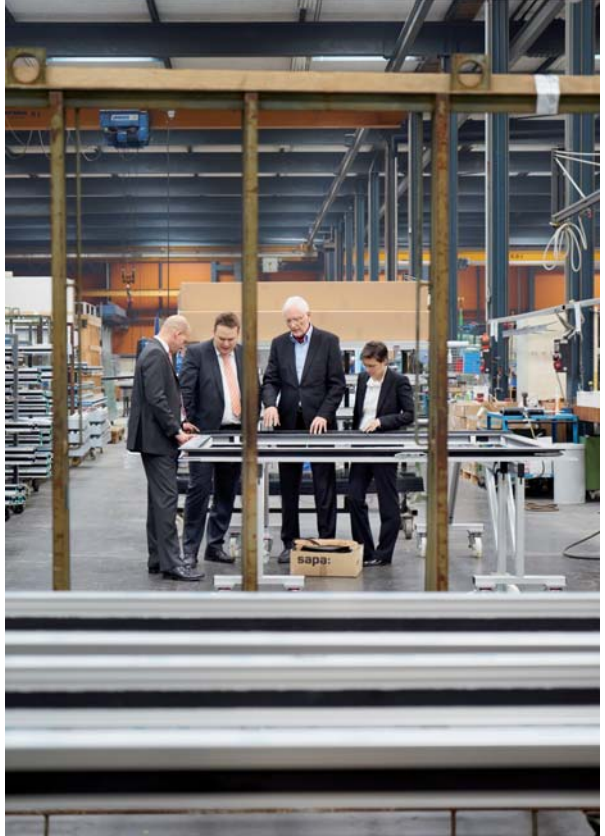
3. Classification

- Significance strategy
- Status allocation
- Strength/weakness analysis
- Norm strategy
- Recommended actions

Implenia's supplier management system creates greater transparency and a basis for long-term, fruitful collaboration with partners who have a common understanding of the fundamental values. The system also allows Implenia to identify trends early on. Purchasing volumes can be concentrated on suppliers that have made a positive impression. If negative signals emerge, appropriate measures can be taken. In addition, if partners are integrated early into Implenia projects, risk factors can be identified and managed more effectively while synergies can be exploited in the procurement of goods and services. Implenia's ultimate aim with the new system is to ensure all companies throughout the value chain make a greater contribution to increased sustainability, for example by actively providing innovative, sustainable solutions and using environmentally friendly materials.



Discussion about Implenía's new supplier management system



Sustainable supplier management – the only way to go

Implenia went live with its new supplier management system at the start of 2014. Against this background representatives of Implenía and metalworking company Ernst Schweizer AG met to exchange thoughts. As a supplier, Ernst Schweizer is affected by Implenía's new system, but the family firm, based in Hedingen, Canton Zurich, also has a lot of experience with its own supplier management system.

Around the table sit Implenía's Jens Sasse, Head of Procurement, and Michael Berger, Supplier Manager, alongside Hans Ruedi Schweizer, CEO of the metal construction company, and Martina Marchesi, its Sustainability officer.

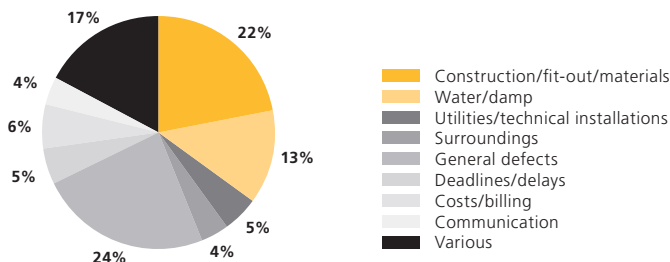
The interview can be found in the online Sustainability Report.

sustainability.implenia.com



Customer complaints

Buildings 2013



2.8

Taking customer feedback seriously

Satisfied customers are essential to the long-term survival of any business. Implenia employs various means to find out how its customers view its services. As well as talking to them directly about their experience, Implenia carries out systematic surveys relating to complaints it has received and to customer satisfaction.

Complaints

Written complaints are recorded and dealt with immediately by local staff. In 2013 the Buildings Business Unit systematically evaluated the complaints it received. Around two thirds of them related to issues with buildings, especially the construction, the fittings and the materials used (see chart). Most complaints come from homebuyers, and sorting out the problems, especially in apartment blocks, remains a challenge. Consequently, Implenia launched a project designed to improve the whole purchasing process.

Customer satisfaction

At the end of every project – and also during the process in the case of larger projects – Implenia uses a questionnaire to see how satisfied the customer is. Some of the questions are about the end result, and some about the whole construction process. Customers are also asked to give an overall rating for Implenia's performance. In 2013, Implenia received 292 feedback forms from customers.

Customer satisfaction

Buildings

	2013 ¹
Criterion	Customer satisfaction in %
Quality achieved	83%
On budget	84%
On deadline	84%
Sustainability and innovation of proposed solutions	80%
Engagement with customer's concerns	85%
Project management	85%
Commitment and competence of employees	89%
Correcting defects	76%
Customers giving positive overall assessment (++ or +) ²	90%

1 Number of feedback forms: 164

2 Respondents also give an overall rating of ++, +, +/-, - or --. For the overall rating, ++ and + are counted as positive

Customer satisfaction

Modernisation & Development, Tunnelling & Civil Engineering, Construction German-speaking Switzerland and Construction French-speaking Switzerland

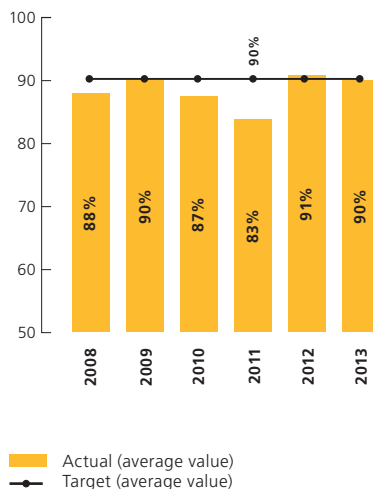
	2013 ¹
Criterion	Customer satisfaction in %
Quality of advice/support	90%
Quality of construction/execution	90%
Quality of services/innovative solutions	86%
Sustainability/environmental protection	84%
On-site safety	84%
On deadline	86%
On budget	85%
Correcting defects	86%
Average overall rating	92%

1 Number of feedback forms: 128



Customer satisfaction

Buildings in %



The 164 relating to the Buildings Business Unit showed high levels of satisfaction with its work (see chart). As in the previous year the unit achieved its target of at least 90% positive reviews. The commitment and expertise of the workers received particularly good ratings. Marks were not as high for sorting out problems, but pleasingly satisfaction in this area has gone up over the last two years (from 67% to 76%).

Another 128 customers filled in the questionnaires for other Business Units. They were most positive about the advice and support received and about the quality of execution. There were also good marks for sustainability and protecting the environment, as well as for construction site safety. The overall result of these responses was a very high customer satisfaction rating of 92%.

Achievement of goals 2012/2013

Implenia wants its core business to contribute to sustainable development.

Strategy	Goals for 2012/2013	Achievement of goals	Status
Advise customers early and comprehensively	<ul style="list-style-type: none"> – Launch group-wide key account management 	<ul style="list-style-type: none"> – Initial successes achieved with key account management. Further work being done on group-wide approach. 	(✓)
Push ahead with the initiation and realisation of sustainable construction projects	Building Construction: <ul style="list-style-type: none"> – Work on one “Swiss Sustainable Construction Standard” project – Continuously check compliance with sustainability criteria in ongoing projects – Keep developing and rigorously applying GeNaB® Civil Engineering and Infrastructure Construction: <ul style="list-style-type: none"> – Work on specific “Sustainable Construction in Civil Engineering and Infrastructure” projects 	Building Construction: <ul style="list-style-type: none"> – Active involvement in formulating the Swiss Sustainable Construction Standard as member of the Federal Office of Energy’s steering group (chapter 2.5) – “schorenstadt” project submitted as pilot project for the Sustainable Construction Standard (chapter 2.4.1/2.5) – 2000-Watt Society implemented in the schorenstadt project and planned for the “roy” project (chapter 2.4) – Rigorous application and checking of GeNaB up to Investment Committee application stage leads to better project quality, “office use” category upgraded to more comprehensive property assessment (chapter 2.3) Civil Engineering and Infrastructure Construction: <ul style="list-style-type: none"> – Implenia’s expertise in raw materials and construction materials aids drafting of new SIA112/2 standard. The norm is currently at the consultation stage (chapter 2.4.4) 	 ✓ ✓ ✓ ✓



Strategy	Goals for 2012/2013	Achievement of goals	Status
Push ahead with the initiation and realisation of sustainable construction projects	Civil Engineering and Infrastructure Construction: <ul style="list-style-type: none">– Work on specific “Sustainable Construction in Civil Engineering and Infrastructure” projects	Civil Engineering and Infrastructure Construction: <ul style="list-style-type: none">– Owing to difficulties working with the planned cement at the Gotthard base tunnel project, the switch was made to lower-CO₂ types of cement. As a result, 33,000 tonnes of CO₂ were saved over the construction period (chapter 2.4.5)	✓
		<ul style="list-style-type: none">– Implenla can have a positive influence on sustainability in the civil engineering and infrastructure sector by doing the following:<ul style="list-style-type: none">– selecting sustainable civil engineering and infrastructure projects– choosing the right materials to build with– reducing energy consumption during construction by maintaining an efficient fleet of vehicles and equipment	✓
Define and implement criteria for suppliers	<ul style="list-style-type: none">– Define, implement and review criteria for suppliers	<ul style="list-style-type: none">– Supplier questionnaire on environmental and health & safety matters formulated and implemented (chapter 2.7). Review begins in 2014.	(✓)
Improve links between different Business Units	<ul style="list-style-type: none">– Make “Sustainable Overall Construction” a reality based on Implenla’s core competences– Make sure collaboration between different parts of the group is the norm	<ul style="list-style-type: none">– Comprehensive provision of sustainable services by various parts of Implenla at the “Neugrüen Mellingen”, “schorenstadt, Basel” and “roy, Winterthur” projects. (chapter 2.4, Title story chapter 2)	✓

Goals and activities 2014/2015

Implenia wants its core business to contribute to sustainable development.

Strategy	Goals for 2014/2015	Activities 2014/2015
Advise customers early and comprehensively	<ul style="list-style-type: none"> – Deliberately apply our expertise in sustainable construction when working with customers 	<ul style="list-style-type: none"> – Target projects for acquisition that are focused on sustainable construction and show customers the sustainability potential – Together with the client, work out solutions that fit the sustainable construction strategy – Use more wood in projects by expanding production capacity
Push ahead with the initiation and realisation of sustainable construction projects	<ul style="list-style-type: none"> – Take a leading role in implementing the Swiss Sustainable Construction Standard (SNBS) and promoting the “2000-Watt Society” – Create a shared understanding of sustainable construction in civil engineering and infrastructure projects 	<ul style="list-style-type: none"> – Practical application of the SNBS at our “schorenstadt” project – Continue pushing implementation of the “2000-Watt Society” in projects – Refine GeNaB® criteria quantitatively and apply across all project phases – Back up understanding of what sustainable civil engineering and infrastructure projects involve with specific criteria and indicators
Define and implement criteria for suppliers	<ul style="list-style-type: none"> – Work with forward-looking suppliers 	<ul style="list-style-type: none"> – Evaluate, select and develop suppliers using self-declaration and prequalification – Work out project-specific solutions with suppliers



Strategy	Goals for 2014/2015	Activities 2014/2015
Improve links between different Business Units	<ul style="list-style-type: none">– Use our capabilities (financing, sustainability planning, wooden construction) to build sustainable buildings	<ul style="list-style-type: none">– Building three “sustainable projects” based on Implenía’s core skills– Make sure collaboration between different parts of the group is the norm



Sustainable wooden construction

Timber construction is booming in Switzerland. Thanks to modern production techniques and the obvious environmental benefits, the last few years have seen even very large buildings being made entirely or partly of wood. Implenia is leading the way in the use of this most natural of building materials, including at the sustainable Neugrüen housing development in Mellingen.

“If you’re trying to meet high environmental standards, it’s hard to avoid wood these days”

Christian Kündig, Head of Wooden Construction

What do the spectacular new elephant house at Zurich Zoo and Switzerland’s largest green residential development in Mellingen have in common? That’s right: wood, which plays a major role in both of these architectural milestone projects. The self-supporting roof of the elephant house is 86 meters in diameter and seems to float above the habitat. It’s made of a huge framework of wooden panels consisting of thousands of individual components. Meanwhile, the sustainable residential complex in Mellingen, commissioned by an investment group within the Credit Suisse Investment Foundation, uses timber for the facade structures and for the laminated boards in the ceilings. The striking facades are made of pre-aged spruce shingles.



The other thing that the two projects have in common is that they were both very demanding to build, but that Implenia nevertheless managed to complete them both on schedule. The first terraced house in Mellingen was finished in October 2012 and now the entire development is ready, offering homes for 400 people. The freshly laid lawns and new shrubs are beginning to sprout in the open spaces, and the first tenants have moved in. On this three hectare site Implenia has created a natural living environment with a peaceful, almost village-like feel. In doing so the company has set new standards of sustainability in several respects (see box on p. 54). For example, the development generates all of its own heating. Electricity for the heat pumps comes from 1800 solar panels fitted on 15 rooftops.





3916 Rippe
60mm x 275mm x 425mm
AW C 106
ALUMINIUM



Kirschenweg

As well as environmental aspects, the creators of Neugrüen put a lot of thought into social matters. The buildings are set out in a way that allows residents to live together harmoniously. The layout of the terraces and apartment blocks creates a dense network of lanes, private gardens, places to meet and public squares. It's an ideal place for walking and cycling. Cars have a place, but they don't dominate. "It wasn't always easy to meet all of the demanding requirements relating to the different aspects of sustainability," says Implenía's project manager Alexander Arnold. Mastering the construction techniques and logistics proved particularly challenging. "But as a total services provider, Implenía was in a position to coordinate everything efficiently, provide integrated solutions and work cost-effectively."

THE ADVANTAGES OF WOOD

- Renewable and climate friendly
- Locally available with large reserves
- Long-lasting, easy to dispose of
- Short construction time thanks to prefabrication
- Warm appearance and creates pleasant indoor climate

In Mellingen concrete and wood are combined cleverly. "Stairwells and lift shafts are made of concrete," Arnold explains. This ensures protection from fire and earthquake. The ceilings are mainly made of laminated panels, which are then covered with poured concrete to prevent noise disturbance from upstairs neighbours. Although the walls are made of wood, they are boarded and coated with white plaster so the residents don't feel like they're living in a clapboard hut. The wood can only be seen from the outside.

Although the wooden shingle facades may make the Neugrüen development look like a mountain village from a distance, modern wooden construction has little in common with the traditional chalet style. Production, based on a digitalised manufacturing chain, was highly rationalised. The wooden frames were built by Implenía's carpentry shop near Zurich, where they were also fitted with insulation, cable piping, plugholes and plasterboard as required. All that remained to be done on site in Mellingen was to fit the frames together and fix them in place. "Thanks to this modular system, we could put up an apartment block within 14 days," says Alexander Arnold.

“In Mellingen concrete and wood are cleverly combined.”

Alexander Arnold, Project Manager

The wood was originally sourced from the Klettgau region on the Swiss-German border. A computer-controlled CNC machine was used to mill and saw raw planks and boards into the desired shapes at Implenia Wooden Construction's facility in Rümlang. The pieces were put together like a huge jigsaw puzzle at its workshop in Schwerzenbach. Some of the elements were 14 metres long and 3.5 metres wide, and each was individually assembled according to the plan. A team of two carpenters took about half a day to finish a wall or ceiling element. They had to work at speed but with precision, because once the pieces reached the construction site, anything that turned out not to fit would have to be adjusted manually, which would waste time.

Efficient, rationalised production is one of the key reasons for the boom in wooden construction in Switzerland. For a few years now it has been possible to construct wooden buildings up to six storeys high, and wooden facades up to eight storeys. The new 2015 fire safety regulations will further extend the possible applications of wooden construction. Thanks to these improved conditions, this renewable construction material has made a real breakthrough in the construction of residential and office buildings. In just a few years the market share of new apartment blocks made of wood in Switzerland has gone from practically 0 to 5 percent – that's approximately 300 buildings a year.



IMPLENIA WOODEN CONSTRUCTION

**A company with many years of experience.
A total of 75 employees and 10 apprentices
at two locations near Zurich: Rümlang and
Schwerzenbach**
Strengths:

- **Modular construction**
- **Free forms**
- **Conventional wooden construction**
- **Special formwork**
- **Exposed shuttering**
- **Joinery**



13
⚡

9013

170-1
220-1
200-1
200-1
200-1
200-1



“If you’re trying to meet high environmental standards, it’s hard to avoid wood these days,” says Christian Kündig, Head of Implenia Wooden Construction. Wood is a renewable material that can be produced and disposed of without emitting much greenhouse gas. As a rule, therefore, entirely or partly wooden constructions generate 15 to 30 percent less greenhouse gas than conventional brick and concrete structures. Wood is also free from harmful substances and is available locally in sufficient quantities. For all these reasons it plays an important role in meeting the ECO standard. In addition, once wooden elements have reached the end of their useful lives, they can be destroyed and disposed of easily.

With all these advantages it is hardly surprising that the future is looking so bright for wood in the construction industry. “We believe that wooden construction will continue to expand over the coming years,” says Kündig. There is nothing to suggest that costs will get in the way of this trend: “By deciding on the construction technique early on, there are minimal additional costs compared with brick and concrete construction.” If the wood is used properly and prepared carefully, this natural material is also very resistant to the weather. This love affair with wood is likely to last.

SUSTAINABILITY IN NEUGRÜEN

- **Minergie-A:** This label shows that over the course of a year, operating the building requires no energy, a standard that can only be reached using on-site solar energy.
- **Minergie-ECO:** This label guarantees environmentally friendly material. It also imposes requirements relating to daylight and noise insulation.
- **Minergie-P:** This label indicates low energy consumption. This can be achieved through good thermal insulation and the use of solar energy from intelligent window arrangements.
- **Green Property Gold** is Credit Suisse’s quality seal for sustainable properties
- Aesthetically pleasing, socially useful architecture



If you want to win the future, you can't be scared of the global language. A visit to the Implenia Management Programme shows how the "One Company" philosophy works.

"The future won" report on page 73

3	Attractive working environment		3.5	Health and safety	64
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Attractive working environment

More than 6000 people from over 70 nations work at Implenia. The company does many things to ensure their health and safety. Implenia is also committed to its employees' wellbeing and to their ongoing professional training and development.



Employees from over 70 nations work for Implenla.

3.1

Staff structure

As at end-2013, a total of 6435 employees worked for Implenla (full-time posts including temporary workers). Implenla employs people from more 70 different nations. Around 40% of these are from Switzerland, 19% from Portugal, 8% from Italy, 7% from Germany and 6% from Norway. Long service at Implenla and high levels of loyalty are the norm. On average, employees stay at the company for 11.8 years. In 2013 the fluctuation rate was 11.3%, compared with 8.1% in the previous year (excluding seasonal fluctuations). The percentage of female employees (FTE) was slightly higher than in the previous year at 7.5% (2012: 7.2 %).

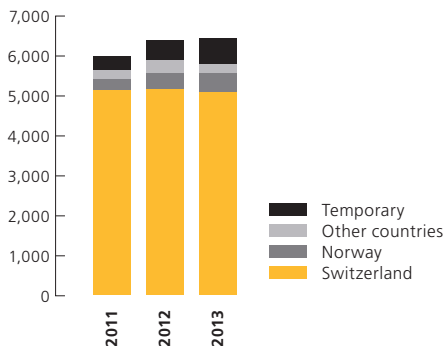
Implenia guarantees all of its employees equal treatment regardless of their ethnicity, colour, gender, religion or political views. The company follows the guidelines issued by the International Labour Organisation (ILO). These deal in particular with employment standards relating to equal remuneration and to discrimination in employment and occupation.

Implenia works with the Federal Office for Gender Equality (FOGE) to ensure long-term equality of opportunity. The FOGE periodically carries out audits – of salaries for example. During the period under review no incidents relating to discrimination were reported. The company attributes this success to, among other things, its comprehensive group-wide training in the Code of Conduct.



Full-time equivalents

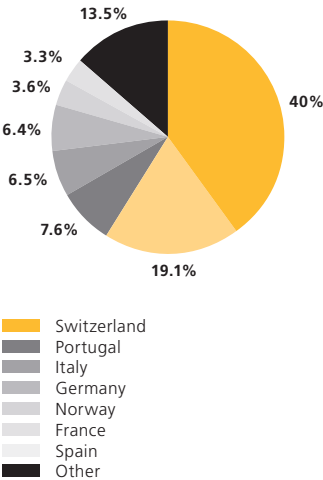
Number



Headcount (FTE)

Office and on-site staff	Full-time posts at end-2013
Modernisation & Development	316
Buildings	1,108
Tunnelling & Civil Engineering	845
Construction Switzerland	2,581
Holding/Management	238
Total employees (FTE, Switzerland and neighbouring countries)	5,088
Implenia Norge	478
Other countries	215
Total employees (FTE, excl. temporary staff)	5,781
Temporary staff	654
Total employees (FTE)	6,435

Employees (FTE) by country of origin 2013
(in %)



3.2

Encouraging skills and responsibility

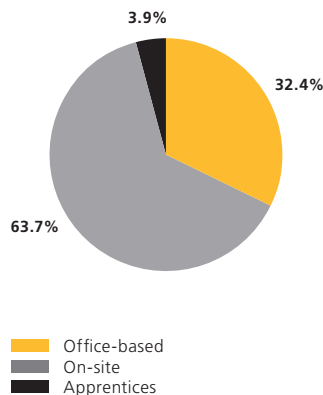
With its “One company, one goal, one spirit” philosophy, Implenia wants to strengthen the feeling of togetherness and commitment within the company and encourage cooperation across departments, business units and countries. The flat structure that has been in place since February 2013 also promotes efficient decision-making and personal responsibility – things that make the company more effective on the market.

Management delegates decision-making power down to the lowest level possible. This principle certainly makes processes more efficient, but also increases each employee’s sense of responsibility and makes jobs at the company more attractive. This is confirmed by Implenia’s regular place in the list of most attractive employers: in the annual Universum Top 100 survey, Implenia came 24th in the engineering category in 2012, and 29th in 2013.



Full-time posts by type of employment 2013

(in %)



A modern talent-management process and the basic principle of promoting from within wherever possible strengthens the sense of togetherness and facilitates careers that span different areas of the business. During the period under review Implenía trained around twenty new potential leaders within the “Winning the Future” programme (see p. 73). As the company becomes increasingly international, Implenía is also encouraging mobility among its staff by formulating transfer rules for short and long placements in foreign offices.

Good specialists are hard to find, so considerable resources – in terms of time as well as money – are devoted to recruiting new staff. Implenía regularly attends university and college recruitment fairs to tell young professionals, students and graduates from all disciplines about the Implenía Group and the opportunities it offers for careers and training.

Compensation

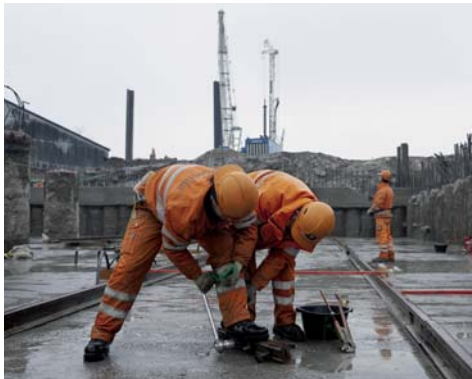
Implenia Switzerland has a fair and transparent compensation policy. For office staff each function is evaluated in terms of the knowledge, cognitive abilities and problem-solving skills required and the responsibility involved. Basic salaries are fixed on the basis of this evaluation. For on-site personnel, Implenla complies with statutory minimum wage requirements and the conditions set out in national settlements. In addition to their agreed basic salary, managers receive a variable salary component tied to the goals they have been set. Top managers, around 25 of them throughout the group, are also paid an additional component in the form of shares.

Employment rules and social benefits also meet modern standards and go beyond the statutory requirements. Employees get an extra week's holiday, while fathers can have a week of paternity leave and expectant mothers enjoy maternity leave of 16 rather than the statutory 14 weeks.

Pension benefits also exceed the statutory minimum. Implenla employees are enrolled in a defined contribution pension scheme with employer and employee usually paying half the contributions each. Between 2005 and 2013 Implenla transferred a total of CHF 38.5 million of voluntary payments to shore up the pension scheme's funding ratio.

The pension fund's board of trustees is made up of equal numbers of employee and employer representatives, and in recent years it has taken various measures to strengthen the fund's finances. Benefits were adjusted, for example, and employer contributions raised temporarily. The pension plans were standardised and simplified. At the end of 2013, the Implenla Pension Fund's funding ratio came to 100.5%.

In addition to its statutory pension provision, Implenla runs the "Fondation Patronale" pension foundation, which has capital of CHF 11 million. This was set up to mitigate the financial consequences of illness, disability and death by paying out pension benefits and voluntary inflation supplements, and helping people who have been affected by restructuring.



A modular training and development programme helps secure new management capacity and greater expertise.

3.4

Training and development

To ensure that employees are prepared for current and future challenges, Implenja offers a modular training and development programme for managers and specialists. Courses, on-the-job training and certificated apprenticeships are used to provide participants with the knowledge they need. Implenja is thus increasing its employees' expertise and practical skills and helping managers use management tools effectively. During the period under review, Implenja developed a web-based learning and seminar administration platform with a transparent online registration and authorisation process.

Summer internships at Implenja Norge

Every year Implenja Norge goes to various key schools and universities to tell students about Implenja and invite prospective engineers to do a summer internship. In 2012/2013 a total of 23 students took up the opportunity, enabling them to get to know more about the company, its projects and working in the construction industry in general. Of course the internships also give Implenja a good opportunity to get to know students, with a view to offering them future employment.

Employee development is based on the “Management by Objectives” (MbO) approach that Implenia established during the period under review. The annual employee meeting, an important management tool across Switzerland, is now focused on MbO, and line managers are trained in agreeing and assessing objectives. The company has set up a modern, web-based employee management system called Iperform, which supports processes like agreeing objectives, employee development, training and e-learning.

People often first join Implenia as apprentices, so good, solid apprenticeship training is crucial. As an outstanding organisation for training, Implenia is currently taking care of 200 apprentices, mostly in on-site roles. The company offers most apprentices a job once they have finished their courses. Again, Implenia goes beyond the statutory requirements for apprenticeships. Induction weeks and days ease the transition into life as an apprentice and strengthen team spirit. Implenia’s on-the-job training is augmented by a wide variety of projects, training trips and development opportunities.

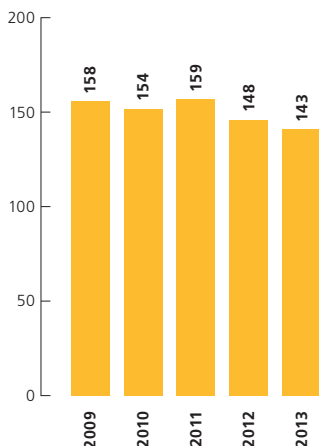
Cost planning is a key function within the construction process. In conjunction with the School of Engineering and Architecture at Lucerne University, Implenia has developed a comprehensive training programme for construction cost planning: the Certificate of Advanced Studies (CAS) in Construction Cost Planning for General and Total Contracting. By running this programme Implenia and Lucerne University are doing a lot to position construction cost planning as an attractive career. The CAS course was run for the first time in 2012. The second run of the course began in May 2013 with eleven participants, five of whom work for Implenia.

To ensure the management culture – the one-company philosophy – remains consistent, all managers are trained together in a two-step programme regardless of which department they work for. The first stage, the management development programme which started in 2014, is designed for employees who are about to embark on their first management job and for managers who have just joined the company. The second stage, aimed at Implenia’s senior management in Switzerland and Norway, includes numerous modules covering in-depth management skills. This programme was run for the first time during the period under review (see report on p. 73). Participants are selected on the basis of the Talent Management Process.



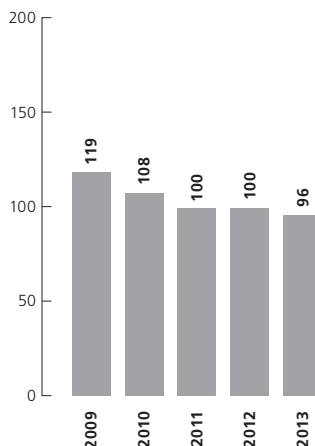
Occupational accidents¹

per 1000 FTEs



Non-occupational accidents

per 1000 FTEs



1 These numbers include all incidents that led to hours being lost or a visit to the doctor. Smaller injuries that were taken care of directly at the place of work, and after which the injured person could continue working ("first aid cases"), are not included.

3.5

Health and safety

The construction trades involve a lot of hard physical work, and there are many potential risks to be found in workshops and on construction sites. Implenia therefore puts a great deal of effort into awareness and information campaigns relating to health and safety at work. Within the two Construction Business Units – German-Speaking Switzerland and French-Speaking Switzerland – where the most employees work and where the risks are greatest, OHSAS 18001-certified programmes ensure effective measures are in place.

Implenia gives health and safety training to all new employees in these Business Units when they first join. Temporary employees hired through agencies also have to go through this initial instruction. In addition, managers on the construction site are responsible for informing temporary staff about the particular dangers and the emergency procedures used on site. Foremen and site managers make site personnel aware of current danger areas on a monthly basis.



Health and safety at work are the highest priorities for Implenla.

The most effective and lowest cost approach is to build health and safety considerations into the planning and implementation process right from the start. Remedial measures in later phases are more restricted and usually lead to higher costs. Implenla aims to act on this principle, and in all projects where it is either the developer or total contractor it assumes responsibility for effective accident prevention at the earliest stages of the project. When it comes to health and safety, Implenla makes no distinction between its own and other employees. Anyone contracted to work on a site where Implenla has responsibility as general contractor must comply with all the relevant in-house and statutory health and safety rules.

Good advance planning can influence everything – whether scaffolding is in place correctly and on time, whether lorries have to drive in reverse, whether there is enough room to store materials, etc. Implenla has set itself the target of formulating a standardised safety concept for all major projects, based on Suva's "Health and Safety Plan for Building Sites". The plan is started as soon as the offer is being calculated and then is added to as the project progresses. By using this planning tool for its own projects, Implenla aims to achieve a stricter safety culture.



Accidents by type

(in %)

accidents at work		2013
Accident category	Number	Days absent
Trips and slips	30%	38%
Manual load handling	20%	24%
Tools and equipment	18%	19%
Eye injuries	16%	1%
Others	16%	18%
Total	100%	100%

Non-occupational accidents		2013
Accident category	Number	Days absent
House and garden: trips and slips	14%	18%
Sport: ball games	14%	10%
Road traffic	13%	23%
Sport: winter sports	10%	13%
Sport: other sports	10%	6%
Others	39%	30%
Total	100%	100%

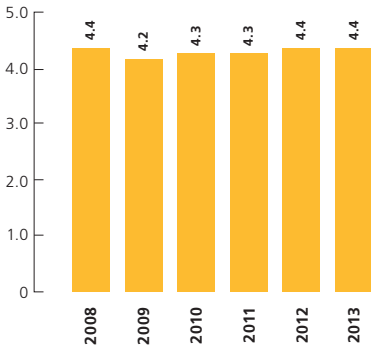
In addition to internal measures and awareness campaigns (see chapter 3.5.1), it is vital to bring subcontractors on board when trying to achieve health and safety goals. A construction site will only be safe if all the companies involved pull in the same direction. As a first step towards this, we spoke to around 90 representatives of major companies and suppliers at a suppliers' seminar in October 2013 and told them about the issues that general contracting would be focusing on in future.

In 2013 the number of accidents that occurred on Implenia projects was 143 per 1000 full-time equivalent (FTE) employees, virtually the same as in previous years. The targeted reduction in the number of accidents has not yet been achieved. Implenia remains committed to its ambitious target of bringing the number of accidents at work down to a maximum of 100 per 1000 full-time employees by 2015, thus becoming one of the best in the industry in terms of health and safety.

Trips and falls remain the commonest type of accident (2013: 30%). Preventing falls remains a priority, so Implenia is continuing the "Stolpern und Stürzen" ("Trip, stumble, fall") initiative in conjunction with Suva (the Swiss accident insurance association).

Absence rates

(in %)



The absence rate due to accidents at work, non-work-related accidents and illness came to 4.4%, on a par with the previous year. In relation to the Implenla Group as a whole this is equivalent to the annual productivity of around 300 persons. Roughly 60% of total absences were the result of illness, with another 26% down to accidents at work and 14% caused by non-work-related accidents.

All the accident statistics are overshadowed by three tragic fatalities that occurred in 2013: two Implenla employees and a contractor died as a result of accidents on Implenla building sites. These deaths caused great upset at Implenla and reinforced our determination to do more for health and safety at work. Following these accidents, Implenla commissioned an external analysis to review its safety organisation and in-house regulations as well as their practical implementation on Implenla construction sites. Based on the findings of this review, a number of measures have been put in place. These include organisational adjustments, the introduction of consistent safety standards across all areas, an increase in the number of safety officers and more thorough safety checks. Implenla also introduced a Group-wide accident reporting process, the results of which are discussed every month at Group Executive Board (GEBO) meetings. This guarantees that senior management is always aware of the latest accident figures and categories.

In addition to these comprehensive health and safety measures, Implenla is committed to various other initiatives designed to enhance employees' wellbeing. One example is the "Über Alkohol im Unternehmen sprechen?" ("talking about alcohol at work") campaign against alcohol abuse, which won the Grand Prix Européen Santé et Entreprise 2012. Implenla also looks after employees who suffer accidents or illness, and helps them get back to work; it collaborates with case management specialists who provide intensive support and rehabilitation services.



Accident categories

(as % of all accidents)

30%
29%
32%
34%



Trips and slips

20%
13%
17%
15%



Manual load handling

18%
24%
22%
22%



Tools and equipment

16%
16%
15%
13%



Eye injuries

5%
6%
3%
4%



Other causes

4%
5%
5%
5%



Mechanical load handling

3%
2%
3%
4%



Pointed and sharp items

2%
3%
3%
2%



Work machines

2%
3%
1%
1%



Harmful substances and impacts



Although it already does a lot, Implenia is currently working on making its operational health and safety management even more systematic. This entails developing frameworks, structures and processes that help people to work and organise themselves in a way that promotes health and safety, and that encourages safer practices among employees.

An external analysis shows many positive factors at Implenia, including its acceptance of social responsibility, its commitment to the common good, and the quality of its absence and case management. However, the study reports, these efforts could be better coordinated and standardised throughout the company as a whole. The experts also believe that the increasingly important theme of “overload” needs to be addressed more systematically. Implenia is currently assessing the results of the study and evaluating possible measures.



Comprehensive training and awareness-raising campaigns (see opposite) play an important role in the effort to reduce the number of accidents.

3.5.1

Raising awareness

Implenia conducts regular awareness campaigns on construction sites to remind site personnel and technical managers of important health and safety measures and, therefore, to reduce the number of accidents in the medium and long term. For instance, the “Safety in 15 minutes” initiative provided site workers with training on important safety issues. These mini-courses were designed centrally and delivered to the workforce on site by their foremen. The courses are backed up by internal poster campaigns. The following subjects were addressed in 2012 and 2013:

- **Neatness and cleanliness on the building site**

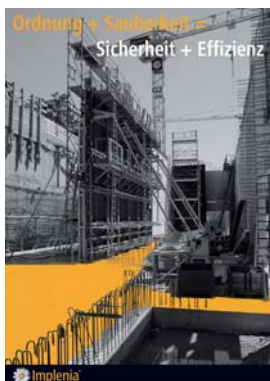
Around three in ten accidents on building sites are the result of tripping or falling. A neat, orderly site cuts down the risk of accidents and reduces search times.

- **Use hand rails**

Accidents caused by stumbles account for roughly 40% of daily accident benefit payments. Stumbling on stairs is particularly dangerous, so one campaign is dedicated specifically to safety when using stairs.

- **Personal safety equipment**

Almost a fifth of all accidents result in eye injuries. The message of this campaign is that wearing safety goggles and a hard hat can substantially reduce the risk of accidents.



– **Using ladders properly**

Ladders are often used incorrectly on construction sites. Part of the training involves repairing or disposing of defective ladders.

– **Safety charter: say stop!**

Implenia was the first construction company to sign the Suva safety charter. Employees are trained to recognise when they should stop work for safety reasons.

– **Toolbox**

In tunnelling operations, weekly “Toolbox” meetings – in which small groups of site workers receive training from safety officers – have proved highly effective.

– **Turbo-sleep**

A lot of serious and fatal accidents are a result of tiredness. A 15 minute nap is an effective preventative measure. This campaign was carried out at several Implenía sites in collaboration with the bfu.

– **Vehicle speed**

Most traffic accidents happen in built-up areas, so this initiative emphasised vehicle speed, leading on from the earlier EcoDrive course.

Achievement of goals 2012/2013

Implenla wants to be the preferred partner for employees.

Strategy	Goals for 2012/2013	Achievement of goals	Status
Use training and development to nurture employees	– Successfully implement CAS Construction Cost Planning	– CAS course run for the first time in 2012. The second run of the course began in 2013 with eleven participants (chapter 3.4)	(✓)
	– Continue existing training and development offering	– Training in working techniques, accounting, IT, marketing and sales, law and languages. Summer internships in Norway (chapter 3.4)	(✓)
Recruiting from within	– Implement succession planning/talent management/Implenla Academy (Icademy)	– 16 managers were successfully trained in the “Winning the Future” programme (title story 3, chapter 3.2)	✓
		– In 2012 and 2013 Implenia was involved in the graduates’ congress in Zurich and attended the ETH contact meeting (chapter 3.2).	✓
		– Support for the ETH Foundation and the Excellence Scholarship Programme	✓
Reduction in the number of accidents at work and hours lost	– Use training and control measures to reduce slips, trips and accidents involving tools and equipment	– The targeted reduction in the number of accidents has not yet been achieved. The number of occupational accidents remained constant in 2013 with 143 per 1000 FTEs (chapter 3.5)	✗



Goals and activities 2014/2015

Implenia's wants to be the preferred partner for employees.

Strategy	Goals for 2014/2015	Activities 2014/2015
Use training and development to nurture employees	<ul style="list-style-type: none">– Develop construction specialists into expert professionals so they can pursue a specialist career at Implenia	<ul style="list-style-type: none">– Continue building up training programme (Icademy) and strengthen internal and external positioning– Training and development courses to support the specialist career model for construction professionals (project managers, construction managers, site managers, construction cost planners)– Introducing a graduate trainee programme
Recruiting from within	<ul style="list-style-type: none">– Develop management talent from within the company	<ul style="list-style-type: none">– Improve the quality of training and increase the proportion of those in training– Carry out the “Winning the Future” management development programme for the second time.– Carry out the “Winning Performance” new managers development programme for the first time.– Promote new talent by training up new foremen, overseers and site managers.
Maintain and promote health and safety, efficiency and motivation	<ul style="list-style-type: none">– Reduce the number of occupational accidents to less than 100 per 1000 FTEs, cut the number of days lost and manage occupational health systematically	<ul style="list-style-type: none">– Constant awareness raising at all levels of management about occupational accidents– Introduce safety as component of work preparation (safety concept)– Expand the team of health and safety officers so there is a greater presence on building sites

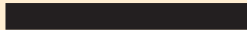


The future won

Implenia successfully completed its first group-wide management development programme, “Winning the Future”, during the period under review. The course facilitated networking between managers from all over Europe, enabled the company to fill key roles from its own ranks, and laid the foundations for ongoing management development.



"The longer the programme went on, the better we got to know each other and the more fun it was. One big difference is that I take on more responsibility now than I used to. By picking me for the programme the company showed that it believed in me, and that has given me a boost. I liked the leadership module best, because it's something I can use every day. I've already begun to use some of the tools in my everyday working life, but it's an ongoing process."



Yan Dysli, Project Manager, Buildings Geneva

"This is a very special moment for me and for Implenia." With these words, Anton Affentranger interrupts the lively, multilingual hubbub and opens the final day of "Winning the Future". Around 40 people have gathered on this afternoon in March 2014 at the venerable Zunfthaus zur Waag building opposite Fraumünster church in Zurich to complete the final act of the training programme: graduation day. The two dozen participants and organisers have been joined for the occasion by the members of the Board of Directors and Group Executive Board (GEBO).

"This marks the end of a journey, a long journey," says the CEO. More than one and a half years have passed since the participants first met. There have been a total of five training modules, each comprising two and a half days of intensive engagement with one of five central management themes: strategy, finance, personnel management, marketing and leadership. "The main aim of Winning the Future has been to train the next generation of managers," says Anton Affentranger. And he is pleased to note that this goal was achieved even before the end of the programme: no fewer than three of the participants were appointed to the GEBO in 2013 as part of the "Daring to Shape the Future" reorganisation.

“Winning the Future” was Implenia’s first group-wide leadership programme. Thomas Foery, Head Human Resources, recalls similar programmes at the predecessor firms. “But since the merger of Zschokke and the Batigroup to create Implenia in 2006, the priority has been to sort out structural issues and concentrate on operations. Training inevitably took a back seat for a while.” The company first had to focus on how best to work together following the merger. “We had to establish a solid foundation before we could build successfully,” explains Foery.

Employees obviously have a vital role to play in a company’s sustainable development. If they can be retained for the long term and if their skills can be increased, the business is far more likely to do well. This applies in particular to managers, which is why Implenia wants to develop its people and where possible recruit management personnel from within the company’s own ranks. Filling key positions with people that already know the business is often better.

It was this desire for in-house management development that prompted the creation of “Winning the Future”. However, seeking out talent and developing managers were not the programme’s only goals. Affentranger was also keen to bring back a sense of togetherness to a company that had grown and expanded into other countries in recent years. “We wanted to ensure that when we talked about strategy and leadership, everyone in the group was talking the same language. If we understand each other better, we can work better together.”



“I learnt a lot from the other participants and was able to make my own contributions. This exchange of ideas has been really energising. It was noticeable how interested our Swiss colleagues were in the Norwegian group. We were made to feel very welcome, and I’ve been able to take some of the input from the discussions back home with me. Everything that we learnt in the leadership module, for example, is now being discussed by our management team in Norway.”



Petter Vistnes, CEO Implenia Norge



"For me personally, the HR and leadership topics were very important. I now know more, for example, about what I can expect from the HR department, but also what they need from me. I know the background to the new personnel tools and can explain them better to my people, so I hope I can contribute to a better understanding. I also think that I can give staff more insight into the strategies and purposes of Implenia, because I now understand them better myself."



Jörg Biese, Area Manager ITU

And so it was that people from completely different parts of the company came together for the "Winning the Future" programme. The feedback has been excellent. "It was great to get to know new colleagues, not just from German-speaking Switzerland but from all over Europe right up to Norway," says Yan Dysli, who has worked for Implenia for seven years. "We started as people from different departments and ended up as one big team," says the project manager from Buildings Geneva. Christian Späth backs Dysli up. Construction engineer Späth is Area Manager ITU Europe and has worked for Implenia in Salzburg for almost two years. "The programme brought people together who wouldn't normally meet." Inevitably this has greatly expanded people's personal networks. "For someone like me who only joined the firm recently, this was ideal. Otherwise I'd never have met people who work in the Valais or Geneva."

"Mutual understanding has grown enormously thanks to the programme," confirms Maria Sommer from HR Development. She was responsible for organising the programme. "We managed to find a common language and to learn about the company's many different facets. Everyone had really bonded into a team by the end. It was almost like a family." This sense of familiarity is palpable today at graduation. The atmosphere is very relaxed and happy, with people joking and chatting together.

“We wanted a course tailored to Implenla rather than an off-the-shelf solution, so we developed ‘Winning the Future’ from the ground up with specialists from the Executive School of Management, Technology and Law at the University of St. Gallen. As we prepared each training module we had to take stock of where the company stood in relation to each specific theme. And this preparation paid off: we can now adapt and use individual elements from ‘Winning the Future’ in our regular management training courses.”

Thomas Foery, Head HR



“The most important thing for me is the network of contacts I’ve made. I work in Austria, but thanks to ‘Winning the Future’ I now know the company’s language and its people. This network is for the long term. I particularly liked the strategic part, learning what top management mean when they talk about vision and strategy. It may seem trivial, but even in your day-to-day work it’s important to understand where the company wants to go. I now try to get this over to my staff.”

Christian Späth, Area Manager ITU Europe



“We regularly support management development programmes like this at the national and international level. The great thing about ‘Winning the Future’ was that we developed the programme from scratch together with the company. We also kept on developing the course content as we went along. It was striking how many different cultures were brought together – in terms of business disciplines as well as language regions. Switching the course language to English really helped to integrate the Norwegians and French-speaking Swiss into the programme and underlined the internationality of the company.”

Dr. Andreas Löhmer, Director of Corporate Programs at the Executive School of Management, Technology and Law, University of St. Gallen

The mood may be cheerful now, but there’s no doubt that the programme itself required a lot of hard graft, and today the participants get a chance to present their group work. The presentation language is English. Some of the participants may have liked to speak in their mother tongue, but after the first module the programme leaders decided to switch to the global language. It was the only way to integrate all the language groups, including the two participants from Norway. The decision also reflects the fact that Implenia has now become a truly international company. Shared goals can only be tackled in a shared language, and the participants were happy to rise to the challenge. “I was very pleased to reactivate my English,” says Jürg Biese, Area Manager at ITU.

At the Zunfthaus, each group presents a case study on a specific topic. They have invested a lot of time in the work. “We’ve been working hard on it for the last six weeks,” says Yan Dysli. “We’ve had to have conference calls across Europe to coordinate it, which is not the simplest way of doing things.” So he is even happier they managed to complete the task, which for him and the other participants involved applying theories and tools from the various modules to real-life situations within the company. Two groups looked at personnel management, one at the extended value chain in railway construction, and the fourth subjected business areas to a stress test relating to planned growth. During their presentations, the participants get straight to the points and aren’t afraid to discuss controversial points. Thanks to this openness, some lively debates ensue with members of the GEBO and the Board of Directors.

The seriousness with which everyone treats these discussions once again reflects the fact that Implenía's top management fully supports the leadership training. And it is clear that the programme lies particularly close to the heart of Anton Affentranger. The CEO took part in every event in person and his commitment was very much appreciated by the participants. They were able to see just what it's like to be "one company" and they feel "very proud to work for Implenía," as Yan Dysli puts it. Jürg Biese is equally enthused by Winning the Future. "Now we have to take this spirit into our day-to-day working lives and pass it on." Human Resources boss Thomas Foery is also feeling confident about the future. "The job now is to bring on board the other 300 or so people at Implenía with management responsibility and let them ride the Winning the Future wave too".



"The programme achieved a lot in terms of cross-departmental cooperation. At the start, the general contractors, for example, didn't know much about what a tunneler did, and vice versa. Mutual understanding has grown enormously thanks to the programme. We managed to find a common language and to learn about the company's many different facets. Everyone had really bonded into a team by the end. It was almost like a family."

Maria Sommer, HR Development and organiser of "Winning the Future"



If you're going to build, first you dig a hole. And if you're clever you can put the material you excavate to a lot of sustainable uses. Which is what Implenia is doing in Winterthur.

"Turning spoil into concrete" report on page 101

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Respect for the environment

Implenia has set itself ambitious environmental targets. The company is particularly keen to increase its energy efficiency and thus reduce CO₂ emissions and optimise the consumption of resources. Implenia uses a tailor-made system to monitor its environmental performance.

4.1

Preserving resources

Implenia's efforts to be environmentally friendly are backed up by its environmental management system and ISO 14001 certification. The company follows clearly defined rules and monitors its environmental performance. Responsibility rests with environmental officers who report to the Sustainability Department in Technical Support.

Implenia's environmental priorities are to increase energy efficiency and optimise its consumption of resources. It also seeks to protect the local environment and promote recycling at its building sites and workshops.

Energy consumption and greenhouse gas emissions are the key environmental measures at the operational level, so Implenia does all it can to reduce its consumption of energy and to use the cleanest possible energy sources. Its newly developed quantitative environmental data recording system means that for the first time the company can measure its environmental performance properly and define and monitor goals. The main environmental drivers are identified so well-defined action can be defined and implemented.

4.2

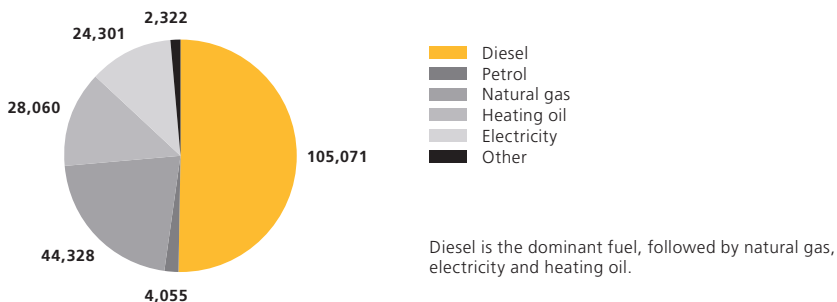
Transparent environmental performance

The comprehensive data evaluation carried out during the period under review has allowed the company to analyse its business activities for the first time from the point of view of energy consumption and greenhouse gas emissions. The system captures all organisational units in Switzerland, which account for 85% of Implenia Group's turnover.



Energy consumption

(by fuel in MWh on average over the 2012/2013 period)



4.2.1

Energy consumption

Analysis for the 2012/2013 period shows that the diesel used for machinery, commercial vehicles and cars is by far the largest “final energy” fuel item. Next come fuels such as natural gas and heating oil that are used for process heat in the surfacing works.

Average annual final energy used in the 2012/2013 period

Fuel	Volume	Unit
Diesel ¹	10,811,894	litre
Petrol ²	445,334	litre
Natural gas ³	44,327,527	kWh
Heating oil ³	2,887,374	litre
Electricity ³	24,300,542	kWh

1 For machinery, lorries, delivery vehicles and cars

2 For machinery and cars

3 For property, construction sites and production facilities

Greenhouse gas emissions

Breakdown by three main areas in accordance with the “Greenhouse Gas Protocol”

Greenhouse Gas Protocol

Category	Definition
Scope 1	All direct greenhouse gas emissions
Scope 2	Indirect greenhouse gas emissions based on purchased electricity or heat.
Scope 3	Other indirect emissions, such as those from extraction and production of purchased materials and fuels, transport by vehicles not operated by the reporting company, business trips etc. (for more see chart on p. 87)

4.2.2

Greenhouse gas emissions

Most of the fuel used for vehicles, machinery and heating is from fossil sources, so the greenhouse emissions profile is similar to the energy profile: almost 90% of all emissions are generated by building sites, workshops and surfacing plants, i.e. in production operations. Of all the emissions from bought-in energy, nearly 70% comes from fuels like diesel and petrol. Around 25% of CO₂ emissions are accounted for by heat generated from oil and natural gas. Electricity consumption only makes up 5% of Implenla’s greenhouse gas emissions, not least because of the low CO₂ intensity of the electricity we buy.

Greenhouse gas emissions include direct emissions (operation of our own construction machinery, lorries and heating at production facilities and workshops, “Scope 1” under international rules on greenhouse gas calculation) as well as indirect greenhouse gas emissions from network energy like electricity (“Scope 2”).

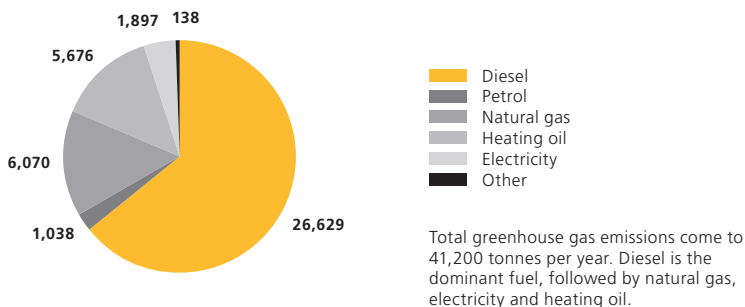
Based on the dominance of specific usages, it is clear that future improvements should focus on three main areas:

- 1. Transport and mechanical work on construction sites
- 2. Heating consumption in surfacing works
- 3. Fuel consumption by delivery trucks and cars



Greenhouse gas emissions (Scopes 1 + 2)

(by fuel in tonnes of CO₂ equivalents on average over the 2012/2013 period)



The following indirect emissions up- or downstream of Implenía's value chain (Scope 3) were calculated in detail and included in the illustration below:

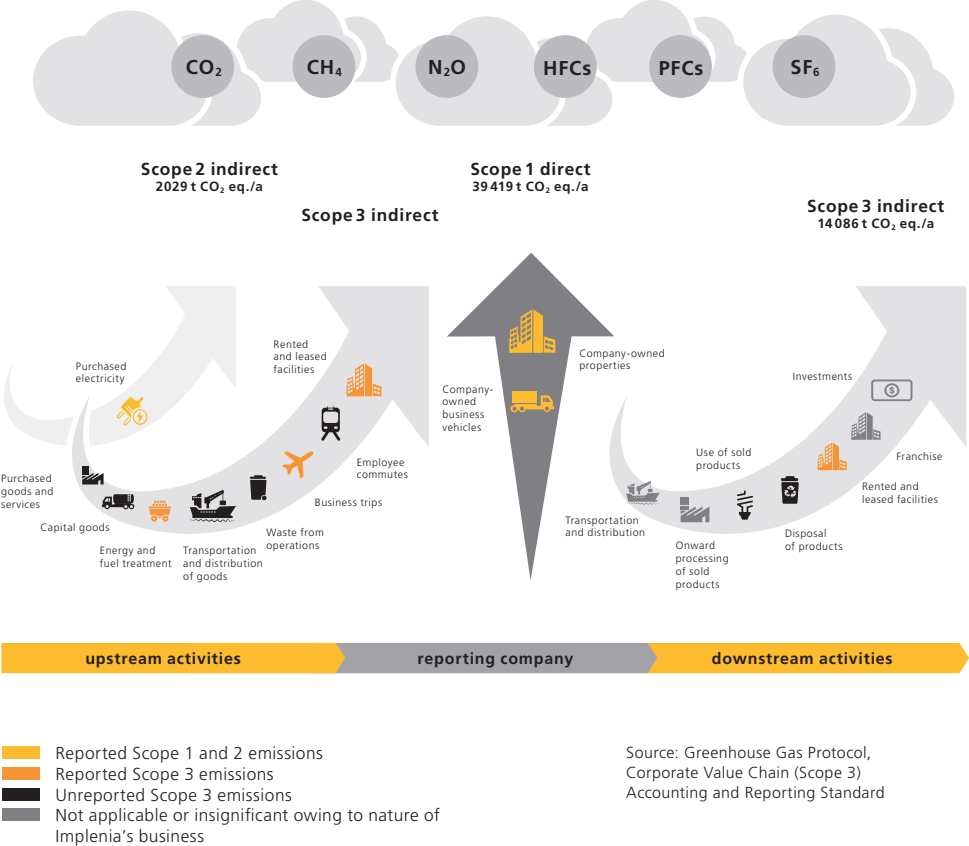
- Emissions from the preparation and transportation of fuels
- Emissions from production facilities not managed by Implenía
- Emissions from business trips (flights)

Other indirect emissions within the up- or downstream process chain were analysed using benchmark figures. This showed that the procurement of construction materials was the most important indirect source of emissions, followed by the subsequent use of the buildings. These two categories account for several times the volume of Scope 1 and 2 emissions, and are therefore very relevant. However, Implenía's influence on these processes is often very small.

Implenía plans to report its climate-related efforts during the next reporting period in line with the guidelines set by the international Carbon Disclosure Project. It has set itself the target of reducing greenhouse gas emissions (Scopes 1 and 2) across the whole organisation by 10% relative to turnover by 2017.

Implenlia's greenhouse gas emissions

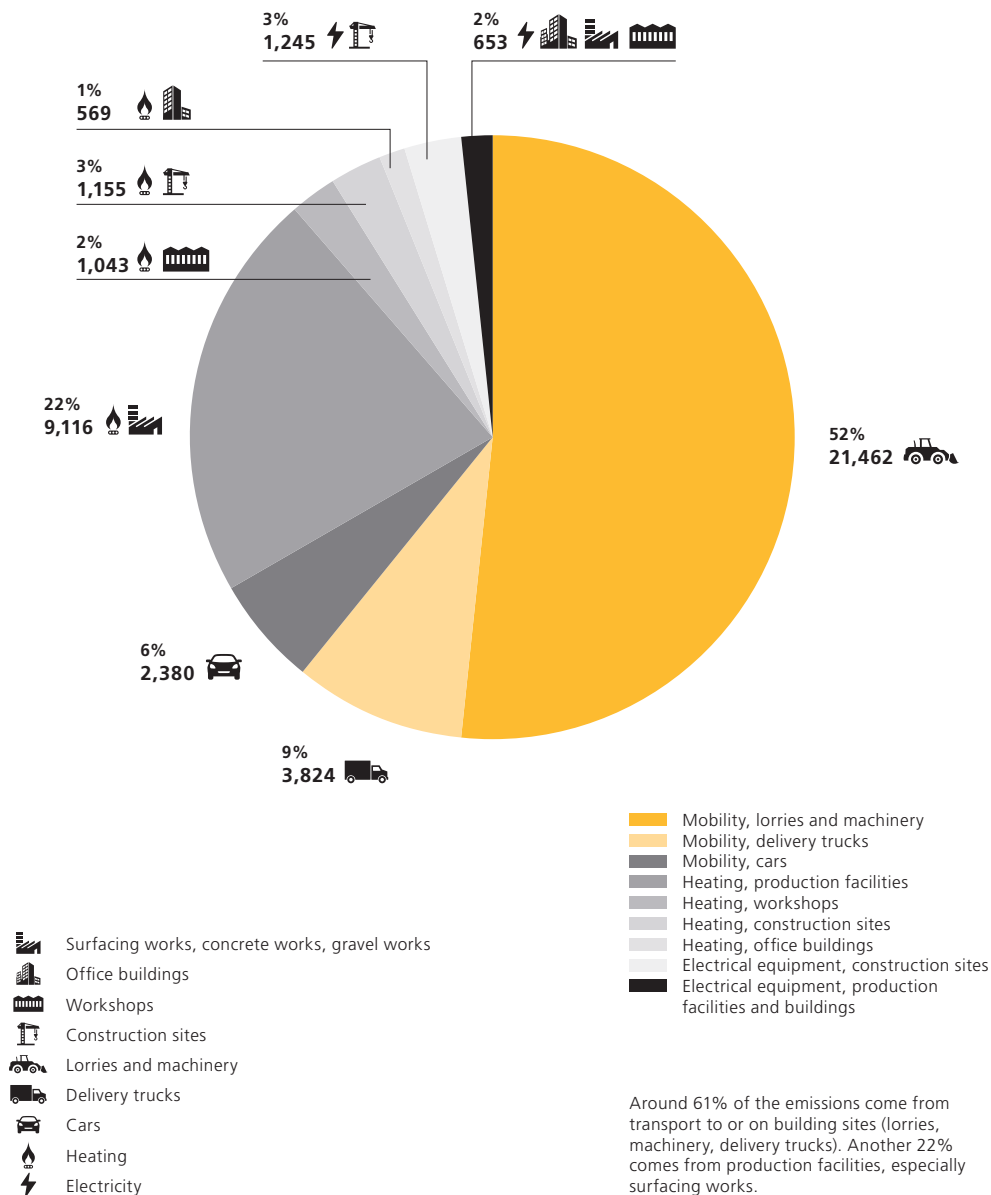
Overview of the value creation chain





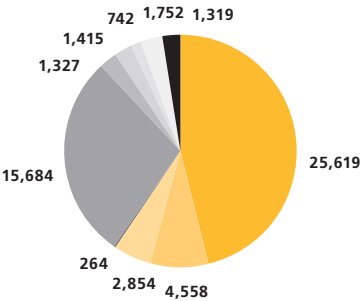
Greenhouse gas emissions (Scopes 1+2)

(by usage and Scope in tonnes of CO₂ equivalents on average over the 2012/2013 period)

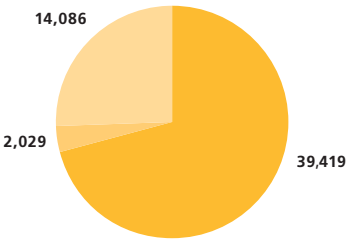


Greenhouse gas emissions (Scopes 1, 2+3)

(by usage and Scopes in tonnes of CO₂ equivalents on average over the 2012/2013 period)



- Mobility, lorries and machinery
- Mobility, delivery trucks
- Mobility, cars
- Mobility, flights
- Heating, production facilities
- Heating, workshops
- Heating, construction sites
- Heating, office buildings
- Electrical equipment, construction sites
- Electrical equipment, production facilities and buildings



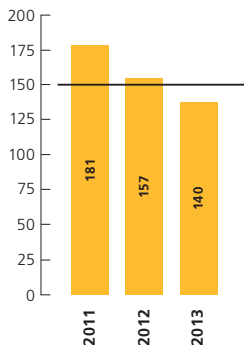
- Scope 1
- Scope 2
- Scope 3

If up and downstream processes are included from Scope 3 as shown on page 87, direct and indirect CO₂ emissions go up by 14,000 tonnes.



Greenhouse gas emissions from cars

(in grams of CO₂ equivalents per kilometre)



Thanks to the introduction of stricter CO₂ emission thresholds for the cars it buys, Implenia reduced the specific emissions caused by business journeys by almost 25%.

4.2.3

Vehicles and machinery

Implenia uses hundreds of vehicles every day: cars, lorries, diggers, steamrollers and many more. Altogether they consume a massive 8.7 million litres of fuel each year. The company has therefore set itself the target of reducing the amount of fuel used in this area too. To do this the company is taking action to encourage more efficient driving, including EcoDrive courses.

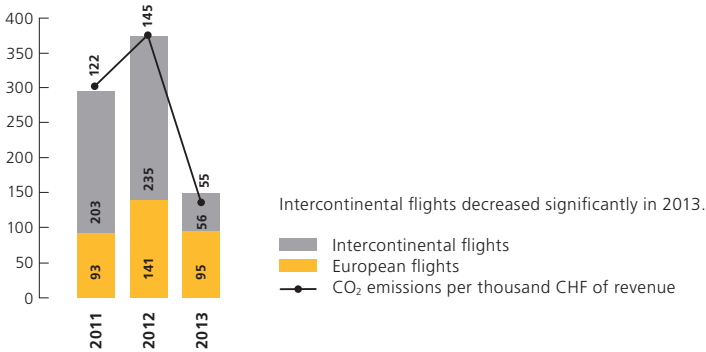
There is even greater savings potential when actually buying the vehicles and machinery, so Implenia always tries to find low-emission options. For example, it purchased 19 hybrid cars and a hybrid digger to test in everyday conditions. The tests showed that the hybrid digger used 25% less fuel than a conventional alternative.

In its regulations for company vehicles Implenia imposes maximum CO₂ emission limits. These were tightened during the period under review. Cars are now not allowed to emit more than 150 grams of CO₂ per kilometre. Employees with a car that emits less than 110 grams of CO₂ are given a sustainability bonus by the company.

These measures are paying off: The data shows that there was an increase in the amount driven on business trips owing to the growth of the leased fleet (from 1048 to 1420 vehicles during the period under review), but that the specific CO₂ emissions per kilometre driven have fallen. The increase in the fleet can be attributed to a change in regulations: employees who previously used their own private cars for long business trips were given a company car in 2012.

Greenhouse gas emissions from flights

(in tonnes of CO₂ equivalents)



4.2.4

Air travel

Journey by air peaked at Implenia in 2012. Since then the curtailing of many foreign activities outside Europe has meant a sharp drop in intercontinental flights in particular. Implenia decided that from the beginning of 2014 all business flights would be offset through a scheme run by the myclimate foundation.

4.2.5

EcoDrive for the corporate fleet

In 2012 Implenia offered all its office-based staff in Switzerland an EcoDrive course. The course was compulsory for those with company cars. In total 469 employees took part, which is a third of all office-based staff in Switzerland. It was notable that participants did not drive slower when using the “greener” driving techniques: in fact they increased their average speed by 6% in the simulator test. At the same time they reduced consumption by 20%. In practice the savings are probably a little lower – around 5 to 10%. Given that fuel for business trips costs 1.6 million francs a year, this would mean potential annual savings of up to 160,000 francs. The courses have gone down very well with participants and have proved successful: Implenia’s professional drivers and machinery operators are driving more economically. Since a broad training campaign was completed in 2010/2011, all new employees are sent on an EcoDrive course.



22% of Implenias CO₂ emissions are from production facilities. Pictured: the Asfatop surfacing works in Unterengstringen.

4.2.6

Focus on surfacing works

Implenia has a financial stake of at least 20% in 20 Swiss surfacing works. These works produce a total of 1,600,000 tonnes of asphalt each year. Implenias itself is a major customer, buying around 500,000 tonnes a year from them. 250,000 tonnes of asphalt, or 16% of total production, is made from recycled material.

The SAPA surfacing work, a 75% subsidiary of Implenias, carried out a successful energy efficiency programme during the period under review. This began with a comprehensive analysis of the site in Satigny near Geneva, during which a series of different savings measures were also evaluated. The ones implemented in an initial phase included better insulation of transport pipes and vents, containers and the oil circuit. The energy efficiency analysis was supported by SIG's "Ambition Négawatt – Eco21 programme". According to the checks run by SIG (Services Industriels de Genève) this better insulation helped SAPA save 83 megawatt hours of energy in 2013, which is equivalent to 9% of its annual consumption. SAPA is considering further optimisations for the medium and long term, including housings for conveyor belts, reclaiming heat from exhaust air and using solar energy to keep bitumen at the required temperature of 160 degrees Celsius.



Photovoltaic system on the roof of the Bois-de-Bay workshop in Onex, Canton Geneva.

4.2.7

Buying electricity

During the period under review Implenla commissioned a study of its electricity procurement. External specialists analysed the purchase and origin of electricity at production facilities and properties with annual consumption of over 100 megawatt hours. Owing to their energy consumption, these major locations have a statutory right to free grid access. The study included 4 office buildings and 6 workshops as well as 7 production facilities in which Implenla as at least a 50 percent stake.

Evaluation of the data showed that the properties and production facilities consumed a total of around 7.3 gigawatt hours of electricity in 2012. For the most part the energy purchased was the standard offer provided by the local utility companies. The proportion of renewable energy, primarily hydroelectric, came to 58%. The rest is nuclear energy, fossil energy and energy from unverifiable sources. Some locations also have Naturemade Basic or Naturemade Star electricity certification.

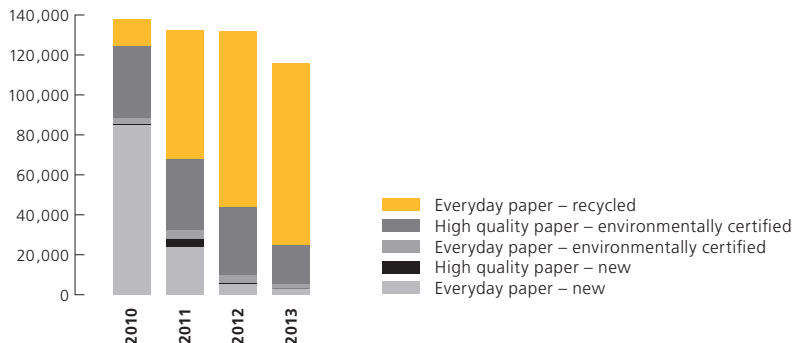
Based on the analysis, Implenla decided that the largest consumers of electricity – two office buildings, three workshops and a production facility – would buy 2.2 GWh of electricity, all of it hydroelectric, on the open market from 2014. At its other locations, where it is tied to local providers, Implenla aims to offset all electricity from non-renewable sources with hydroelectric certificates. This marks an important step on the way to renewable energy provision.

Implenla doesn't just want to buy certificates, however, but also to produce renewable energy itself. One good way of doing this is to put photovoltaic cells on its workshops. The two workshops at Onex and Vétroz have had solar roofs since 2014, producing a total of almost 400,000 kilowatt hours of electricity per year. This is equivalent to the consumption of almost 100 households, or 15% of the electricity required by all Implenla workshops. Following the positive experiences in western Switzerland, in 2013 investigated the potential for solar power at six workshops in German-speaking Switzerland. The conclusion was that photovoltaic sys-



Paper consumption

(in kg/a)



tems would indeed bring environmental and economic benefits at certain locations. The roof surfaces that were assessed could theoretically produce up to 2 gigawatt hours of electricity. Electricity generation costs could be as little as 20 centimes per kilowatt hour depending on the location. Implenla is currently working on the next steps.

4.2.8

Paper consumption

Compared with other factors, such as fuel consumption, the environmental impact of paper consumption is low. However, since paper usage has a symbolic importance and still figures large in office life, Implenla monitors its consumption. It is good to note that the overall paper requirement has fallen in recent years. And the proportion of environmentally certified paper has risen within four years from 38 percent to 97 percent (see chart). This success can be attributed to a change in purchasing strategy. Following extensive testing of different types of recycled paper in 2010, the purchasing department decided to move over as much as possible to “environmental paper” – i.e. certified (FSC, Blauer Engel) and recycled paper.

4.3

Systematic recording of data

Implenia has created a data capture system tailored to its activities so that it can formulate well-defined environmental goals and monitor their implementation. The customised set of indicators allows Implenia to capture all the most important energy and material flows. The indicators are based on the flow of resources from extraction of raw materials to finished buildings. The company only records figures that it can actually influence itself.

It started this systematic recording of environmental data in 2011. Since then data has been recorded for production facilities, workshops and office premises, building sites and development projects, as well as for transportation and paper consumption (see data recording matrix).

Implenia still isn't where it wants to be in terms of regional detail, so it has started to carry out comprehensive recording at individual building sites engaged in different types of work (civil engineering: Schulhausplatz, Baden; building construction: Fleur d'Eaux, Versoix; tunnelling: Mositunnel, Brunnen). All energy and resource flows at these locations, including waste, are being recorded. The results from these sites should help Implenia identify the main influences on the environment.
































Expansion of online data recording and analysis

After the first three years of data recording it became clear that a professional IT system was required to deal effectively with the huge volume of data. So at the end of 2013 Implenia purchased the web-based data recording and analysis system SoFi from PE International. This specialised software allows Implenia to capture data continuously from various sources and show it in real time, as well as to generate specific analyses to help monitor outcomes. Data is validated systematically on entry, which further improves its quality.



Data recording matrix

This is the benchmark data currently recorded by Implenia:

Category	Type	Key data recorded
Group	General information	  
Production facilities		     
Properties		    
Building sites		  
Mechanical and transportation		
		 
Business trips		 
		 



Surfacing works, concrete works, gravel works



Office buildings



Workshops



Construction sites



Lorries and machinery



Delivery trucks



Cars



Flights



Revenue



Employees



Paper



Heating



Electricity



Fuel



Water



New materials



Recycled materials



Kilometres



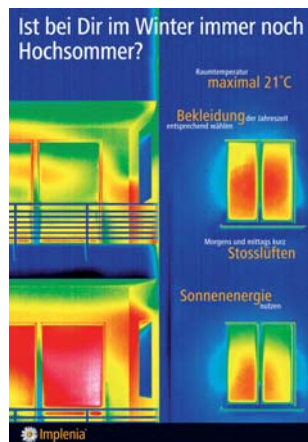
Destinations

4.4

Sensitising employees

Employees have an enormous influence on a company's energy and resource consumption, so Implenia carries out regular awareness-raising campaigns. There were three during the period. These were designed to heighten people's ability to spot savings opportunities and motivate all personnel to reduce the use of energy and water as well as to dispose of waste water correctly.

Usually these campaigns consist of a multi-lingual information poster that is put up in highly visible locations for a number of weeks. The poster delivers the main messages concisely in words and images. Internal newsletters, the half-year report and "Impact", the staff magazine, keep project managers up to date with the latest campaign activities and progress made, as well as providing background information. At the same time, project managers are trained in the relevant subjects and provided with in-depth documentation through the intranet.



Awareness-raising campaigns sensitise employees to the impact they may be having on the company's consumption of energy and resources.

Achievement of goals 2012/2013

Implenia wants to help ensure there will continue to be sufficient energy, building resources and land in future.

Strategy	Goals for 2012/2013	Achievement of goals	Status
Record and analyse the material, energy and waste flows that Implenia can influence, and take measures to reduce them	<ul style="list-style-type: none"> – Interpret initial data, set reduction targets and implement reduction measures for 2013 	<ul style="list-style-type: none"> – Fundamental data including energy use and greenhouse gas emissions prepared for 2011–2013 and used to set reduction targets with the help of the SoFi data and analysis tool (chapter 4.3) Goal only partially reached since implementation of some measures will be in next period 	(✓)
Continue employee awareness raising campaigns	<ul style="list-style-type: none"> – Carry out awareness campaigns to help meet reduction targets – Complete ECO-Drive courses for machinery operators and office personnel 	<ul style="list-style-type: none"> – Greenhouse gas emissions from driving reduced by 23% thanks to EcoDrive and new vehicles (chapter 4.2.3) 	✓
Further develop energy and resource efficiency in production facilities	<ul style="list-style-type: none"> – Use renewable energy for asphalt production 	<ul style="list-style-type: none"> – Thermal insulation of parts of the SAPA surfacing works reduces CO₂ emissions (chapter 4.2.5) – Own photovoltaic system at the Claie aux Moines gravel recycling works increases use of renewable energy (chapter 4.2.6/2.4.4) – Installation of photovoltaic systems at the Onex and Vétroz depots in Canton Wallis increases the use of renewable energy (chapter 4.2.6) 	✓ ✓ ✓



Goals and activities 2014/2015

Implenia wants to help ensure there will continue to be sufficient energy, building resources and land in future.

Strategy	Goals for 2014/2015	Activities 2014/2015
Record and analyse the material, energy and waste flows that Implenia can influence, and take measures to reduce them	<ul style="list-style-type: none">– Make a 10% cut in greenhouse gas emissions and primary energy consumption per franc of turnover by 2017 compared with 2013 levels	<ul style="list-style-type: none">– Detailed identification of relevant potential reductions in material and energy flows at four construction projects (across building construction, civil engineering and infrastructure) and define broad implementation measures– Define quantitative environmental criteria for procurement of vehicles and machinery– Compensate for purchase of non-renewable electricity with hydroelectric certificates– CO₂ offsetting for flights
Sensitise employees and create incentives	<ul style="list-style-type: none">– We know that sustainability requires action from each individual	<ul style="list-style-type: none">– Carry out two targeted awareness-raising campaigns every year on energy and waste on building sites, plus driving training for machinery operators in order to achieve reduction targets– Use online platform to sensitise employees and create incentives to reduce emissions in each employee's area of activity
Further develop energy and resource efficiency in production facilities	<ul style="list-style-type: none">– Apply well-defined measures to increase the energy and resource efficiency of production facilities	<ul style="list-style-type: none">– Create a roadmap for planning investment in the energy efficiency of production sites in which Implenia has a controlling stake (e.g. Tapidrance)– Install photovoltaic systems on the roofs of three more of our own properties



Turning spoil into concrete

Implenia is testing a mobile system for recycling building materials in Winterthur. The spoil from various excavations in the new Neuhegi development is being sorted and cleaned on site and used to make concrete. By recycling this material, Implenia is preserving gravel stocks, cutting down on noise pollution and harmful emissions, reducing the risk of road accidents – and cutting costs. We take a walk to see the pioneering system in action.



If you walk along the River Eulach in the eastern part of Winterthur, but then turn south away from the cleaned-up waterway you will inevitably come across a piece of Swiss industrial history. During the 19th and 20th century Sulzer, the engineering firm founded in this town, earned a worldwide reputation. It operated vast production sites which at their peak employed up to 30,000 people, making textiles machinery, energy systems, ships' engines and much more besides. But then came globalisation and with it the demise of Swiss mechanical engineering. In 1990 Sulzer closed the engineering works and left its site in Winterthur to be used for other purposes. What is gradually emerging there now is a fascinating new part of town. Monuments to Winterthur's industrial heritage, striking new buildings and public spaces are being injected with new life to create a district offering space for living, working, leisure and education.

Four year ago, when it took over Sulzer Immobilien AG, Implenia acquired extensive land and property next to the main railway station and out here in the eastern district of Neuhegi. Since then the company has worked with the town to develop the two abandoned industrial locations – a major benchmark project for Implenia, in which sustainability plays a key role. While one of the central concerns has been to retain existing buildings and reconfigure and enhance these where appropriate with replacement construction, Neuhegi is essentially witnessing the creation of a whole new district almost from the ground up. This is one of the largest development sites in Canton Zurich; eventually it should provide homes for 3500 people and workplaces for 7500.

“Instead of all the transport that would be needed to take the spoil to landfill and bring concrete here to the site, we do everything right here”

[REDACTED]
Daniel Hardegger, Head of Civil Engineering, Zurich

In Neuhegi there are none of the romantic brick-built buildings or quaint workshops you find in the centre of Winterthur. The only reminders of the area's industrial heyday are the exposed concrete foundations and ground floors of some of the former company buildings. There are, however, a whole series of new and impressive business and residential buildings, some of which have been built by Implenla. The new district south of the Eulach is slowly taking shape. Casual explorers will still feel a little lost in the middle of the large empty expanses, but their eyes are sure to be drawn to the strange mechanical contraption that growls and rumbles next to a huge pile of excavated material. With its massive metal skeleton and the whirring of its conveyor belt, from a distance it could be one of the amazing installations created by Jean Tinguely or Bernhard Luginbühl.



But the vibrating monster is not the work of an artist. In fact this mobile facility for recycling construction materials is the brainwave of one of Implenla's project managers (see short interview). A hydraulic excavator works next to it, feeding excavated material into the loading hatch. The machine sieves and sorts the stones and rocks before washing them with water. Clean aggregate is then taken by conveyor belt and front-end loader to the neighbouring depot where it is kept in four different grades ready for further use. Implenla operates its own concrete works on the other side of the road, thus creating a complete materials cycle within a very small area: material excavated from the ground is refined on site and used to make concrete which is then used in construction work on the very same site. Even the water used for washing is recycled and used over and over again.





"Instead of all the transport that would be needed to take the spoil to landfill and bring concrete to the site, we do everything right here", says Daniel Hardegger. As the Head of Roadworks/Civil Engineering at Implenia Zurich, he has operational responsibility for the recycling project. "It means we have cut the number of lorry trips through the town by more than half compared with a traditional construction site," he adds. Over the course of the scheduled construction period from 2013 to 2020, this will save a total of 775,000 litres of diesel, and thus reduce CO₂ emissions by 2300 tonnes.

Implenia invested around two million francs in the new washing and treatment plant, while the cost of processing the spoil comes to approximately 15 francs per cubic metre. However, the system also saves real money: much of the cost of disposal and transportation is removed, and Implenia needs to buy in barely any new raw gravel for making concrete. The figures add up in financial as well as environmental terms, then, especially when seen over the long term. "I'm sure the price of raw materials and disposal is only going to go up," says Daniel Hardegger. The same goes for transport costs: fuel and heavy vehicle fees are rising fast. "The main thing though is that urban roads are getting increasingly congested, which causes long and expensive waits."



"No delays are caused by traffic jams or other external influences"

Daniel Hardegger, Head of Civil Engineering, Zurich



Its in-house, on-site materials recycling and concrete-making plant gives Implenia greater flexibility in the operation of its construction site: no delays are caused by traffic jams and other external influences. “If it makes operational sense to pour one last layer in the late afternoon, we can produce the concrete right here, whereas all the concrete works will already have stopped for the day,” Hardegger explains. “This increases our productivity.” Ultimately, the system extends Implenia’s value chain, increasing its control over the production process and adding to its share of value creation.

It remains to be seen exactly how large these benefits turn out to be in practice. The facility in Neuhegi is currently in its test phase. “We are just gaining experience at the moment,” Hardegger admits. Coordinating the different stages in the recycling process, for example, is by no means easy. The grain size of the aggregate recovered from the spoil has to be matched to the needs of concrete production, for example. Timing is important too: excavation work and construction work have to be scheduled in such a way that the spoil excavated for one building can be used for concrete on the next. But the project manager is optimistic. “I’m confident that it will work well,” says Hardegger, emphasising that ultimately it’s the long-term impact that counts. He firmly believes that the experiences gained at Neuhegi will prove invaluable. “Mobile recycling of building materials is the future.”

liz, max, roy AND CO.

Implenia is developing a series of major buildings on the large Sulzer site in Neuhegi. The first of these were the two residential and commercial properties liz and max. And then on the site of the former foundry, Implenia is constructing a six-storey, sustainable residential building with a wooden facade. On Sulzerallee, the main road through the new district, it is building a new technology centre for toolmaker Mori Seiki. Opposite this Implenia is working on “roy”, another sustainable residential development (for more on roy please turn to p. 28). Building work on sue and til begins in 2015, followed by kim in 2017/18.





“There have been mobile recycling projects for years in other countries”

Short interview with Peter Schmed,
Planning Project Manager at Implenia Buildings

Mr Schmed, where did the idea for the mobile recycling facility in Winterthur come from?

In summer 2013 I was responsible for the technical development of Implenia's sue & til projects in Neuhegi. One of my jobs was to work out what to do with the excavated spoil. I heard that the company was already considering setting up a local concrete plant for the neighbouring roy project. So I just put one and one together... and in this case came up with three. By which I mean we could take the spoil from sue & til and use it on site to make concrete for roy, thus making a major contribution to sustainability.

Given the obvious environmental and economic benefits, you have to ask why the system hasn't been tried before?

That has a lot to do with the limited scale of building projects here in Switzerland. You need a certain volume to make it worthwhile and you certainly need enough space to locate the facility and store the recycled material. The plots we are dealing with in Winterthur are big enough to fulfil these criteria. Also, the quality of the excavated material is relatively good here. There have been mobile recycling projects like this for years in other countries.

It clearly makes sense to recycle building materials, but doesn't the mobile recycling system also damage the immediate environment with waste water and noise?

The water used for washing is neutralised and put back into the loop. Obviously, the facility can't work silently, but the washing process doesn't generate a huge amount of sound. We may also install another crusher for recycling old concrete, but this will be located next to the sorting and washing plant, so the nearest houses, which are actually a good distance away will be protected from the noise it makes. Implenia has already used a similar crusher opposite a college in the middle of Zurich without any problem.



If you look beyond your nose you can make real connections. Implenia employees get out of the workplace and join in at a disabled persons' workshop for a day.

"Everyone should have this experience at least once" report on page 123

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Social engagement and compliance

Implenia is guided in all its activities by a binding Code of Conduct. This sets out principles for dealing with colleagues and business partners and with the environment and society at large. The company reports transparently on its activities, cultivates dialogue with all stakeholders, and engages with social issues.

5.1

Code of Conduct: a solid foundation

Implenia has had its own “Code of Conduct” since 2010. The code sets out the company’s fundamental principles, outlines its responsibility to society and the environment, and defines the company’s approach to health and safety. A revision of the code was begun during the period under review.

All employees have to sign a statement confirming they have read and understood the Code of Conduct. The code plays a major role in employee training too. An e-learning tool on the Code of Conduct is a fixed element in the induction programme for new employees, who have to pass the test at the end of the e-learning course. The code is also highlighted and explained at the welcome day for new employees.

Compliance officers support practical implementation of the Code of Conduct. Employees can turn to them if they suspect or witness misdemeanours. The compliance officers guarantee that whistle-blowers are protected and that the accused are treated fairly.

5.2

Pro-competition, anti-corruption

Competition within the construction industry is fierce. As a leading construction services company in Switzerland, Implenia is committed to competing by fair means. Restrictions on competition distort the market and hamper overall economic and social and progress, which ultimately harms the company itself.

Implenia also supports all the relevant anti-corruption rules and regulations and forbids employees from granting or accepting unjustified benefits of any kind. People whose functions expose them to a greater risk of corruption are expressly instructed about the consequences of misconduct – both for the company and for the employee.

Implenia also has an internal controlling system to counter corruption. The most important component of this system is the “two-pairs-of-eyes” principle. Auditors also regularly check the books for any signs of corruption as part of the regular auditing process. All of these measures help to sustain Implenia’s solid image and maintain the trust of its stakeholders. Importantly, these efforts also help the company avoid financial damage.

Despite these efforts and despite the significance that the Group Executive Board (GEBO) attaches to the issue, during the period under review two Implenia units fell under suspicion of having infringed competition law. At the end of 2012 the Competition Commission (Co-Com) opened an investigation against the Zernez office in Canton Grisons owing to illegal anticompetitive agreements. And in April 2013 CoCom started investigating suspected anticompetitive agreements in Canton St. Gallen. This investigation concerns the markets for road construction, civil works and surfacing. Both cases are still pending. Implenia is cooperating fully with the competition authorities to clarify the facts.

5.3

Taking joint liability seriously

The Federal Council brought the revised Posted Workers Act into force in mid-2013. The accompanying political process and public debate centred mainly on what is known as “joint and several liability”. In the construction and associated industries this concept implies that the primary contractor can be made liable if its subcontractors fail to comply with wage and employment conditions.

Implenia has taken numerous measures to ensure that every company that works on an Implenia building site obeys the rules:

- Implenia demands that every subcontractor makes a watertight declaration regardless of industry, collective agreement or type of company.
- Subcontractors can only pass on work to sub-subcontractors if Implenia expressly approves this.
- All of a subcontractor’s foreign employees on short-term stays must be properly registered. If they are staying for the long term they must show their residency permit.
- Implenia carries out internal and external on-site spot tests to monitor compliance.



Implenia is the “National Partner” for the 2014 European Athletics Championships in Zurich.

5.4

Sponsorship

Implenia has sponsored events and sports for many years. Sponsorship augments traditional advertising by associating the company’s name with high-profile events. These include elite sporting events such as the Weltklasse athletics in Zurich and Athletissima in Lausanne, but also mass-participation events like the marathons and fun-runs in Zurich, Geneva, Winterthur, and Lugano. Elite athletes Simone Brändli and Ruedi Wild act as Implenias brand ambassadors when competing in triathlons. Project work and initial preparations began in 2013 for the 2014 European Athletics Championships, which Implenias is sponsoring as “National Partner”. This is the biggest sponsorship commitment in Implenias history.

As well as sponsoring sports events, Implenias also promotes innovation as a long-standing partner of the Swiss Venture Club. This organisation recognises innovative companies whose outstanding performance has led to significant and sustainable economic success.

Implenia reviewed its sponsorship strategy during the period under review and added some major new activities. It has taken on its first sponsorship commitment in the cultural sector, where it is supporting a select group of talented young musicians.

As Switzerland’s largest construction service company, Implenias also feels a responsibility to let the country’s people share in its business success. Consequently it regularly contributes to charitable initiatives and has now anchored this commitment in the new sponsorship strategy. Its charitable work includes financial donations and grants as well as benefits in kind. For example, Implenias has been collaborating with selected sheltered workshops for the disabled since 2013. It commissions work from these institutions, buys their products, makes donations and fosters personal contacts (see report on p. 123).



Facelift for Impact

Impact is the central information platform for all employees within the Implenia Group in Switzerland and abroad. The magazine is mailed out to their homes several times a year. Published in three languages it sets out the company's vision and strategy using specific examples. At the same time Impact encourages dialogue between different business units and strengthens employees' identification with Implenia.

5.5

Listening to stakeholders

Implenia believes in the value of open and direct communication. The company reports regularly and transparently on its activities and includes all stakeholders in the dialogue. The following list shows Implenia's main target groups for regular contact.

5.5.1

Employees

All of Implenia's managers are required to foster dialogue with their staff. One major vehicle for this communication is the target-setting meeting, which has been intensified as part of the management-by-objectives strategy and which is supported by a web-based employee management tool. In addition to this direct dialog, the company uses various internal communications tools and channels, including the employee magazine "Impact", which was updated during the period under review, the intranet, regular staff events and an electronic newsletter. The CEO also writes directly to employees about the latest issues several times a year in his CEO letter.



Business partner days

Implenia focused intensively on cooperation with various stakeholders during the period under review. Different departments within the company organised regular events for their business partners. These events provide a platform to communicate important information about the company and nurture dialogue. The invitees – business partners including banks, suppliers and insurance companies – have been very keen to attend.

5.5.2

Customers

As well as all the contact with customers that occurs within individual projects, during 2013 more than 100 non-project-specific discussions were held with customers, which is 20% more than in the prior year.

In 2013 Implenia created a management-level forum specifically to optimise the strategic support given to customers. The aim of this monthly meeting is to agree within the group who should lead manage cross-departmental projects, and to coordinate customer contacts.

5.5.3

Shareholders and investors

Implenia communicates its strategy and results to shareholders openly and quickly. Contact is not just limited to the General Meeting and the annual letter to shareholders. The CFO also presents Implenia's result twice a year at roadshows staged for major shareholders and potential investors. During the period under review the company also created a new office for investor relations, which looks after shareholder concerns.



Prize winning reporting

For some years now, Econ Verlag and Handelsblatt Group have run an annual award for the best corporate communications publications in German-speaking countries. In 2013 Implen was one of the winners in a high-calibre field. The Swiss construction firm was one of only two companies, the other being Commerzbank, to come away with two of the coveted trophies. Implen won bronze in the Sustainability/CSR Report category for its 2011 Sustainability Report, as well as the Special Award in the Annual Report category for its 2012 Annual Report.

5.5.4

Suppliers

When selecting suppliers, Implen looks for companies that share and put into practice its own core values. It is doing this with the help of its new supplier management system and the planned expansion of its Code of Conduct, thus putting collaboration with business partners on a new footing. The new system makes business relationships more transparent and ensures that all parties are communicating with each other as equals. Supplier days are held to encourage dialogue and deepen partnerships.

5.5.5

Authorities

Implen is a willing partner of governmental institutions. In particular it runs public sector construction projects in close cooperation with the authorities and prefers to hold architecture competitions to ensure that important works meet the highest possible standards.

5.5.6

Swiss Builders Association and the trades unions

The Group Executive Board maintains active contact with the company's social partners, mainly to exchange information regularly and clarify requirements. Implen representatives also work within the regional builders' associations.

5.5.7

Media

Implenia informs the media about important developments and regularly invites journalists to information events where the company reports on its business activities and projects.

5.5.8

Society

Providing the media with information is only one part of the company's communications strategy. Direct contact with ordinary people is even more important if a project is to win broad approval, so Implenia organises regular public information events and site visits. When working on its own developments, Implenia always seeks to involve local people in the planning from an early stage (see chapter 2.3).

Since November 2013 it has run a series of eight to ten discussion evenings per year in various towns across all regions of Switzerland. These events bring together around a dozen opinion leaders from the worlds of politics, business and the local community to talk with Implenia representatives about relevant political and social issues. The series kicked off with the theme of justice and the question of whether we are seeing society, politics and business drifting apart from each other. This annual series is part of Implenia's sustainability work, and is an effort to contribute to social and political discourse while cultivating its relationship with key stakeholders.

5.6

Achievement of goals 2012/2013

By accepting responsibility for its own actions and for its social environment, Implenia gains its partners' trust.

Strategy	Goals for 2012/2013	Achievement of goals	Status
Embed Code of Conduct as part of the corporate culture	<ul style="list-style-type: none"> – Carry out systematic training via e-learning platform and revise Code of Conduct 	<ul style="list-style-type: none"> – The Code of Conduct e-learning tool is a fixed element in the induction programme for new employees (chapter 5.1). 	(✓)
Include all stakeholders in the dialogue	<ul style="list-style-type: none"> – Expand dialogue with wider society and thus make Implenia more tangible to the general public 	<ul style="list-style-type: none"> – Dialogue with various stakeholders has been intensified. Various events have been organised with business partners and a series of eight to ten discussion evenings per year in various Swiss towns has been introduced (chapter 5.5.8). 	✓
Create transparency about Implenia's sustainability activities	<ul style="list-style-type: none"> – Start work on second Sustainability Report 	<ul style="list-style-type: none"> – The second Sustainability Report is once again based on GRI 3. We are publishing quantitative environmental figures for the first time, defining measurable goals for 2014/2015, and reviewing goals from the first report. 	✓

Goals and activities 2014/2015

Implenia wants its core business to contribute to sustainable development.

Strategy	Goals for 2014/2015	Activities 2014/2015
Embed Code of Conduct as part of the corporate culture	<ul style="list-style-type: none"> – Adhere to the Code of Conduct in every situation 	<ul style="list-style-type: none"> – Train new and existing employees at least once a year via e-learning platform – Introduce revised Code of Conduct with additions for suppliers
Include all stakeholders in the dialogue	<ul style="list-style-type: none"> – Make Implenia tangible and accessible to the general public 	<ul style="list-style-type: none"> – Broaden dialog with society, thus making Implenia tangible to the general public
Create transparency about Implenia's sustainability activities	<ul style="list-style-type: none"> – Report openly about our sustainability agenda and achievement of goals 	<ul style="list-style-type: none"> – Work on third Sustainability Report following GRI G4 guidelines – Carry out reporting under Carbon Disclosure Project (CDP) for the first time
Work for sustainable development away from business activities	<ul style="list-style-type: none"> – Involvement beyond the company 	<ul style="list-style-type: none"> – Get involved with three social projects beyond the company



“Everyone should have this experience at least once”

What’s it really like working with mentally and physically disabled people? Eight employees gave it a try, visiting the disabled workshops run by the RgZ Foundation. They were so taken by the experience that they voluntarily put in extra hours.

This is the moment everyone realises what it's all about, and understands how very different working here is from their work at Implenia. This is the moment during the tour when Marc Herpers, head of the day-care facility, goes up to a workbench holding a handsaw, picks up a piece of wood the size of a domino and says, "This is the product of a day's work by one of our clients. He's been working on it all day and has really enjoyed it." For people from the construction industry who handle tonnes of building materials every hour, this little piece of wood is a powerful symbol of the world they have entered today. It suddenly makes them very aware that things are different here.



"What we are doing here is an experiment," Cornelia Widmer, Implenia Event Organiser, had said as the visitors were welcomed just a few minutes before. Eight people from different parts of Implenia are taking part in this experiment – the company's first work assignment for its employees at an institution for disabled people. Instead of driving to their normal place of work, they have come this morning to this brick-built commercial building in Zurich Altstetten where the RgZ Foundation occupies two floors of workshops and recreation rooms. The work assignment is a pilot project that forms part of Implenia's social sponsorship programme (see short interview).

On the tour, the Implenia employees learn about the place they'll be working in for the next few hours. Some of them will help in the day centre, and others in the production unit. "Our clients are already looking forward to the support," says Herpers, adding that they had asked that everyone use the familiar "du" form of address. "Its standard practice here and makes it easier to get to know each other".

After the tour, the Implenia employees divide themselves up into different groups. The walls of the day centre are full of pictures, photographs and creations made of different materials. Construction carpenter Moritz Vollenweider sits at a large table in Creative Workshop 2 and listens to Thomas explain how to make a felt ball. He then has a go and soon realises that big powerful hands like his actually make it quite hard to create a round ball. But Thomas is patient, giving tips until his pupil is doing it right and the ball slowly takes shape. Here, and in the other day centre rooms, the mood is very relaxed and the Implenia people soon get talking with the



“I had no expectations and just went along. I found it really interesting to see what goes on in a disabled people’s workshop. I also got the impression that the disabled people had fun and enjoyed our company. They were very open and told us all about themselves.”

██████████
Moritz Vollenweider, Wooden Construction, Rümlang

clients. Many of the regulars are happy to explain what they are doing and show their handiwork.

After a break, Edwin Hensch who has stepped in to manage Creative Workshop 2, calls the clients together for a meeting. Everyone talks about what they did the previous weekend – like going on trips with parents and friends. Some are very articulate, some monosyllabic, and some express themselves in noises that are hard for newcomers to understand. In these cases Edwin Hensch is on hand to translate. This is not a special programme laid on by RgZ for Implenia. The Implenia employees are simply taking part in the disabled people’s everyday lives. Moritz is the last to speak, and he tells the group about the pleasant weekend he spent with colleagues.







WIDE VARIETY OF PRODUCTS

The Rauti workshop in Zurich Altstetten provides a total of 90 jobs. The paid work involves packaging and dispatch tasks, assembly of parts and machine processing of components. The workshop also makes a wide range of its own creative products, including highly imaginative greetings cards. The handy-sized “Taschenböög” is one of the big sellers. It’s like the “Böög” effigy burnt at one of Zurich’s traditional festivals, but this one can be immolated at home! Great fun for people who want to spice up their garden party.

Two floors up in the production unit, there is a slightly different atmosphere. The walls are bare and the employees work at long tables, concentrating hard as they prepare a mailing for dispatch. The documents are being carefully folded and stacked. There’s not much talking. “It’s a bit stressful at the moment,” explains Vincenzo de Feo, Head of Production. They have to get 13,000 personalised mail shots ready in just two days, so a couple of additional pairs of hands from Implenja are most welcome. Florian Mattenberger and Stephan Suter, who usually work on conversion projects in and around Buchs, have sat themselves down on a bench and started stuffing envelopes. “Having to cope with pressure is the reality these days in the workshops,” says de Feo. RgZ has to raise 40 percent of its operating costs from its own efforts on the market, so meeting deadlines and maintaining quality are as important here as on a construction site. At the end of the day, the employees are naturally proud if they have fulfilled an order on time. They want to be challenged and they are paid for their work – between 300 and 1000 francs per month depending on how efficiently they work.



“I sometimes buy products from sheltered workshops, and I was pleased to have the opportunity to look behind the scenes and help out. I was impressed by how unconstrained and easy it was to get to know people here. The visit certainly helped me focus on what’s important in life.”

Monika Wanner, Civil Engineering, Zurich Region

Another hundred envelopes and it's time to join everyone for lunch. The morning has flown by. Over a plate of spaghetti, co-organisier Cornelia Widmer explains that she deliberately didn't brief the Implenia participants much in advance and more or less threw them in at the deep end. "We wanted to see how they got on and whether the idea would work at all." One person who has no doubts is Maurizio Giovanelli, Head of Modernisation in the Central Region. He returns from his creative workshop with huge enthusiasm: "That was fantastic. All our people should do this at least once!" The other employees at the table back him up. They also agree that a whole day would be better than half so they could get to know the people who work here better. These are not just empty words: as soon as the official part of the visit is over shortly after lunch, the Implenia employees head not for the exit but back to their group to do a little more work. By the time the day comes to an end, Moritz Vollenweider has finished his second felt ball.



"It was a great experience. For someone like me who is basically controlled by their mobile phone all day, this visit was lovely. I didn't look at my smartphone once in four hours. An enjoyable and successful experience."

RGZ FOUNDATION

The Foundation has been giving disabled people accommodation and work for thirty years. Thanks to new therapies and encouragement, people with disabilities have better opportunities than previously to make the lives they want. Jobs at the RgZ workshops and care homes give people with disabilities a chance to do meaningful work. Contrasting activities, such as swimming, calisthenics and educational courses ensure that the days at work don't become too monotonous.
www.rgz-stiftung.ch

Maurizio Giovanelli, Modernisation Central Region



“We didn’t just want to donate money”

Short interview with Claude Vollenweider,
Head of Marketing/Communications

Claude Vollenweider, why did Implenia send staff to work in a workshop for disabled people?

Two years ago the company decided to strengthen its social engagement and started to look for suitable opportunities to do something meaningful. We didn’t just want to donate money, but preferred to establish a longer-term relationship based on mutual engagement. We decided on the disabled workshops relatively quickly because the practical work they do provides good opportunities for interaction.

What do you hope to get from working there?

It’s about widening horizons. I think it’s important for employees to avoid developing tunnel vision and to remember there is more to life than what appears to be normality. It will be the first time that many of them will have been to a place like this. It might only be for a few hours, but I believe that the visit is an enriching experience that promotes mutual understanding.

Are there other activities aside from work placements?

Yes, we also want to place small orders with the workshops and promote their products. At the end of last year, for example, Implenia sent New Year’s cards made by RgZ. And RgZ produced a gift for people attending our last AGM, as well as running a tombola with its own products as prizes. It went down very well. We also plan to have client gifts produced in the workshops.

Do you work with other organisations as well?

Our collaboration with the RgZ Foundation is the most extensive, but we are in contact with other organisations as well. We’ve made sure to work with different types of institutions that offer different products. In Canton Grisons, for example, we work with an organic farm. And there is an institution in Canton Berne that is more in the handicrafts sector. As a rule we aim to work regularly with 7 or 8 organisations throughout Switzerland.



If you're tackling a major project, it's best not leave anything to chance. We go to a construction site near Basel to see how Implenla uses modern risk management tools to cope with unpredictability.

"Managing the unforeseeable" report on page 145

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Financial excellence

Implenia aims to create sustainable value. The company constantly adjusts its structures and procedures to market developments as it seeks to remain competitive for the long term. In this way Implenia ensures its processes are efficient and customer-focused, achieves a good balance of opportunities and risks, and maintains its freedom as a business.

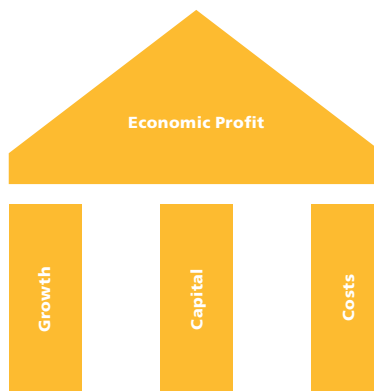
Creating long-term value

Implenia aims to create sustainable value for all its stakeholders. With this aim in mind the group strives for financial excellence – increasing profitability, increasing the company’s long-term value, and ensuring a healthy funding base, adequate liquidity and an appropriate level of capital. Financial excellence results from the work of the company’s employees, supported and facilitated by efficient processes.

Securing a good operational and financial performance in the short, medium and long term requires accurate management and monitoring of financial flows. This is especially true of a company like Implenia that provides a huge range of services – from consultancy and project development, to general and total contracting, to the execution of challenging construction works of all types and sizes. In the construction business, where margins are relatively low, it is also vital that a company has control of costs and uses effective project and risk management to give a realistic picture of the financial situation. Only then can the right action be taken at the right time.

The concept of “economic profit”

As one of the priorities within the “Sustainable Implenia” initiative, Implenia continued with the introduction of the value-based management concept (“economic profit”) during the period under review. This model gears the group’s services and management processes to the long-term, sustainable creation of enterprise value. It facilitates target-actual comparisons, making it easier to measure attainment of goals. The concept is based on three basic value drivers – growth, cost efficiency and capital efficiency – from which key performance indicators (KPIs) can be derived. These are straightforward measures for operational activities, such as capacity utilisation, labour costs per hour, billing days and payment times. KPIs give employees and the operational units specific levers with which they can positively influence the creation of enterprise value. Since they form part of the MbO concept, KPIs also influence personnel management and compensation.

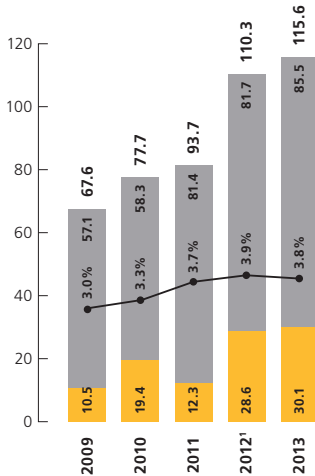
**Economic Profit: measuring added value**

Implenia aims to create sustainable value. Using the concept of “economic profit”, which was introduced in 2011, the company is working to constantly improve all three value drivers – capital, costs and growth.

Added to this are the regulatory requirements. As a listed company Implenia prepares its accounts in accordance with commercial standards and in particular with IFRS (International Financial Reporting Standards) accounting rules. Implenia also has a comprehensive internal controlling system to further ensure the quality of its financial reporting. It has independent units carry out its internal audits, and brings in another organisation to do the external audit. It regularly publishes its annual and interim figures in the annual and half-year reports, creating transparency for its stakeholders and thus fostering trust.

Operating earnings

(in CHF million)

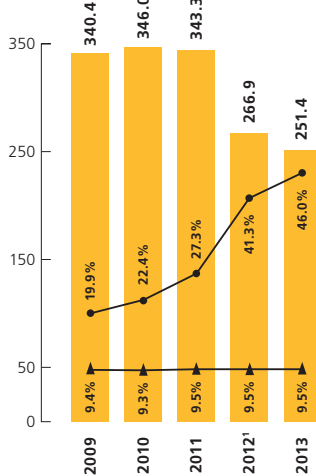


¹ Restated; see 2013 Annual Report

2nd half-year
 1st half year
 Margin (in %)

Return on invested capital (ROIC)

(in %)



¹ Restated; see 2013 Annual Report

Invested capital (in CHF million)
 ROIC (operating earnings/invested capital)
 Pre-tax WACC

6.2

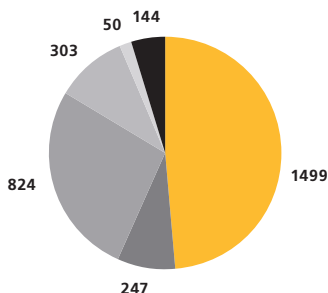
Good business performance

Since its creation in 2006, Implenia has developed into a strong, financially robust company offering a comprehensive range of services, a well positioned brand and an extremely solid base in the Swiss market and selected international target markets. In both 2012 and 2013 the company achieved record results in terms of sales, EBITDA, operating profit, consolidated profit and return on invested capital. Incoming new orders across the group are keeping pace with the dynamic business performance, and Implenia is on course to reach its medium-term EBIT goal of CHF 140-150 million. For detailed information on the business performance during the period under review, please refer to the relevant annual and half-year reports.



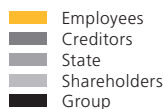
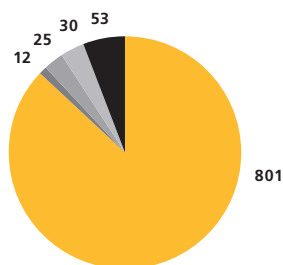
Turnover by Business Unit 2013

(in CHF million)



Distribution of net added value 2013

(in CHF million)



The extent to which each stakeholder group participates in the value created by Implexia is shown in the value creation statement (see table on p. 139). Gross added value includes all the income that the company realises in one financial year. Expenditure on goods and services supplied by third parties and depreciation are then deducted to give net value added (2013: CHF 921 million, see table). By far the greatest share of this goes to employees in the form of wages. Creditors receive interest payments on the capital they have provided. The state receives tax payments. The remaining added value – i.e. consolidated profit – is distributed to shareholders or is retained and reinvested by the company.

Net value added

	2013 ¹	2012 ¹	2011	2010	2009
	CHF 1,000	CHF 1,000	CHF 1,000	CHF 1,000	CHF 1,000
Output account					
Revenues	3,057,414	2,800,443	2,522,646	2,388,418	2,279,835
Financial income	4,014	2,184	3,805	4,174	2,163
Other income	5,033	5,469	5,073	7,141	4,160
Business output	3,066,461	2,808,096	2,531,524	2,399,733	2,286,158
Cost of materials	1,931,004	1,744,451	1,565,867	1,480,942	1,412,677
Other costs	172,087	176,383	150,182	147,030	126,887
Inputs	2,103,091	1,920,834	1,716,049	1,627,972	1,539,564
Gross value added	963,370	887,262	815,475	771,761	746,594
Depreciation	42,786	43,444	46,813	34,894	36,960
Net value added	920,584	843,818	768,662	736,867	709,634

Breakdown

Employees	800,955	731,347	671,181	655,035	639,828
Creditors	11,862	13,718	15,827	13,791	7,173
State	25,133	21,883	20,303	15,583	15,578
Shareholders	29,555	25,746	20,052	16,393	12,533
Group	53,079	51,124	41,299	36,065	34,522
Net value added	920,584	843,818	768,662	736,867	709,634

1 Restated



6.3

Structures adjusted

Implenia strives to remain competitive and to keep improving its financial excellence, so it regularly adjusts structures and processes in the light of new insights and technological developments. The company took an important step in 2013 as part of the “Daring to Shape the Future” project when it carried out a strategic restructuring of the group into sectoral and functional units. The Modernisation & Development, Buildings and Tunnelling & Civil Engineering Sectors look after institutional and cross-regional customers, providing the expertise needed for their complex projects. The Regions, meanwhile, are the face Implenia shows in the regional markets, serving local customers in Switzerland and Norway. Implenia also created a new Technical Support unit, which serves as the group’s technical “conscience” and functions as an engine of sustainability and innovation. Central group functions are still consolidated within the Corporate Center. The new structure helps Implenia get closer to its markets and customers and puts it in a position to reach its qualitative and quantitative targets. Reorganisation has also allowed Implenia to broaden its management base. The former Executive Committee has been replaced by a Group Executive Board (GEBO) whose members are the CEO, the operational heads and the head of the Corporate Center. This ensures that the expertise and experience within Implenia’s operating units carry more weight at the highest level of management.

Alongside this organisational restructuring, Implenia also streamlined and simplified its legal structure. All the existing operational units in Switzerland were brought together under the roof of Implenia Switzerland Ltd. This has brought clear efficiency gains – for example, there is no longer any need for internal accounting between different units.



Moving from project-based to central procurement opens up potential for cost savings.

6.4

Processes optimised and SAP strengthened as a key tool

To reflect the new structure and the refined business processes, Implenia introduced a new central work tool at the start of 2014 – SAP. Targeted adjustments to processes and systems have been made to increase efficiency and streamline system structures. In the cost accounting/controlling area, for example, structures and processes were simplified. One of the results of this was to speed up internal reporting.

In procurement, the aim was to complete the move from project-based to centralised purchasing and to realise cost savings for the whole group. Consequently, Implenia optimised its whole procurement process – making it more transparent, simplifying procedures and redefining responsibilities – and implemented it in SAP.

The group also developed an integrated risk management system that is also based on SAP. For more details see the report on page 145.



6.5

Financial excellence in training and development

In order to establish the topic more firmly in operational areas and to train employees, financial excellence is also integrated into Implenía's ongoing programme of internal training and development. In 2013, for example, specific modules on financial excellence were included in the initial "Winning the Future" management development programme. There are plans to include the topic in future internal training modules too, such as the programme for new and prospective managers launched this year.

Achievement of goals 2012/2013

Implenia wants to create long-term value and ensure its freedom to conduct business as it sees fit.

Strategy	Goals for 2012/2013	Achievement of goals	Status
Create sustainable financial value ("Economic Profit")	– Introduce value-oriented management	– Risk management organisation built up and introduced	(✓)
		– Uniform group-wide Enterprise resource planning solution introduced	(✓)
		– Business management training programme developed and delivered to managers in "Winning the Future"	(✓)
		– Group structure adjusted to the new strategy	✓



Goals and activities 2014/2015

Implenia wants to create long-term value and ensure its freedom to conduct business as it sees fit.

Strategy	Goals for 2014/2015	Activities 2014/2015
Focus processes on value creation	<ul style="list-style-type: none">– Create sustainable financial value	<ul style="list-style-type: none">– Continue developing risk management and introduce to whole organisation– Targeted business training for managers– Develop management indicators (KPIs) adapted to the market and the organisation

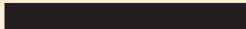


Managing the unforeseeable

The financial risks involved in construction – especially complex TC and GC projects – are increasing. In order to control these risks properly, Implenia has introduced a systematic risk management system, which is designed to help identify and exploit opportunities more effectively. At the same time it should help make the risks clear early on so that they can be minimised. We take a trip into the world of numbers and probabilities at the Vierfeld site in Pratteln just outside Basel.

If the four men in the site management hut looked out the window, they would enjoy an impressive view: six yellow cranes and hundreds of men are working on a mighty building project. Wherever you look there's something going on. In the foreground the Helvetia Tower is taking shape. When finished it will be 75 metres high, the symbol of the Vierfeld project and the tallest building in Pratteln near Basel. But the men don't give the hustle of activity a glance, staring instead at the wall on which a seemingly endless series of figures is being projected.

“The programme forces you to think about things that can fall by the wayside in conventional planning”



Daniel Reber, Head of Construction Cost Planning, Basel

Just next to Pratteln station Implenia is building six buildings on four plots. When these are finished in autumn 2016 they will provide 300 homes plus commercial space. The multifaceted project also includes a retirement and care home as well as sheltered housing for the aged. The Helvetia Tower will soon be giving residents a unique view over the Rhine plain, while its three lower floors offer space for services, offices, practice premises, cafes and shops. A public square is being laid in front of the building.

The men buried in figures in the hut don't need to look at the building site because they already know this project like the backs of their hands. Project managers Philipp Hauri and Rainer Kaiser, and overall project manager for Vierfeld Philip Woolley are discussing the latest status of the project with Andreas Beier, Head of Risk Management at the Buildings Business Unit.

Philip Woolley is currently talking about the opportunity to do a “tenant fit-out”. The original plan was for Implenia to hand over the commercial spaces as empty shells, but an opportunity originally identified when initial calculations were being made has now become a real possibility. Discussions about Implenia doing the interior fittings for a future tenant are already far advanced. On the basis of this new information, Rainer Kaiser, sitting at his laptop, adjusts the status in Risktool, an application developed by Implenia to assist with opportunity and risk management.

The company has built up its systematic risk management over the last two years, and by the end of 2013 had trained 244 employees how to use Risktool. Vierfeld is the first project in the Basel Region to make use of the new opportunity and risk management system. Daniel Reber and his team did the calculations for the project. The qualified construction cost planner and Head of Calculations has many years of experience. When Implenja Buildings offers the Basel office a project, the documentation tends to end up on Reber's desk. He measures out the plans and calculates an overall price for all the building work involved. In just a few weeks he has to turn a flood of information into a binding offer. It is a very responsible job.

At Implenja, risk management covers the six stages of a project, from acquisition to guarantee and for each stage there is a list of questions. In order to answer the questions relating to the calculation stage for Vierfeld, Daniel Reber rummaged through the client's documents and did further research where anything was unclear. He then distilled around 20 opportunities and risks from the project and entered them in Risktool. One of these was the opportunity for a tenant fit-out. "The programme forces you to think about things that can fall by the wayside in conventional planning," says Reber. In particular, Risktool asks for well-defined measures and figures to accompany each opportunity or risk.





EXAMPLES OF KNOWN RISKS

- Late delivery penalties
- The critical effect of weather on the construction industry
- Exchange rate risks on foreign currency payments
- Complexity of the building work
- Building while operations continue

EXAMPLES OF UNKNOWN RISKS

- Prototypes or special structures, e.g. for facades or building technology
- New materials and processes
- Coincidence of different standard processes and methods that are robust on their own but that lead to problems when combined
- Subcontractors going bust

The calculation stage is the most important stage in risk management. This is what decides whether the opportunities and risks are correctly assessed. "It takes time before you fully understand the method and know the programme," Reber admits, "but it's vital you do." It has become second nature for Reber now – he has already processed ten projects with it and discovered many benefits: "It's nice to be able to delegate responsibility by showing where the risks are." Reber can be sure that when the project is being carried out, someone is taking charge of the opportunities and risks he has identified. This systematic procedure takes some of the burden from the calculators' shoulders.

Back to the hut, where the discussion continues about the electronic risk journal compiled by Daniel Reber some months ago. "I'm very happy with how much work has been done on the tenant fit-out idea in the meantime," says Andreas Beier. As well as updating the status, the financial side of the opportunity now has to be reassessed. Daniel Reber had entered estimated figures for the possible scenarios. The men in Pratteln agree that these numbers still add up. This completes entry number 15 in the risk journal, leading to the next point of discussion – a risk.

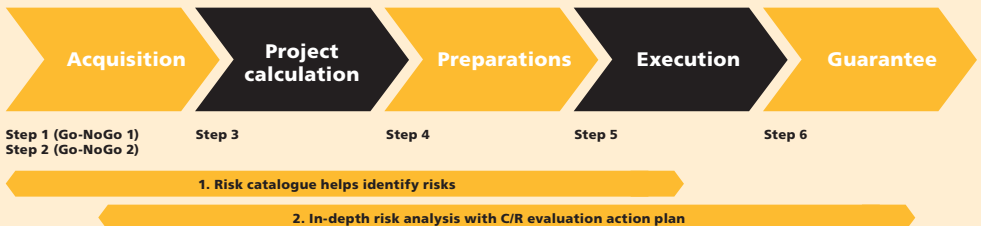




“We usually review the risk evaluation as part of the monthly project management round-up,” explains project manager Philipp Hauri, “so the costs are always clear to us”. Which is a big benefit. “The enormous advance is that we on the construction site have constant access to all the information produced by our colleagues in the Calculation department,” adds his colleague Rainer Kaiser. “Nothing gets lost between the cracks, and you don’t have to scabble around for information.” The important information is right there on the table rather than locked in people’s heads, so work can begin as soon as the order comes in. With deadlines getting ever tighter, this is a big advantage.

Overall project manager Philip Woolley agrees: “Opportunities and risks have always played a role, but the new method provides us with a clear and systematic way of recording and showing them. Given the tight contractual corset there is around many projects, nothing can be left to chance. For me as the person with overall responsibility for the project, the tool give me a certain reassurance. It is simply one of those standardised processes that a major company needs to have. We can’t just rely on good luck and hope that the numbers add up at the end.”

IMPLENIA’S OPPORTUNITY AND RISK MANAGEMENT SYSTEM INCLUDES SIX STAGES THAT COVER THE ENTIRE PROJECT PROCESS.



PUTTING RISK INTO FIGURES

Implenia gives each identified risk (and each opportunity) three descriptions: The Best Case and the Worst Case are self-explanatory. The Real Case is the scenario most likely to happen. The cost accountant fleshes out the specific technical details for each scenario and calculates the costs. In a second step the three scenarios are given a probability factor: how likely they are to happen. The risk management tool calculates the expected benefits or losses by multiplying the costs of the three scenarios by the probability factor and adding them all up. This “RC” value is the key benchmark figure in risk management.

Value, Best Case (CHF)	×	Probability (%)	=	Opportunity/risk value (CHF)
Value, Real Case (CHF)	×	Probability (%)	=	Opportunity/risk value (CHF)
Value, Worst Case (CHF)	×	Probability (%)	=	Opportunity/risk value (CHF)
				<hr/> Total opportunity/risk value – construction cost planning
				<hr/> Residual risk value <hr/> <hr/>

Three scenarios for each risk and each opportunity are recorded in the risk management system on an SAP basis and given an appropriate probability rating (100% in total for all three). After deducting the risk value given in the calculation, the system gives the crucial figure: the residual risk value.



“With systematic opportunity and risk management it’s possible to offer a competitive price without taking on unacceptable risk”

Short interview with
Andreas Beier, Head of Risk Management, Buildings

Why did Implenia introduce systematic opportunity and risk management to the Buildings and the Modernisation departments?

There are a lot of complex, and therefore risky, projects out there on the market. These are very interesting to Implenia, but because the margins are small, we have to assess the risks systematically if we want to make any money. As a broad-based total contractor and builder, Implenia and its departments have the skills to evaluate risk properly. This gives us an advantage over our competitors. But it doesn’t work if the risk calculations are based on guesswork.

So why not just add the risk costs to the quote?

The main reason why a client will give a project to a general or total contractor like Implenia is to avoid taking on the risk itself. We usually submit an all-in quote even if there are still significant uncertainties at the time the offer is made. If we added a safety margin to each item on the quote, people wouldn’t award us the contract. But with systematic opportunity and risk management it’s possible to offer a competitive price without taking on unacceptable risk.

Wouldn’t that also work with optimised project management?

No, project management is not enough. Risk management deals with the parts of the project that are unpredictable – the things that can’t be planned. The financial evaluation also makes the project manager much more aware of the opportunities and risks. The project team is sensitised to them and so can set day-to-day priorities more effectively.



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Appendix

7.1 Information about the Sustainability Report and GRI standards

Content and period covered

Implenla's second Sustainability Report has been prepared in accordance with Global Reporting Initiative (GRI) standards. It contains detailed information about all the services the company provides across the whole lifecycle of a building, and about its services for institutional and private infrastructure projects. Apart from the data on greenhouse gas emissions (see chapter 7.2) the information in this Sustainability Report refers to the 2012 and 2013 financial years. The information covers all locations in Switzerland; locations outside Switzerland are not included. If information is not from the defined financial years or locations, this is noted accordingly. The next Sustainability Report is scheduled to appear in 2016.

Reporting standard

The 2013 Sustainability Report is based on the GRI's G3.1 guidelines, and takes account of the "GRI Construction and Real Estate Sector Supplement". The report also includes the GRI Content Index, in which the contents are listed using GRI terminology. This report is only published online. For environmental reasons there is no printed version. The online report can be found at www.implenla.com. The report has been certified as meeting the GRI "B" Application Level.

Process for determining the content of the report and involving stakeholders

In 2010, Implenla created a platform for the company's sustainable long-term development. As part of this group-wide "Sustainable Implenla" initiative, the company defined ten priorities and evaluated which stakeholders could be involved in an in-depth dialogue. In the first Sustainability Report, which appeared in 2012, these priorities were divided into the five chapters "Sustainable Products and Services", "Attractive Working Environment", "Respect for the Environment", "Social Commitment and Compliance" and "Financial Excellence". The company was helped to define priorities by triple innova GmbH of Wuppertal, Germany. We believe it is important to conduct regular reviews of the relevance of our sustainability themes, the way they are prioritised and their significance to stakeholders. Consequently we talked to various stakeholder groups during the period under review as detailed in chapter 5.5, reviewing and confirming strategy and priorities in a series of discussions. We listened to stakeholders' concerns, analysed them and took them into account when setting new goals. The content of the report and the defined sustainability goals are formulated in collaboration with the Operational Sustainability Committee (see chapter 1.5) and approved by the Board of Directors' Sustainability Committee. The content of this Report's individual chapters is planned in close cooperation with the responsible specialist staff and drafted to reflect internal processes. The whole report obeys the following principle: "we only record and report what is essential to Implenla and its business activities."

7.2

Accounting and reporting standards for greenhouse gas emissions**Accounting and reporting principles**

Implenla has approximately 100 branches in Switzerland, as well as representative offices in Norway, Germany, Austria, Bahrain, Sweden, the Ivory Coast and Mali. It is present in more than 70 different locations in Switzerland alone. Around 85% of turnover is generated in Switzerland. The data recorded for greenhouse gas emissions is exclusively from business activities in Switzerland. Around 60% of the emissions are based on verified data and taken from the SAP invoice workflow. The rest of the data is sourced half from the managers responsible for individual production facilities, and half from reporting by partner companies, e.g. leasing partners.



Statement GRI Application Level Check

GRI hereby states that **Implem AG** has presented its report “Sustainability Report 2012/2013” to GRI’s Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 21 August 2014

Ásthildur Hjaltadóttir
Director Services
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organisations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audiovisual material, this statement only concerns material submitted to GRI at the time of the Check on 20 August 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

Defining the company’s scope

In the construction industry, ownership and operational control – especially of production sites – is often a complex matter. Implenia may only have a minority stake in a facility, for example, but still control operations there. Similarly, machinery and equipment can be leased or rented, but still be under Implenia’s full operational control. Consequently, Implenia has decided to record greenhouse gas emissions using the principle of “operational control”. The greenhouse gas emissions of all companies under Implenia’s operational management are counted as 100% caused by Implenia, regardless of the actual financial stake. In addition, emissions from all leased and rented assets (properties, vehicles, machinery, etc.) are treated as Scope 1 and 2 emissions.

7.3

Supported organisations

Associations

Organisation	Type of support
Öbu – network for sustainable business	Corporate membership, sponsored annual event in 2011
Energie bewegt Winterthur	Corporate membership
Minergie	Corporate membership and specialist partner
NNBS, Netzwerk Nachhaltiges Bauen Schweiz	Founder member
CEES, Club Environnement Energie et Sécurité, Fribourg	Corporate membership
Association Ecoparc, Neuchâtel	Corporate membership
Equiterre dans le canton de Vaud	Support for the association
Maison de l’architecture de Genève	Support for the association 2012–2013

Research work

Organisation	Project	Type of support
ETHZ	Civil Engineering Scholarship	Project partner
ETHZ	Ananas – strategy organisation for urban densification	Project partner
ETHZ	Master tool for building certification	Project partner
Swiss Federal Office for Energy	Helped develop the Standard Nachhaltiges Bauen Schweiz (SNBS)	Steering committee member and panel project
Association Ecoparc, Neu-châtel	Urbaine platform	Project support
SIA groupe professionnel environnement	Sustainability forum	Project support
National Research Programme (NFP)	Energy Revolution – NFP 70, Concrete Solutions project	Project support

Standards

Organisation	Standard	Type of support
SIA (Swiss Association of Engineers and Architects)	Info Sheet 2040, SIA Energy Efficiency Path	Committee work
SIA (Swiss Association of Engineers and Architects)	Standard 112/2 Sustainable Construction Civil Engineering/Infrastructure	Committee work
IFMA	Help with drafting of Facility Management guide	Project support

GRI Index

- Fully reported
- Partially reported
- Not reported
- n/r not relevant
- n/a not applicable
- AR 2013 Annual Report
- CoC Code of Conduct

GRI	Description	Status	Reference
1	Strategy and Analysis		
1.1	Foreword by the CEO	●	Editorial
1.2	Key impacts, risks and opportunities	●	Editorial
2	Organisation Profile		
2.1	Name of the organisation	●	7.5
2.2	Primary brands, products and services	●	1.1
2.3	Structure of the organisation	●	1.4, 1.5
2.4	Location of organisation's headquarters	●	1.1
2.5	Countries where organisation operates	●	1.1
2.6	Nature of ownership and legal form	●	AR
2.7	Markets served by the organisation	●	1.1, AR
2.8	Scale of the reporting organisation	●	1.1, 1.3, 3.1, AR – page 19
2.9	Significant changes in scale, structure or ownership	●	3.1, AR
2.10	Prizes/awards received:	●	Grand Prix Européen Santé et Entreprise 2012 (chapter 3.5) Trendence Graduate Barometer: 56th place in the engineering/IT sector in 2013 (AR, p. 79) Universum: 29th place in the engineering sector, and 93rd in science in 2013 (AR, p. 79).
3	Report Parameters		
3.1	Reporting period	●	7.1
3.2	Date of most recent previous report	●	7.1
3.3	Reporting cycle	●	7.1
3.4	Contact points	●	7.5
3.5	Process for defining content of the report	●	5.5, 7.1, 7.2
3.6	Boundary of the report	●	7.1
3.7	Specific limitations on the scope or boundary of the report	●	7.1
3.8	Basis for reporting	●	7.1
3.9	Recording methods and accounting principles	●	7.1
3.10	Explanation of the effect of any restatements of information	●	4.3, 7.1
3.11	Significant changes from previous reporting periods	●	AR
3.12	GRI Content Index	●	7.4
3.13	Verification of the report by external third party	n/r	No external audit of Sustainability Report

4 Governance, Commitments and Engagement

4.1	Management structure	●	1.1/AR
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	n/a	Not the case at Implenia
4.3	Organisations without supervisory board	n/a	Implenia has a Board of Directors
4.4	Mechanisms	●	5.5.1, 5.5.3
4.5	Compensation	●	3.3, 6.1/AR
4.6	Avoidance of conflicts of interest	●	AR/CoC
4.7	Qualifications and experience of members of the Board of Directors	●	AR
4.8	Internally developed guiding principles, internal code of conduct and principles	●	5.1/CoC
4.9	Sustainability evaluation	●	1.5, 2.3
4.10	Evaluating the performance of the highest governance body	n/r	
4.11	Pensions/compensation	●	3.3
4.12	Externally developed economic, environmental, and social charters, principles	●	3.1, 4.1, 6.1
4.13	Memberships of associations	●	7.3
4.14	Stakeholder groups engaged by the organisation	●	5.5
4.15	Basis for identification and selection of stakeholders	●	5.5, 7.1
4.16	Approaches to stakeholder engagement	●	2.8, 5.5, 7.1
4.17	Key topics and concerns that have been raised through stakeholder engagement	●	1.6, 2.8, 5.5, 7.1

5 Economic Performance Indicators

	Management approach	●	6.1, 6.2
EC1	Value creation	●	6.2
EC2	Financial implications of climate change	●	2.2
EC3	Social payments	●	3.3, 5.4
EC4	Government subsidies	●	No government subsidies, AR
EC5	Minimum entry wage	●	3.1
EC6	Use of local suppliers	●	
EC7	Procedures for local hiring	●	
EC8	Investments in public infrastructure and services	●	
EC9	Indirect economic impacts	●	

6 Environmental Performance Indicators

	Management approach	●	2.1, 2.2, 2.4.6, 4.1
EN1	Material consumption	●	4.2.6
EN2	Percentage of materials used that are recycled	●	4.2.6, 4.2.8
EN3	Direct energy consumption	●	4.2
EN4	Indirect energy consumption	●	4.2
CRE1	Energy consumption of buildings owned by organisation	●	4.2
EN5	Energy saved due to conservation and efficiency improvements	●	4.2.3
EN6	Initiatives to design products and services	●	4.4
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	●	4.2.7
EN8	Water consumption	●	Water usage is measured at Implenla, but because of the complex and varying calculations involved, the quality of the data is not good enough. Consequently, the decision has been made not to publish this data for the time being.
EN9	Water sources	●	
CRE2	Water consumption by buildings	●	
EN10	Water recycling	●	4.4
EN11	Biodiversity: Land use	●	Implenla does not have land or construction projects in conservation areas
EN12	Biodiversity: Impacts	●	
EN13	Biodiversity: Threatened habitats	●	2.4.6
EN14	Managing biodiversity	●	2.4.6
EN15	IUCN "Red List" species	●	Implenla does not have land or construction projects in conservation areas
EN16	Direct and indirect greenhouse gas emissions	●	
EN17	Other relevant greenhouse gas emissions	●	4.2.2
CRE3	CO ₂ emissions from operational buildings	●	4.2.2
CRE4	CO ₂ emissions from construction projects	●	4.2.2
EN18	Initiatives to reduce greenhouse gas emissions	●	4.2.3, 4.2.4, 4.2.6, 4.2.7
EN19	Emissions of ozone-depleting substances	●	
EN20	NOX, SOX and other significant air emissions	●	
EN21	Total water discharge	●	
EN22	Waste	●	4.3
EN23	Chemical spills	●	
EN24	Hazardous waste transportation	●	Implenla does not transport hazardous waste
EN25	Harming of water systems	●	
CRE5	Land remediation	●	Statutory requirements in Switzerland
EN26	Minimisation of products' environmental impact	●	2.4
EN27	Management of packaging	●	Implenla does not sell packaged products
EN28	Non-compliance with environmental laws	●	No non-compliance
EN29	Environmental impacts of transportation	●	4.2, 4.2.3
EN30	Expenditure on environmental protection	●	

7 Labour Practices and Decent Work

	Management approach	●	3.1, 3.3, 3.4, 3.5
LA1	Total workforce	●	3.1
LA2	Employee turnover	●	3.1
LA3	Benefits provided to permanent staff	●	
LA15	Re-employment	●	
LA4	Employees covered by collective bargaining agreements	●	
LA5	Minimum notice periods when there are operational changes	●	
LA6	Health and safety committees	●	3.5
LA7	Absences	●	3.5
CRE6	Certification under internationally recognised health and safety management systems	●	3.5
LA8	Disease prevention	●	3.5
LA9	Agreements with trade unions	●	
LA10	Training and development	●	3.4
LA11	Programmes for skills management	●	
LA12	Performance reviews and development plans	●	3.2
LA13	Diversity of workforce	●	3.1
LA14	Wage equality	●	3.3

8 Human rights

	Management approach	●	5.1, 5.3, CoC
HR1	Significant investments in human rights	n/a	
HR2	Suppliers selected on human rights criteria	n/a	
HR3	Employee training in human rights	n/a	Not relevant in Switzerland
HR4	Incidents of discrimination	●	3.1, 5.1
HR5	Freedom of association and right to collective bargaining	●	
HR6	Precautions against child labour	n/a	
HR7	Precautions against forced labour	n/a	
HR8	Training in human rights for security personnel	n/a	
HR9	Protecting the rights of indigenous peoples	n/a	
HR10	Percentage assessed for human rights	n/a	
HR11	Number of grievances	n/a	Not relevant in Switzerland

9	Society		
	Management approach	●	5.2
SO1	Effect of operations on local communities	●	2.3, 5.5, 8
SO9	Impact of operations on local communities	●	
SO10	Mitigation of negative impact on local communities	●	
CRE7	Communities that have to be relocated owing to operations	n/a	
SO2	Corruption risks: Percentage and number of business units analysed	●	5.2
SO3	Employee training on corruption	●	5.1
SO4	Corruption: Actions taken in response to incidents	●	5.2
SO5	Public policy positions	n/a	Implenia does not adopt public policy positions
SO6	Political donations	n/a	Implenia does not adopt policy positions so does not make donations
SO7	Anti-competitive behaviour	●	5.2
SO8	Fines and sanctions	●	5.2

10	Product responsibility		
	Management approach	●	2.8, 5.5
PR1	Health and safety: product improvement	●	
PR2	Health and safety: non-compliance with regulations	●	
PR3	Declaration of product and service information	n/a	Implenia does not sell products
CRE8	Sustainability certificates	●	2.4
PR4	Non-compliance with declaration regulations	n/a	Implenia does not sell products
PR5	Customer satisfaction	●	2.8
PR6	Advertising	●	5.4, 5.5
PR7	Non-compliance with marketing regulations	●	
PR8	Protection of client data	●	
PR9	Compliance with the law	●	

7.5

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