



Press kit  
SHIFT

ARTE CHARPENTIER  
ARCHITECTES

a



« In the context of an ever-greater dematerialisation of work, increasing autonomy of employees and changes in the way people collaborate, interaction and creativity are the key issues for a productive working environment. Shift provides high-end, connected facilities, and a range of spaces designed as alternative working areas, both internal and open air, including balconies and rooftop terraces, and an extensive shared roof-level garden; the building has that extra measure of soul. Challenging traditional accepted approaches to office building design, it represents a fresh breath of life: flexible, agile, green and embracing the future. »

Bruno Donjon de Saint Martin  
Director-General Offices, Hotels, and Mixed Development Europe, Unibail-Rodamco-Westfield



« Shift is uncompromisingly avant-garde in the way it has been designed for new ways of working, based on versatility and adaptability and total freedom of use. In a dialogue with its surroundings, the transparent architecture reveals the flowing spatial richness of the interior, spaces which redefine the meaning of an open and free environment, inspiring and motivating users in response to the ecological and economical challenges we face ahead. »

Antonio Frausto  
Associate Architect, Arte Charpentier Architectes







# CONTENTS

	Foreword	7
1.	The context	9
	The evolution of Issy-les-Moulineaux	9
	The existing building template	10
2.	The Urban Approach	15
	The legibility of the buildin	15
	Urban insertion and accessibility	16
	Environmental Approach	17
3.	The Architectural Approach	19
	Guiding Philosophy	20
	A major renovation	20
	Spatial and functional organisation	24
	Interior layout	28
	Revitalisation of the working environmentl	30
	Nature at the heart of the building	31
4.	Shift in numbers	34
5.	Technical Data	35
6.	Arte Charpentier Architectes	37
7.	Unibail-Rodamco-Westfield	39
8.	Images for use by the press	41







# Foreword

The rehabilitation of Shift by Arte Charpentier Architectes was a rather special undertaking. The original office building, straddling the boundary between the 15th arrondissement of Paris and the district of Issy-les-Moulineaux, was designed and built by the same practice at the beginning of the 1990's for Unibail. The last twenty years have seen many changes with the transformation of the city and the emergence of two new models of office design.

Unibail-Rodamco-Westfield is committed to providing office space adapted to, and anticipating the needs of, future users, and the refurbishment of its real estate, therefore, demands an equal commitment on the part of the design team. This, then, was the starting point for Shift, conceived as a bridge between the present and future forms of collaboration and interaction, and attentive to the sense of fulfilment of its employees. According to the latest developments in office design, the working environment should offer utmost flexibility and conviviality, with the objective of increasing the interaction between different users within the building.

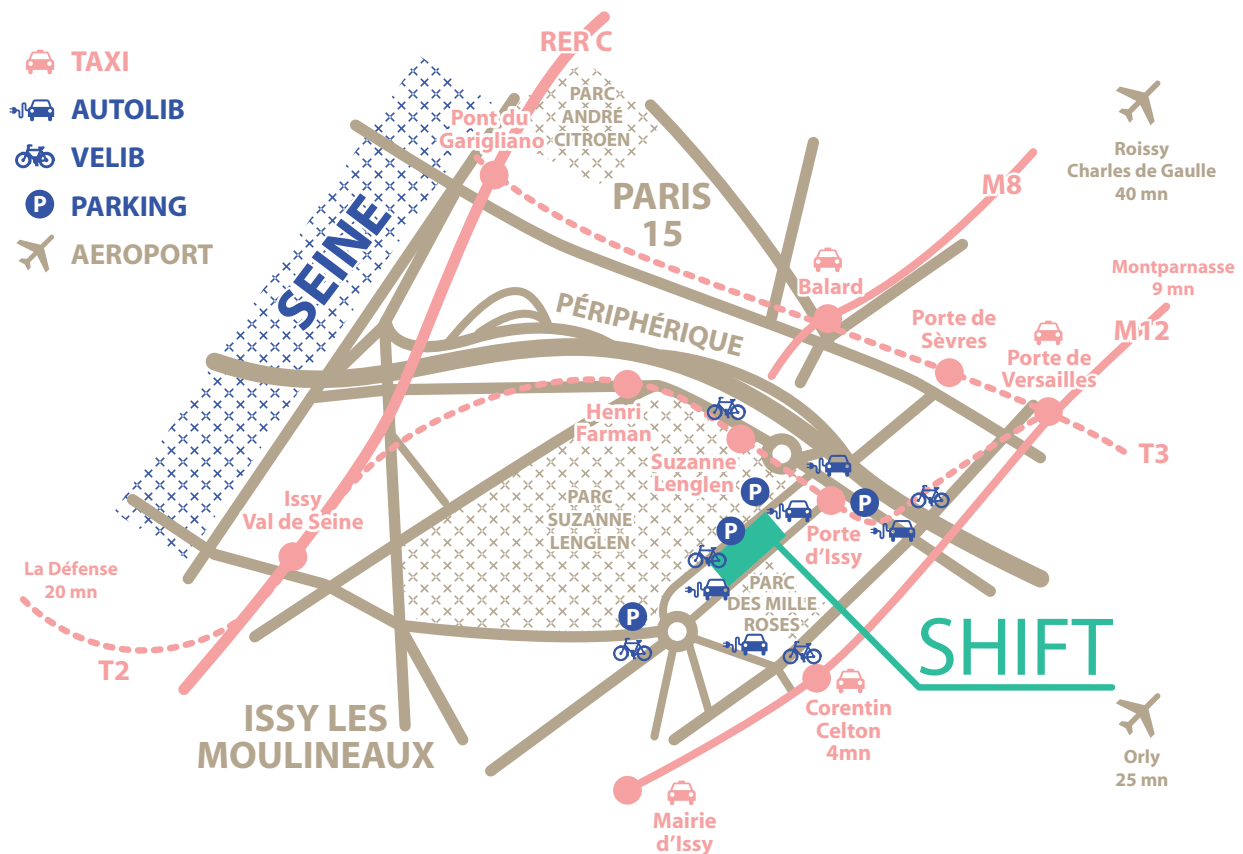
This ambitious scheme, led by Arte Charpentier, under the impetus of Unibail-Rodamco-Westfield, attracted Nestlé France, who chose to set up their first Centre of Nutritional Expertise in France. The 2 500 employees of the various brand names belonging to the group, such as Nespresso, Nestlé Waters, Herta, Galderma, etc., are brought together within the Shift's 46 000 m<sup>2</sup>.

Arte Charpentier Architectes has pulled off the challenge to completely rethink the aesthetics, the functioning and contextual relationship of a building which it designed, itself, twenty years ago. It has succeeded in making an objective and critical appraisal of its own work, to reveal its hidden potential and even go as far as to establish a new standard in terms of office building upgrading and conversion.

Through the enhancement of its constructional principals, Shift represents the inherent capacity of a building to transform itself and is fully in line with the major issues facing modern cities, that is, to create optimal density by building layer upon layer.



## Site plan



### Situation and accessibility of Shift, between Paris and Issy-les-Moulineaux



# 1. The Context

## The evolution of Issy-les-Moulineaux

Issy-les-Moulineaux was formerly a working-class district situated close to the Île Seguin Renault manufacturing plant, but since the departure of the factory, it has undergone a profound change including gentrification during the last 15 years. It is very well connected to Paris by public transport including the bus, metro lines 8 and 12, tram lines T2 et T3, and district rail network line RER C, and by 2024 it will also be served by the future line 15 of the Grand Paris Express. The ongoing transformation of the area can also be seen by the arrival of the headquarters of a number of big brands such as Coca Cola, AccorHotels, Sodexo, Microsoft, Colas and La Poste, contributing to its development and its appeal. Shift is the result of the refurbishment and extension of a commercial property designed by Arte Charpentier in 1992 for the developer client Unibail. The site is occupied by two buildings, one of 30000m<sup>2</sup> and the other 15000m<sup>2</sup>, only one of which, Shift, was refurbished.

This enormous premises occupies a strategic site on the boundary between Paris and Issy-les-Moulineaux, and benefits from a major street frontage. As such, it was included in an ongoing urban study by Issy-le-Moulineaux council on the regeneration of the Guynemer area, linking Victor Hugo junction and the outskirts of Paris. As a result of this urban regeneration initiated a few years ago, the Guynemer area has seen a boost to its appeal attracting a number of well-known brands like Softbanks, La Poste, Colas and SMABTP. These will soon be joined by Nestlé France, which will bring together all the brands of the group within a single building – Shift. The project, therefore, is integral to the dynamic transformation of the district, and sets the bar high, by its strong contemporary architectural identity, for the quality of the ongoing redevelopment of the rest of the area.

## The existing building template

The original building designed by Arte Charpentier at the end of the 1980's was a speculative, commercial premises, and was, as such, totally unsuited to the social changes currently taking place in the sphere of work. Thanks to its solid foundations and the constructive potential of its concrete frame, it was possible to completely reshape it and add an extra two floors, all the while respecting the original rectangular building footprint of 10000m<sup>2</sup>.

These changes increased the floor area from 30000m<sup>2</sup> to 46000m<sup>2</sup> and its height from 20.9m to 27.5m, still within the permissible height limits.

The building occupies a complete block and, with 170m of opaque façade at street level on both sides, the potential for a relationship with the surrounding city was under-exploited.

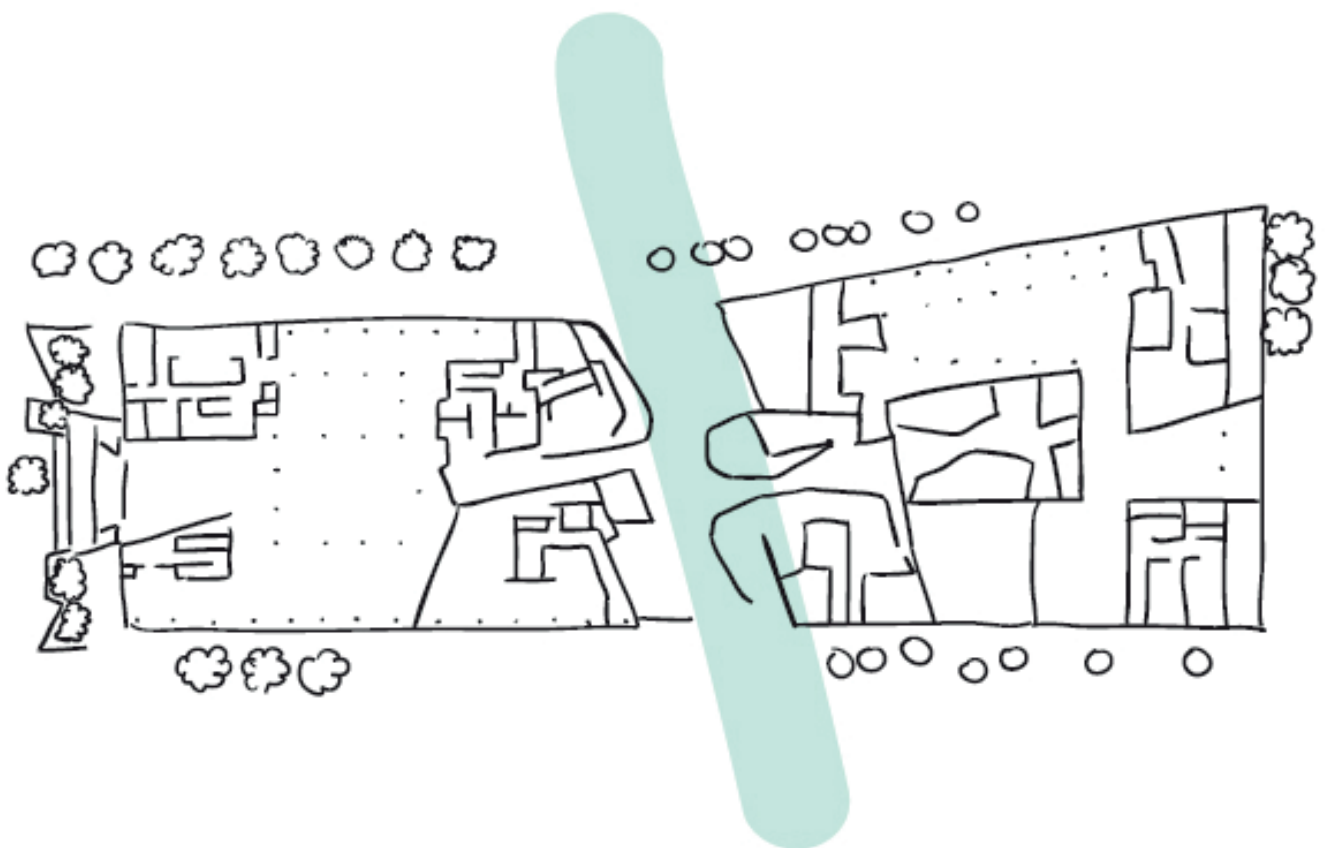
Arte Charpentier made full use of its competence in architecture, interior design and landscape to completely remodel the existing building based on two major interventions:

- the first consisted of the removal of the concrete façade panels and their replacement by a glazed envelope articulated by vertical projecting composite fins.
- the second was the creation of an internal atrium crossing the building from east to west, connecting rue Colonel Pierre Avia and rue Guynemer. Thus, the building becomes a link between Paris and Issy-les-Moulineaux.

These two actions have brought the building out of self-imposed isolation and allowed it to reconnect with the city, setting up a renewed dialogue with the immediate surroundings.



Building before undergoing refurbishment



Sketch of the axis crossing the building, linking Paris and Issy-les-Moulineaux









Aérial view: the new façade  
facing rue Colonel Pierre Avia, and the central internal atrium





The facade rue Guynemer, from the Jardin des Milles Roses  
(Issy-les-Moulineaux)



## 2. The Urban Approach

### The legibility of the building

The existing building, with its long straight, opaque façades, occupied a whole block surrounded by the streets and passages of a varied urban fabric undergoing transformation. The refurbishment project was the opportunity to rationalise and identify the main entry points to the building and to render them more legible. The new glazed envelope with its dynamic appearance replaced the previous rather monotonous façades and gave the building a new and revitalised identity.

From a formal point of view, Shift is characterised by its largely glazed façades overlaid with a sequence of white vertical fin shading devices. These fins, made by an Italian specialist using pultruded glass-fibre and resin, were the object of extensive research and prototyping, and whilst offering a solution to glare, they also provide a means of sculpting the façade. The rhythm, set up by these fins of varying length and disposition, creates a dynamic, changing appearance to passers-by, and ensures the building's visibility from a distance.

The width of glazing panels of 1.35m corresponds to the dimensions of an individual workspace and includes a slimmer opening panel for natural ventilation. The street-level façade is completely glazed and the central axis crossing the building is set at a slight angle corresponding to the position of two parks on opposite sides of the building. This atrium-like axis, which divides the building roughly in two, is glazed for the full height of the façade of 27.5m, making it easily identifiable from the street. As such, it allows views through from one side to the other, from one green space to another.



The façade, facing rue Colonel Pierre Avia, with its vertical fin shaders.  
(Paris 15th arrondissement)



## Urban insertion and accessibility

The entry points to the building have been reduced from 4 to a single entrance in the centre on each side, in response, not only to current issues of security, but also the new layout of the interior. The relationship between inside and outside has been completely rethought in terms of the dialogue between the building and the surrounding urban fabric, such as the exterior landscaping enhancing the pedestrian areas, and internal low walls extending outside in the form of stepped seating for relaxation and discussion.



Detail showing the landscaping treatment of outside areas, near the restaurant.

The central atrium crossing the building means that Shift has a main entrance on each side and, therefore, two addresses, one in Paris (rue du Colonel Pierre Avia) and the other in Issy-les-Moulineaux (rue Guynemer). The building can therefore be said to link the capital with the suburbs, and, in its immediate vicinity, it visually links two green spaces, the Suzanne-Lenglen sports grounds and the Mille Roses garden.

The ground floor of the building, decompartmentalised and fully glazed, offers an uncluttered view of the interior whose activity contributes, in return, to the character of the public domain. The angles are treated as transparent and are set back from the street frontage, eroding the mass of the existing volume and accentuating the impression of lightness. In this manner, the form of the building and its composition are articulated to create generous, light-filled spaces, that are easily identifiable and accessible, and which feel at one with their surroundings and the green spaces.

The two levels of underground car parking are accessed on the north side, and have a capacity of 478 cars, 87 motorcycles, and places for electric vehicles and bicycles. Changing rooms and showers for the use of employees are also to be found here. Two large delivery zones with their own entrance are situated to the north and south.



The entrance to the fully glazed internal street.

#### Environmental Approach

The Shift project is fully in line with CSR strategy (Corporate Social Responsibility) and the values upheld by Unibail-Rodamco-Westfield in the interests of sustainable development. At the same time, it aims to achieve the double certification BREEAM « Excellent » and HQE « Exceptional » for the architectural and environmental aspects involved in redefining uses and working methods in an existing building.

Unibail-Rodamco-Westfield's particular concern for the comfort and well-being of future occupants is displayed by the range of quality facilities on offer. It is also convinced that the daily experience in the workplace plays a major role in building awareness of future ecological issues, and, therefore, wishes to conduct an ongoing experiment with Shift by implementing various practices such as urban agriculture, with the provision of a 1000m<sup>2</sup> vegetable garden on the roof.

Arte Charpentier has fully exploited the potential of the existing building in order to create gardens, loggias and terraces, and to rationalise and improve its legibility in terms of accessibility and routes between the exterior, the staff facilities, and the offices.

Shift gives priority to renewable energy sources and has adopted geothermal energy in order to reduce its environmental impact.





Facade rue du Colonel Pierre Avia



### 3. The Architectural Approach

#### Guiding Philosophy

The architectural approach is guided by the realisation that, because working methods have changed, the place of work must compete, in terms of its attractiveness, with any other place in the urban environment. Today, it is possible to work from home, from a hotel or even from a café. The office must, therefore, inspire an employee intellectually, sensorially and personally so that he feels at his most comfortable and appropriates the space. To this end, Arte Charpentier collaborated closely with the client, Unibail-Rodamco-Westfield, known for its strong ambition to innovate and its forward-looking vision in the field of commercial real estate.

The desire to erase the physical barriers of the building, such as between the inside and outside, the offices and communal areas, the top and the bottom etc., is also related to the idea that these same barriers exist socially between the private and public, and between the personal and impersonal, and can have a negative impact on productivity.



View of the collaborative and co-working space platforms overlooking the central void



« This project responds, not only to a new era and a new world of work, but also to a technological evolution. We took the opportunity, following a revision in the local urban plan, to add two new floors to the building and create a space for user interaction and exchange, suspended from two enormous triangulated beams. »

Antonio Frausto, associate architect

#### A major renovation

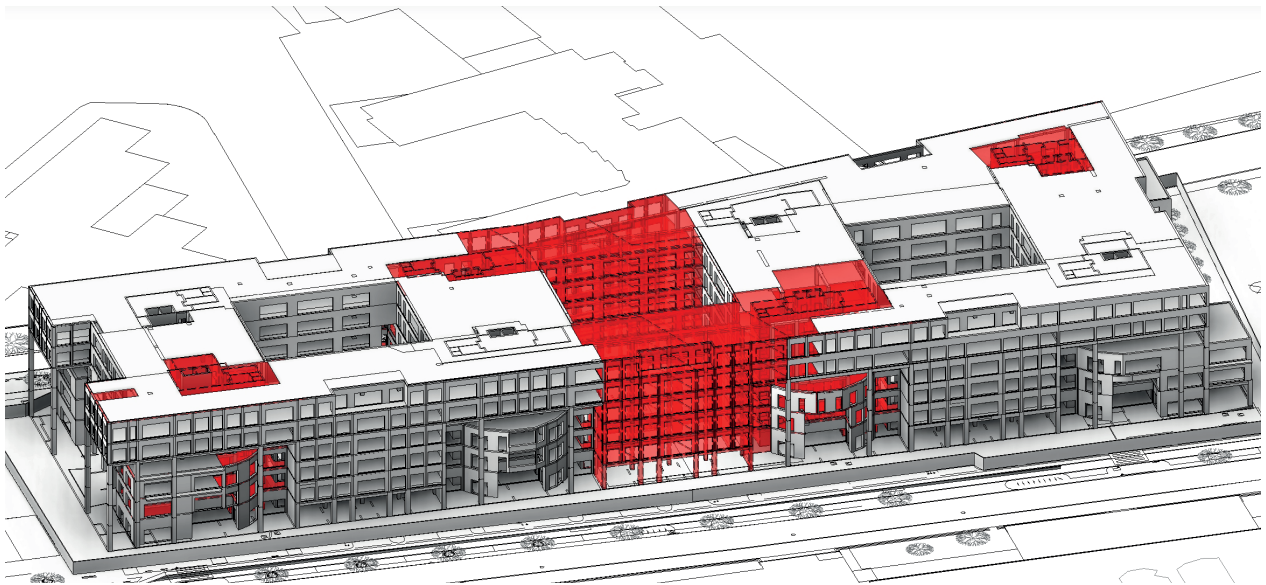
The site works, starting in April 2017, have been a complex process of refurbishment, partial demolition, and vertical extension. This large-scale commercial property measuring 170m long, 65m wide and 27.5m in height, also extends two levels below ground with car parking and technical ancillary spaces.

For the demolition of the infrastructure, two shafts were created in the zone of the future atrium, and three cranes were erected in the north and south lightwells and central portion (zones G1, G2 and G3 respectively).

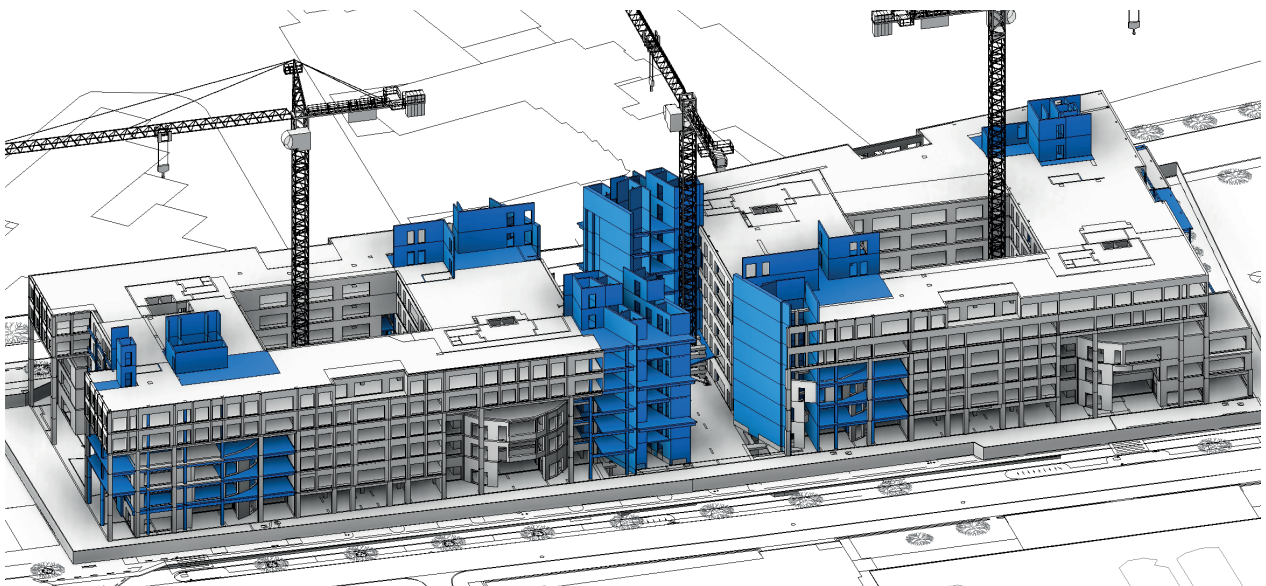
The creation of a vast atrium in the building's centre constituted a major architectural gesture requiring the demolition of all the floors in the centre part of the building and the installation of two large-scale triangulated beams with a span of 26m to suspend a complex arrangement of overlapping suspended floorplates, beams and stairs in steel. Upon completion of the demolition of this zone, in-situ concrete fin walls of 60cm in width were erected to support parts of the steel installation, and vertical circulation shafts were created in the north and south zones.

The dismantling of the concrete façade panels took place from the top downwards, and a system of protection was specially designed for the occasion by Omni Projects allowing demolition to take place in 20m by 20m stages without fragilizing the existing structure.

To complement the existing concrete frame, a minimal steel structure consisting of a series of concrete-filled three-storey steel columns were added at 5.4m intervals around the periphery of the building, from ground to upper storey, passing through openings created in the concrete floors and set back 50cm from the façade. This structure serves as a support for the new glazed curtain-walling system and, following the enlargement of the internal courtyards in an east-west direction, the same structure was also employed here.



Demolition phase method - @GCC



Construction phase method - @GCC











## Spatial and functional organisation

Shift consists of two main portions organised to the north and south about a central atrium which allows a view through the heart of the building as well as linking the two entrances, one on the Paris side, and the other facing Issy-les-Moulineaux. The central light-filled space, 8 storeys in height, is the beating heart of the building and a lot more than just a display area. The composition of overlapping mezzanine floors and balconies suspended within the space resembles a giant steel mobile, and it is a place where employees can interact, exchange ideas, and seek inspiration.

An open staircase linking all 8 floors, climbs within the space providing a dynamic understanding of the building and promoting visual and social interaction.



View from the central staircase





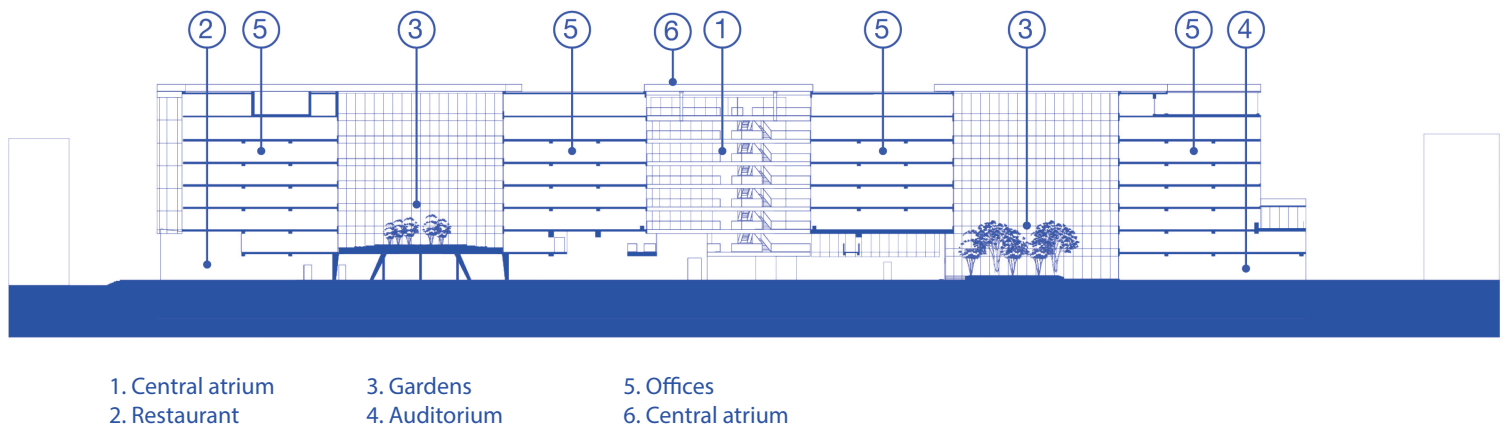
View on one of the patios from an exchange area - on the right, loggia

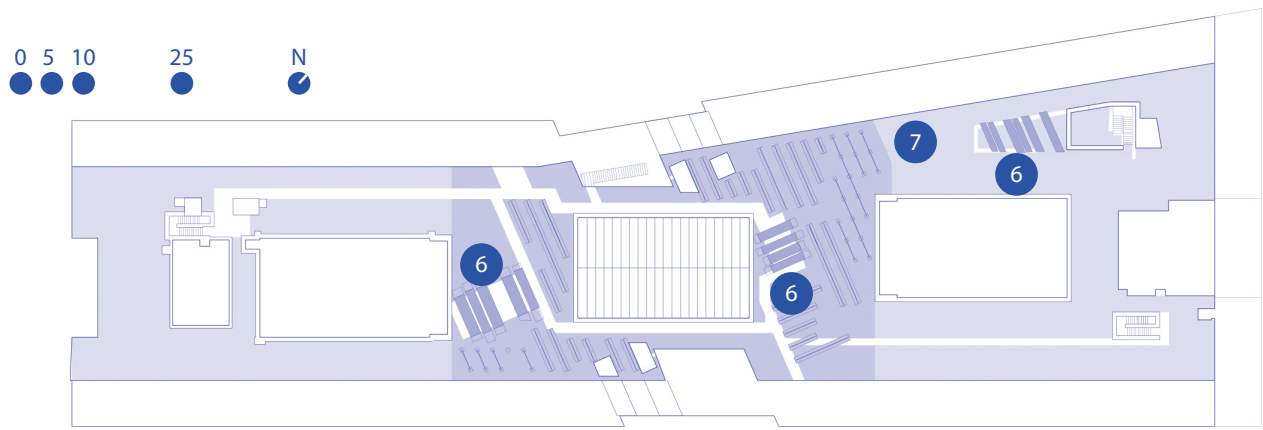
The spatial organisation of Shift has been determined in a very egalitarian manner with each floor comprising 4 technically and functionally independent zones, and a 500 m<sup>2</sup> informal meeting area. The office areas are organised around the two internal courtyards, having the advantage of receiving natural light on two sides, and can be adapted as partitioned offices or open planned office areas according to individual needs. All the technical areas relating to building services, including plant and air handling units, originally situated at roof level, have been redistributed on each floor with a further two zones occupying part of the top floor, and all are acoustically insulated.

The whole of the 5000m<sup>2</sup> ground floor level is occupied by communal and shared facilities organised around the central atrium space, including the reception, the Welcome Bar (200 m<sup>2</sup>), the caretaker service, the Beauty Room, the Plug & Work area (177 m<sup>2</sup>), the entrance lobby (122 m<sup>2</sup>), the 200 seat auditorium, the restaurant (1700 m<sup>2</sup>) plus formal and informal meeting areas (180 m<sup>2</sup>).

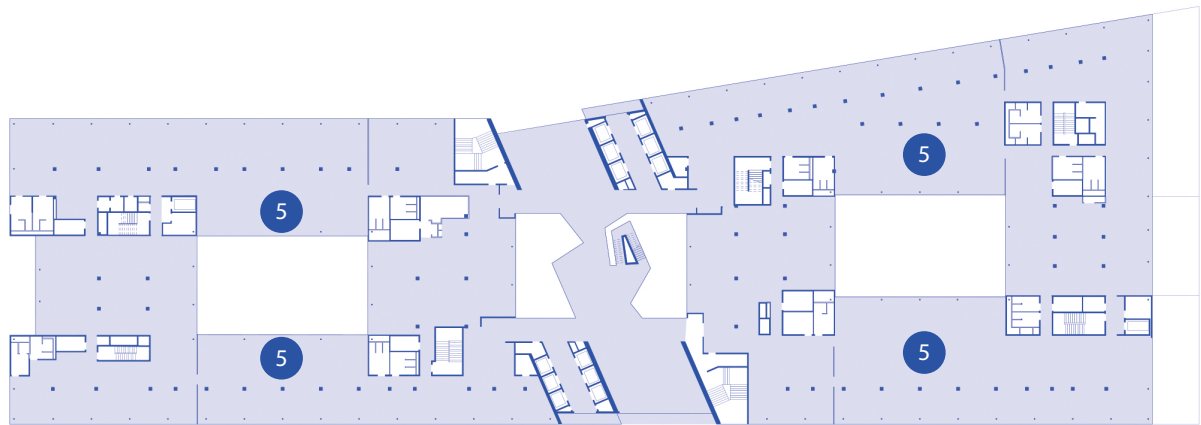
The open restaurant and employee dining area, organised around a courtyard garden, are the two major cornerstones of this vast ground floor level and occupy opposite sides of, and look onto, the internal atrium space. The offices can then be reached by either the stairs and lifts within the central lobby or within the north and south wings.

The restaurant, offering 5 different catering themes each day for 1800 settings, will create a buzz similar to a marketplace with a bar situated close to one of the entrances, and kiosks for each of the dining themes lining the central area. There will also be a large planted terrace with seating for 60 people at the west-facing end of the building, at the angle of rue Guynemer, where the restaurant can spill onto during the warmer months. During periods between services, the restaurants become informal working areas.

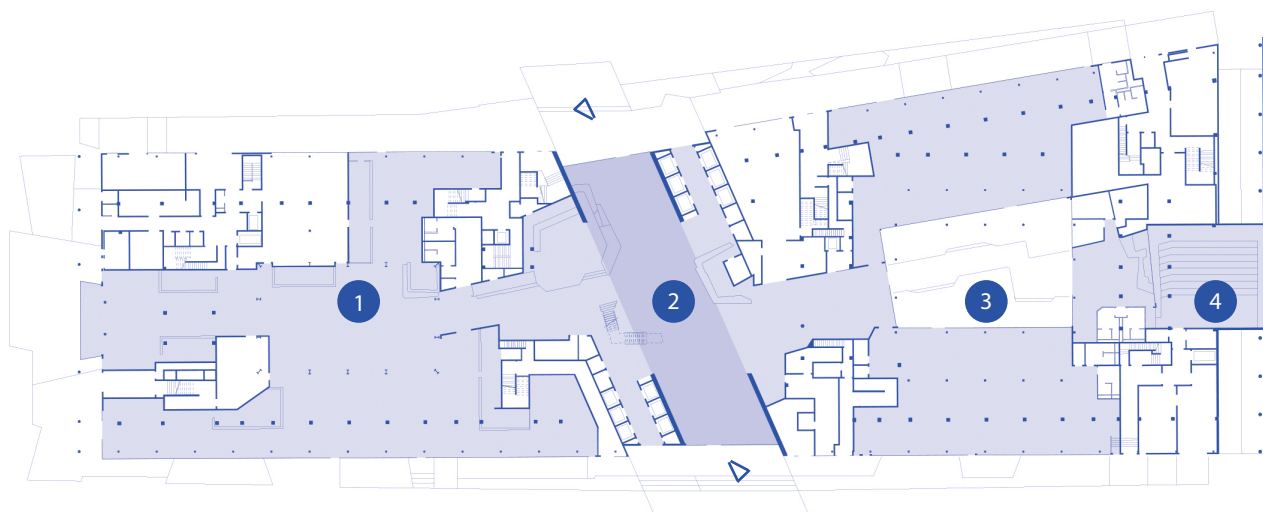




Ground floor + 8



Ground floor + 4



Ground floor

1. Restaurant  
2. Central atrium

3. Gardens  
4. Auditorium

5. Offices  
6. Pergolas

7. Urban agriculture



## Interior layout

Arte Charpentier was inspired by, and pays homage to, Issy-les-Moulineaux's industrial past, an important heritage which is reflected in the new architecture. This involved the use of exposed loadbearing and suspended steel structures, enhanced by contrasting softer materials such as wood, fabric, stucco and leather, for the interior finishes.

Within the modern and lively atmosphere generated by this interplay of raw and refined materials and a warm palette, Shift's generous spaces exude a warm, welcoming ambience. Continuing the rhythmic theme of the façades set up by the vertical fins, the entrance lobby is finished in vertical battens in Beech.

The lighting was a very important aspect of the design and detailed studies were carried out by the research department of the Ecole Polytechnique Fédérale de Lausanne (EPFL) as to how to maximise the use of natural light in the building, both for ultimate comfort and as an energy-saving device. The resulting recommendations can be seen resonating through the building such as the shafts created within the central void opening up views of the open-plan offices.



Restaurant with exposed steel structure



The reception area, at the crossroads of the inner streets, with reception, cafeteria, library...



« In a continuous dialogue with the environment, Shift is an effective tool for redefining the open and receptive enterprise, without barriers and inspirational for its employees, capable of facing the economic and ecological challenges of our time. »

Antonio Frausto, associate architect, Arte Charpentier Architectes

#### Revitalisation of the working environment

The refurbishment of Shift was informed by the current evolution in working methods and the desire to provide a flexible, adaptable and welcoming environment worthy of tomorrow's working practices.

At the heart of the project is the central unifying space around which the daily working experience revolves offering comfort and conviviality, inspiration and creative thought, social interaction and exchange. The provision of unusual and original layouts creates places for the exercise of free thought and collective imagination. A 500m<sup>2</sup> zone for convivial discussion and exchange are provided on each floor, linked by an open stair facilitating the flow of people and ideas. The offices, with an average floor area of 5800m<sup>2</sup> for 530 employees, with ceiling heights of between 2.65m and 2.9m, and with varying depths, breaks with the usual monotony of standard layouts and increases the possibilities for adaptation. The largely glazed façades allow natural light to be used as the main source of lighting.





## Nature at the heart of the building

The integration of planting within Shift, by means of 1800m<sup>2</sup> of adjoining terraces, loggias and balconies accessible at each level, represents the vegetal architecture of the future and is a conscious attempt to create an inspirational working environment where humans can reconnect with nature. The interior courtyards become planted glades open to the sky where balconies offer a moment of quiet respiration.



Terrace accessible from the office spaces



Finally, whereas the former rooftop was occupied by the building services and air handling plant, this has been cleared to make way for a rooftop garden of 2600m<sup>2</sup> offering an alternative place for users to work in the open air, or have lunch surrounded by nature. A vegetable garden of 1000m<sup>2</sup> is managed by Sous le Fraises, a partner company, which will provide some of the produce for the company restaurant with the laudable and pedagogic aim of sensitising people to the idea of ecology and proximity. These gardens can occasionally be used as a reception area for a seminar, a cocktail event, or an after-work wind-down. During the warm weather, there will be a salad bar and barbecue area.

The roof terrace, therefore, becomes a space where employees can come at any time for a break from the computer, to relax, to isolate oneself, to discuss with colleagues, or to work informally.



Roof terrace - under construction







4.

## Shift in numbers

### 2 addresses :

Paris 15th arrondissement and Issy-les-Moulineaux

46 000 m<sup>2</sup>

Offices and facilities

8 storeys

(Ground floor + 7)

3 600

Employees

5 800 m<sup>2</sup>

Average office area  
on each floor

530

Employees per office area  
(ratio of 1 person/10m<sup>2</sup>)

3 000 m<sup>2</sup>

Co-working areas  
including 1200m<sup>2</sup> meeting rooms

3 000 m<sup>2</sup> Facilities and amenities

2

Open air garden patios

1 800 m<sup>2</sup>

Private terraces,  
balconies and loggias

2 600 m<sup>2</sup>

Rooftop garden terrace  
including 1000m<sup>2</sup> urban agriculture

478

Car parking spaces

and 87 motorcycle places on two  
underground levels

## 5. Technical Data

Programme: refurbishment and extension of an office building

Floor area: 46000m<sup>2</sup>

Address: Issy-les-Moulineaux (92130)

Construction phase: April 2017 – December 2019

Date of delivery: December 2019

Client: Unibail-Rodamco-Westfield

Lead design consultant: Arte Charpentier Architectes (architecture, interior design landscape)

Construction phase design consultant: SCO

Design consultants:

Structures / Bordas + Peiro ; Building services - fluids / SF21 ; Quantity surveyor / SCB ;

Site inspection / Socotec ; Environment / Alto ; Accoustics / Avel ; Fire safety / CSD-faces

; Façades / Oteis-Façades 2000 ; SPS coordinator/ LM3C ; Geothermal energy/Burgeap;

Contractors:

Demolition and reconstruction of primary structure, steel framework: GCC

Façades : Goyer

HVAC : Tunzini Lefort

Plumbing and electricity: Spie UTB





## 6. Arte Charpentier Architectes

Since 1969, the agency has strived to bring the best in its expertise, innovation and reactivity to bear on complex projects, and a fresh approach to each new challenging brief. This requires that we adapt and renew our practice of architecture, urbanism, interior design and landscape on a daily basis. This uncompromising attitude is what unites more than 120 employees of 15 different nationalities, including 20 associates, in our Paris, Lyon and Shanghai agencies, and resonates with the constantly evolving issues of urban and territorial design in France and further afield.

The agency's plural approach results from an analysis of the forces at play in the transformation of territories and assists in the realisation of urban planning, commercial, tertiary sector and residential operations. These projects will form the resilient cities of the future in Europe, the Maghreb, Africa and Asia, where Arte Charpentier was a precursor right from the outset. Each project, as well as assuming its responsibility towards the environment and catering for its functional requirements, is the opportunity to give meaning to a place and reinforce its identity. The appropriate creative response depends on the local, technical, human and cultural aspects of urban living, of densification, of diversity of uses, of sustainability and transformation and this applies in equal measure to buildings, the city, public and private spaces. Quality, timescale and budget form an important part of the equation.

Using anticipation in design is the key to aptness and efficiency for the way regions, towns, districts, buildings, working and living spaces operate. For this reason, experimentation plays a crucial role within our social and urban commitment to a sustainable, affordable, and ecological architecture. In addition to our working knowledge of BIM, CIM (City Information Modelling) and virtual reality, our research and development programme makes available the most up to date information on construction methods, materials and lifestyles for the benefit of projects. Arte Lab is a means of satisfying a desire for knowledge and inspiration, at the service of not only architects, urbanists, landscape architects, and interior designers but also the client and the end user.



This year Arte Charpentier celebrates its 50th birthday!





## 7. Unibail-Rodamco-Westfield

Unibail-Rodamco was formed by the merger, in 2007, of two shopping centre operators, Unibail and Rodamco Europe, and with its acquisition of Westfield in June 2018, Unibail-Rodamco has become the largest commercial real estate company in Europe.

Through a combination of its strengths, Unibail-Rodamco-Westfield has become an indispensable partner for major retailers in the most dynamic cities of Europe and America.

With the largest portfolio of projects, and due to its operational excellence, Unibail-Rodamco-Westfield applies its corporate vision of the future of retail to shopping centres, airports, offices and convention centres in 13 countries.

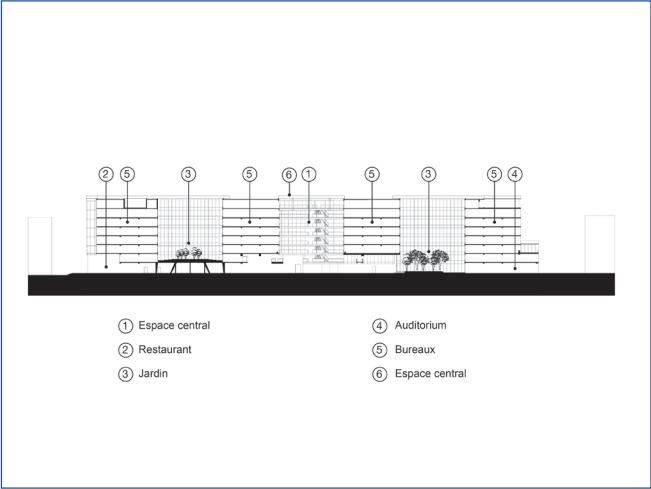
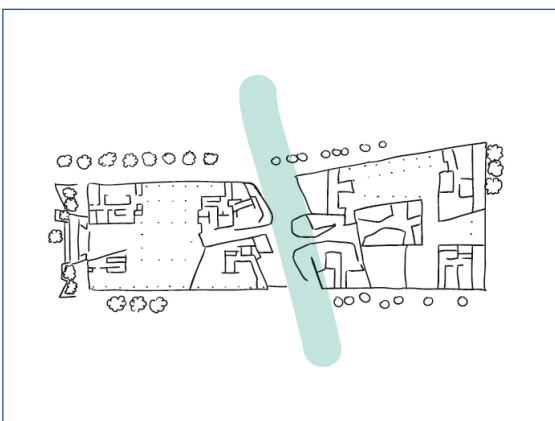
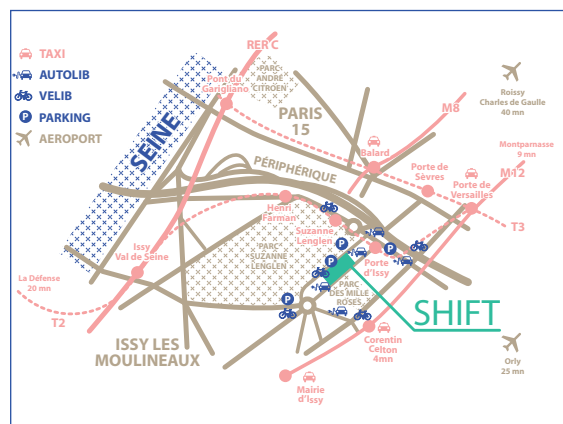
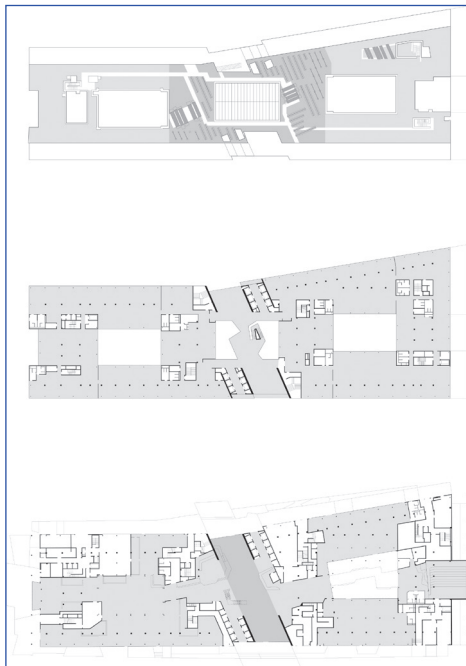
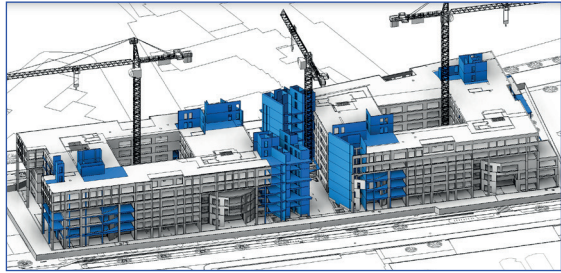
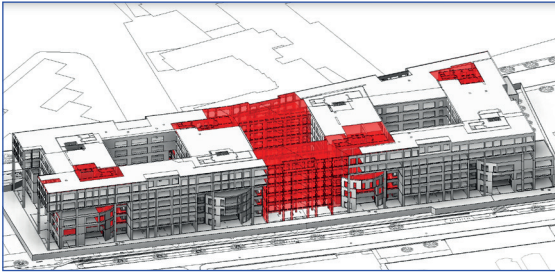
Founded in 1968 as a finance-leasing unit by a company called Worms & Cie, Unibail started focusing on the property investment sector in 1992, becoming owner, developer and operator in the retail and tertiary sectors, and concentrating on large scale non-reproducible assets. From 1992 to 1995, Unibail built a portfolio of large shopping centres, and then offices such as Vivendi in 1999.

In 2000, they created a convention-exhibition division after assuming control of the Paris Expo, and in 2008 they brought these activities into line with the Paris Chamber of Commerce and Industry with the creation of Viparis, European leader in its sector.

Rodamco Europe was founded in 1999 by Robeco Group after the division into 4 units of the Rodamco funds and manages the entire European portfolio. Rodamco Europe has been both investor and owner of shopping centres and major retail outlets in the Netherlands and Belgium, as well as in Scandinavia, France, Spain and Central Europe.



8. Images for use by the press







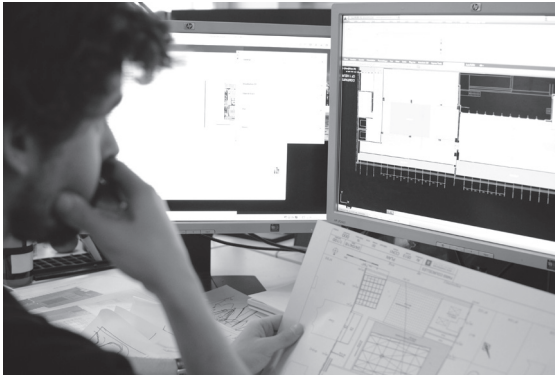














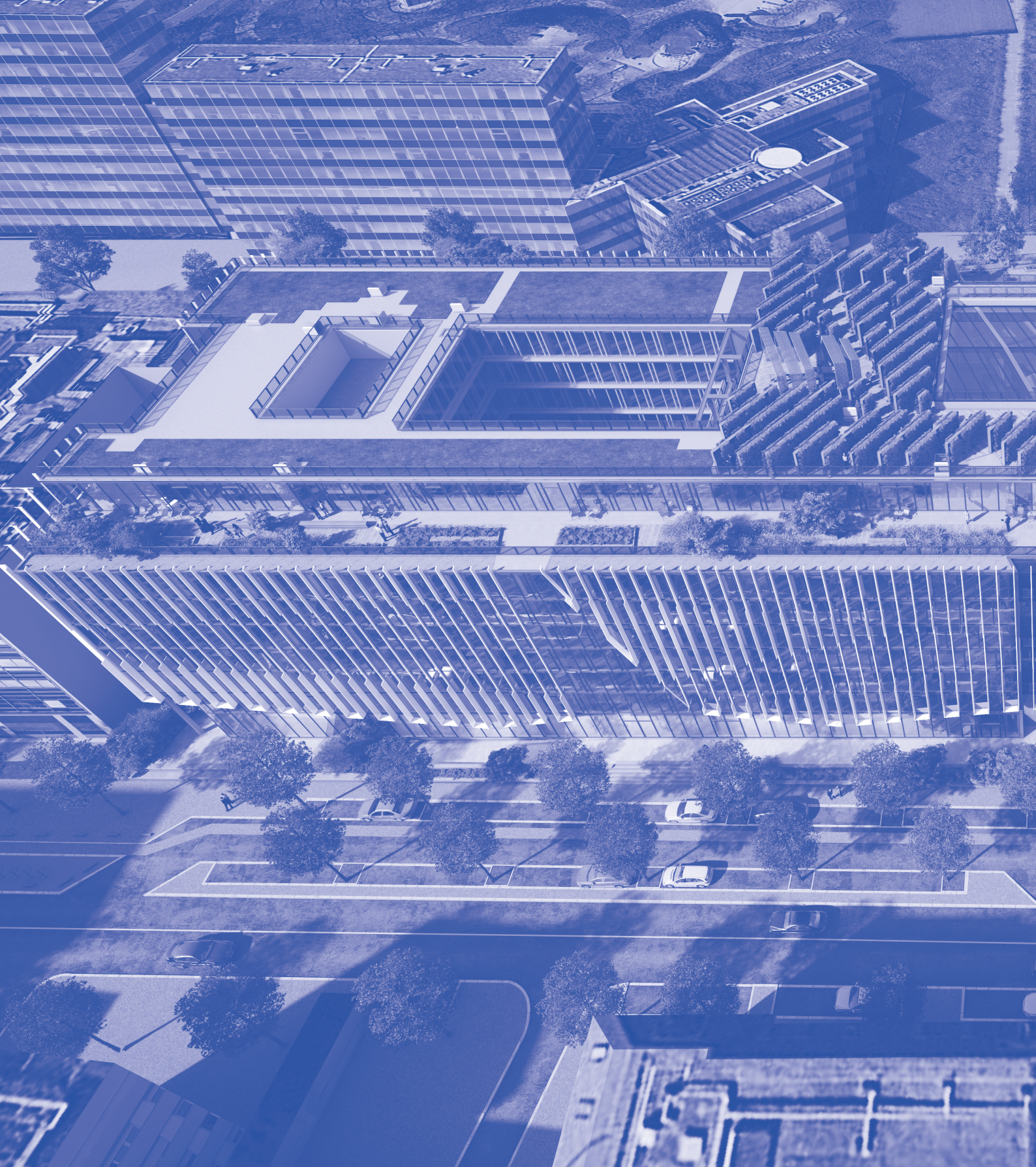
## NOTES

[illegible]

## NOTES

[illegible]





#### Relations avec la presse

GioCa  
Giovanna Carrer  
+33 (0)6 63 25 38 91  
[giovanna@gioca.paris](mailto:giovanna@gioca.paris)

Arte Charpentier Architectes  
Alix Derouin  
+33 (0)6 11 26 21 74  
[a.derouin@arte-charpentier.com](mailto:a.derouin@arte-charpentier.com)