

# THE LINK

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JUNE 2020



**Groupama**  
IMMOBILIER

**PCA-STREAM**  
Philippe Chiambaretta Architecte



# OVERVIEW

**Commissioned by Groupama, designed by PCA-STREAM and built by ADIM Île-de-France, The Link will become the headquarters of the energy company Total in 2025.**

**The 130,000-sqm tower consists of two wings — an Arch-side wing (228 m high and 53 stories) and a Seine-side wing (165 m), interconnected by thirty platforms — the “Links” that give the project its name.**

## THE LINK WILL MARK THE ADVENT OF THE NEW LA DÉFENSE

The Link will accelerate the historic transformation of the business district into a lively area reconnected to the city that began ten years ago with the northern ring road and numerous other developments, including Arena, Rose de Cherbourg, and Oxygène. The Link’s strategic location, at the boundary between the slab of La Défense and the city of Puteaux, makes it a powerful tool for land-planning for Paris La Défense.

The Link is an urban transformation project that operates along five main lines:

— **The Link will rebalance the skyline of La Défense and create its new symbolic gateway**, with the Tour First tower. The Link will act as a new landmark on the Axe royal, extending from the Louvre, the Champs-Élysées, and the Arc de Triomphe, visible from all over Paris and the metropolis.

—The construction of The Link on a layout slightly rearranged compared to the existing Gan Michelet buildings (slated for demolition) will create **a new access towards La Défense from Puteaux, with**

**a spacious thirty meter wide opening that will reconnect the slab to the city**, especially as far as the mobility impaired and bicycles are concerned.

— The construction works accompanies **the transformation of the ring road**, currently consisting of four expressways with no pedestrian crossings and surrounded by a “no man’s land”, **into a pacified urban boulevard** specially adapted for pedestrians and soft mobilities. The Link will be the first high-rise with a proper entrance on the boulevard accessible on foot or by bicycle.

— The Link will activate **the complete refurbishing of Cours Michelet**, a historic district of La Défense that has remained unchanged since the 1980s, in order to revise the landscape design and revive its connections with the city.

— The Link **contributes financially to the restructuring of Metro Line 1’s Esplanade station**, which has become necessary to solve congestion and foster low-carbon means of access to the business district.

## THE LINK INVENTS A RADICALLY NEW MODEL IN HIGH-RISE CONSTRUCTION

Conventional high-rise towers are condemned by their intrinsic limitations, which were acceptable 5 to 10 years ago but have now become critical flaws: verticality, partitioning, mineral make-up and lack of outside access. Philippe Chiambaretta has therefore re-examined the basic tenets of a conventional high-rise tower, in order to address a complete change of paradigm in the way work is organized.

— **The Link invents a new horizontal dimension.** PCA-STREAM has imagined an optimal shape for this innovative tower, capitalizing on the exceptionally large parcel of land by splitting the high-rise building in two distinct wings, interconnected by thirty platforms — the “Links”. These platforms are more than eight meters wide and offer hanging gardens boasting spectacular views. They are designed as meeting grounds and each platform becomes a new “village square”.

— **Unprecedented 6,000 sqm duplexes.** By connecting the two buildings, these platforms

create 3,000 sqm office floors, a size unrivaled in all of La Défense. Joined two to two by a wide and bright staircase, these spaces form duplexes with a surface area of 6,000 sqm that can accommodate up to 500 staff, i.e. four times more than in a conventional office high-rise.

— **A pedestrian tower.** Each duplex will have its own organic life in which travel will be on foot, without having to resort to an elevator, the intention being to generate increased human interaction and serendipity - a powerful catalyst for innovation.

— **The first true “open-air” tower.** With its 2,800 sqm of outdoor spaces (a new record for an office tower in France) including: 6 large terraces, 15 outdoor hanging gardens, 6 naturally-ventilated winter gardens and 2 rooftop gardens. No employee will sit at more than a thirty-second walking distance from an outside space.

— **An iconic belvedere overlooking Paris.** The landscaped garden on the rooftop, towering 154 meters above ground level creates a new view of Paris and the Axe royal (Arc de Triomphe – Concorde - Louvre) which will soon become a worldwide legend. The full-height glazed façade (exceptional in La Défense) delivers dramatic brightness.

## THE LINK OFFERS CONCRETE SOLUTIONS TO TODAY’S ENVIRONMENTAL CHALLENGES

— The Link will enable Total to reduce its energy use by 50% compared with its current high-rises, thanks to its double-skin façade that provides thermal insulation and which will be fitted with solar panels, used for the first time in La Défense.

— **The Link fosters the use of carbon-free transport:** there is no car parking, but 350

sqm of bicycle parking in the basement, direct access on foot or by bicycle from the boulevard, financing of the recalibration of Metro Line 1 and the calming of the ring road. Over the whole lifecycle of the building, the use of carbon-free transport by the collaborators working in the tower largely offsets the carbon footprint generated by its construction.



## IMPORTANT DATES

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- 2016** Groupama decides to reunite its Ile-de-France teams in a new head office in Nanterre, thus freeing up the 6,000 m<sup>2</sup> *Gan-Michelet* building.
- dec. 2016** PCA-STREAM is named architect of the project
- July 2017** Total chooses The Link for its future headquarters, after a competition between 3 sites.
- April 2019** The Link obtains its prefectoral approval, obtaining the building permit.
- 2019-2020** Obtaining demolition and construction permits, and additional studies to adapt the tower to Total's business plan.
- March 14, 2020** Signature of the final lease by Total and the construction contract by ADIM Île-de-France
- 2020** Start of demolition work.
- 2021** Start of construction work.
- 2025** Delivery of the tower.

### How does The Link respond to the post quarantine work modes? Through agility built in from the design phase.

The tower was of course designed before the Covid-19 crisis. However, its unique characteristics in terms of modularity and versatility make it intrinsically "future-proof". The Link can adapt with an ease never before achieved on a project of this magnitude, whatever the desired (re)configurations: partitioned working spaces, open floor plan layouts, mixed-use spaces, flex offices, connected workstations, pods, isolation chambers, etc. The innervation of the electrical distribution network, information systems and HVAC are key to making the building

agile. For instance, fresh air outlets are positioned every two façade panels, i.e. every 2.70 m, which is the minimum width of a standard office desk and can provide 30 to 300 cbm of fresh air, which is the amount needed for one to ten individuals. In the event a high-density room is created, such as a meeting room that is five times more crowded than a typical office space, the flow of fresh air is automatically recalibrated in order to closely fit to the desired working mode for the space.

## THE LINK IS SPEARHEADING A MAJOR URBAN REDEVELOPMENT PROJECT IN LA DÉFENSE

To fully appreciate the magnitude of the urban transformation that The Link will bring about, it is helpful to consider the origins of La Défense. The business district was created in the 1960s, built upon a concrete slab placed 18 meters above the natural ground level and following the idea of a double programmatic separation. A separation of flows — with pedestrians on the upper deck and cars and mass transit underground — as well as a functional separation: La Défense was to be released from the neighboring residential districts in order to give birth to a self-contained business district intended to be bright, spacious, modern and protected from the hustle and bustle and disorders of urban life.

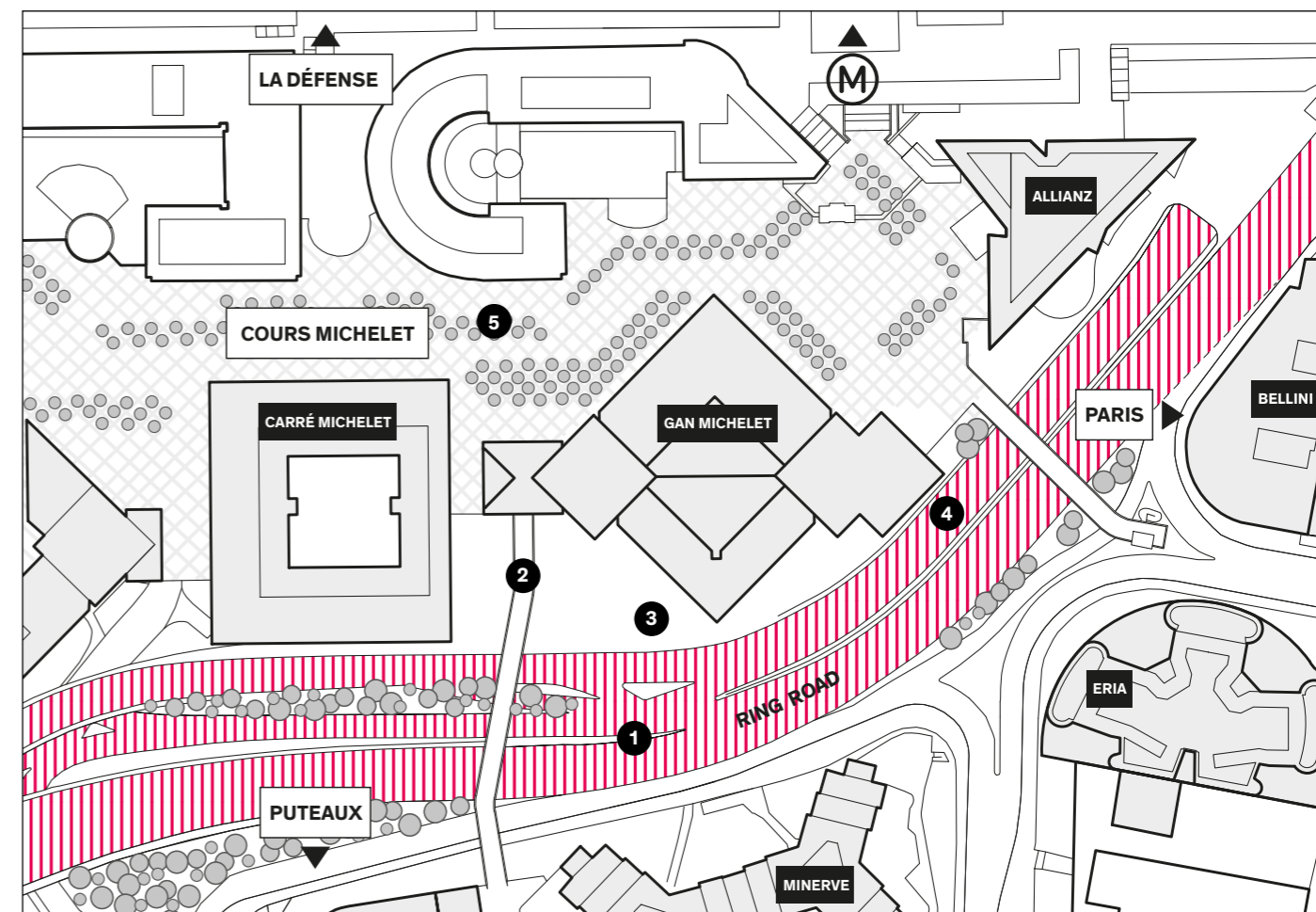
A large ring road, consisting of 4 expressways surrounding the La Défense slab was thus created in the 1970s in order to improve car access to the district, while pedestrians were to enter the business district from the neighboring cities via footbridges built over the road. De facto, the ring road has become a border between La Défense and Puteaux's south side, creating an unhospitable “no man's land”, seventy meters wide. The footbridge

access has shown its limitations by giving rise to complex and nerve-racking circulations that are inaccessible to bicycles and impractical for the mobility impaired (seniors, people with disabilities, parents with strollers, etc.), which now represent 7 percent of urban flows.

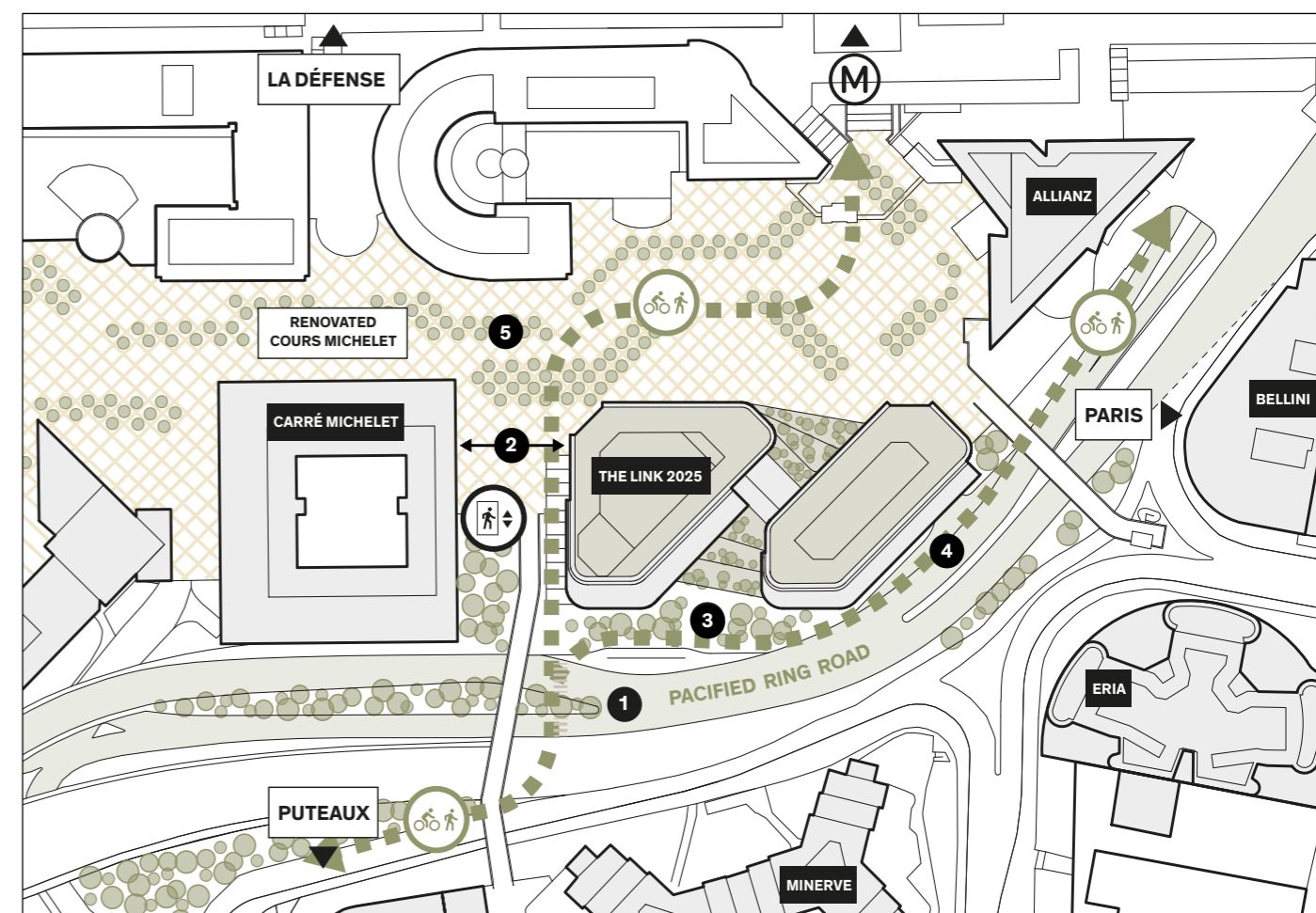
The urban planning rationales prevalent in the 1960s and 1970s are presently fundamentally called into question. The public establishment for Paris La Défense aims to undo this functional separation in order for it to become a place to live, not simply a business district: opening the “Paris La Défense Arena”, accommodating campuses and student housing, creating new catering and leisure concepts, opening the slab to bicycles, and so on. The spatial separation remains challenging to overcome however, due to the very configuration of the district, placed eighteen meters above city level and surrounded by the ring road.

The Link initiates the transformation of La Défense in its southern portion. Located on a 6,000 sqm plot along the border between the slab and the ring road, it is the first time in 30 years that an investor has made the choice to free up such a surface area.

### TODAY



### TOMORROW



#### TODAY

##### A degraded and unsuitable environment

- An “urban highway”: a ring road devoid of pedestrian crossings.
- Degraded accesses towards La Défense: 2 footbridges accessible via narrow staircases or obsolete elevators.
- No man's land: spaces that are off-limits to pedestrians and patches overgrown with weeds.
- Bicycles: a prohibited traffic zone and no access to the slab.
- Cours Michélet: a landlocked space in La Défense, with no improvements in the past forty years.

#### TOMORROW

##### A radically transformed district

- ➔ 1 A “pacified” ring road: traffic lights and pedestrian crossings.
- ➔ 2 A new access to La Défense: a large 30-meter wide opening with a stairway and glazed lifts.
- ➔ 3 Landscaped areas and creation of an access to the high-rise from the city side.
- ➔ 4 Creation of bike lanes.
- ➔ 5 Complete overhaul of the Michélet district: surfacing, urban furniture, greenery, and so on.

## THE LINK INVENTS A RADICALLY NEW MODEL IN HIGH-RISE CONSTRUCTION

PCA-STREAM's initial finding is that conventional towers have become inconsistent with twenty-first century principles of work based on horizontality, flow, mobility, the pursuit of physical and mental well-being, contact with the natural elements (air, light and plants), and human interactions. In order to design a tower meeting the demands of our time, it wasn't just a question of improving existing conditions, but rather, to initiate a genuine change from earlier practices, break the mold and come up with a radically new model.

**Conventional towers are condemned by three intrinsic limitations that were still acceptable thirty years ago and that have now become critical flaws.**

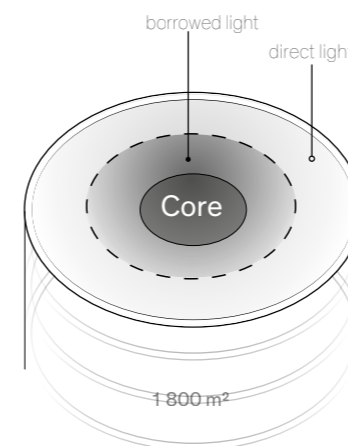
— **Vertical partitioning, which restricts the free flow of people, information, and ideas.** High-rises are fundamentally vertical stacks of small, unconnected units. For someone working in an

office on the 30th floor, a “neighbor” on the 29th floor that is physically located only 4 meters below, feels as remote as a colleague on the 5th floor. Any spatio-temporal cues vanish away. From this vertical perspective, service spaces are concentrated in the base of the tower, while the stories are reserved for working spaces.

— **Deprivation from any contact with the open.** Towers generate an oppressive feeling of imprisonment, caused by the impossibility for users to access the outside world from the stories, the blind corridors and stair landings, as well as the need to undertake a long elevator ride to be able to go outside for some fresh air.

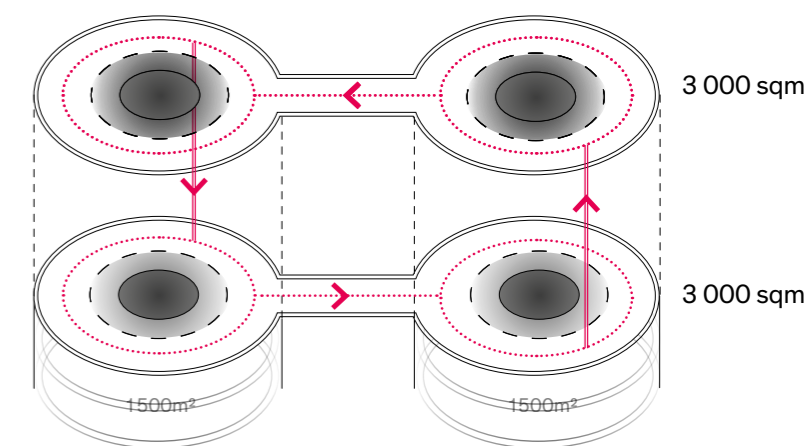
— **The exclusively mineral make-up of the district.** The tower blocks of La Défense were built on a concrete slab that are literally off-ground, and nature has long been “forgotten” at the district level.

### CONVENTIONAL TOWER



Surface of 1 800 sqm

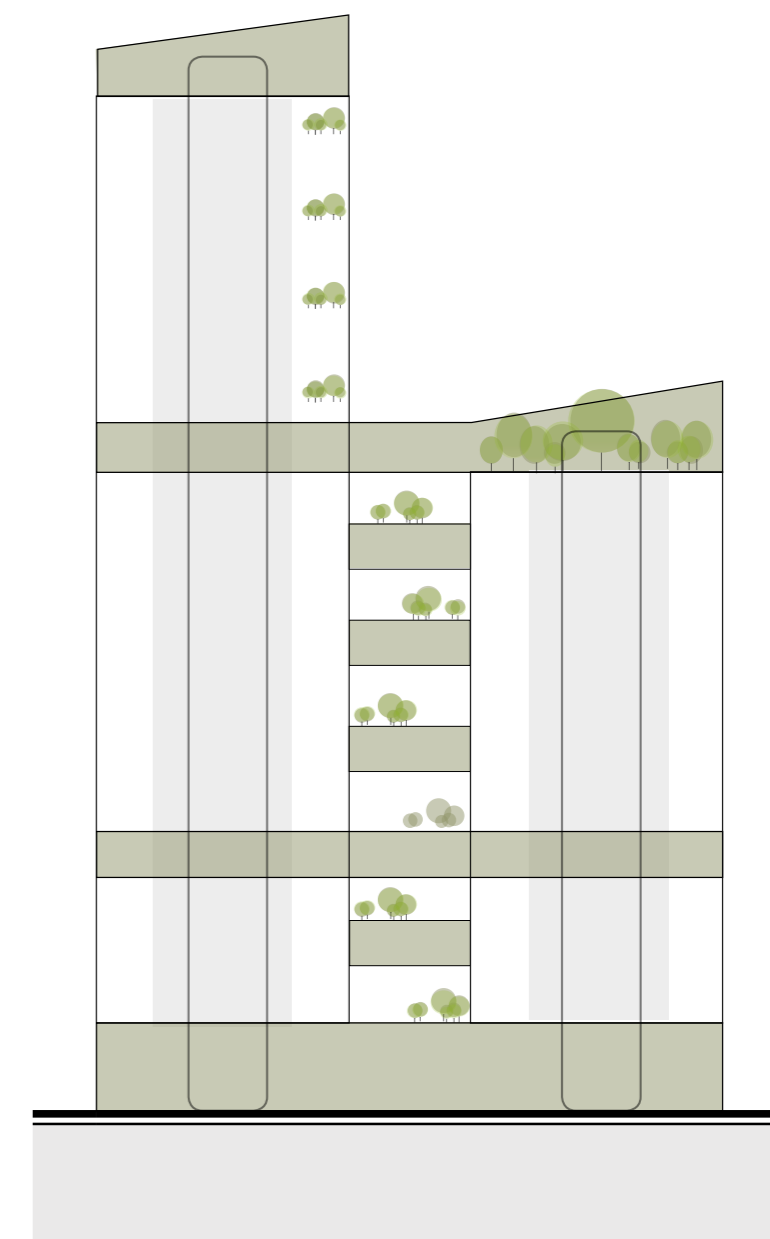
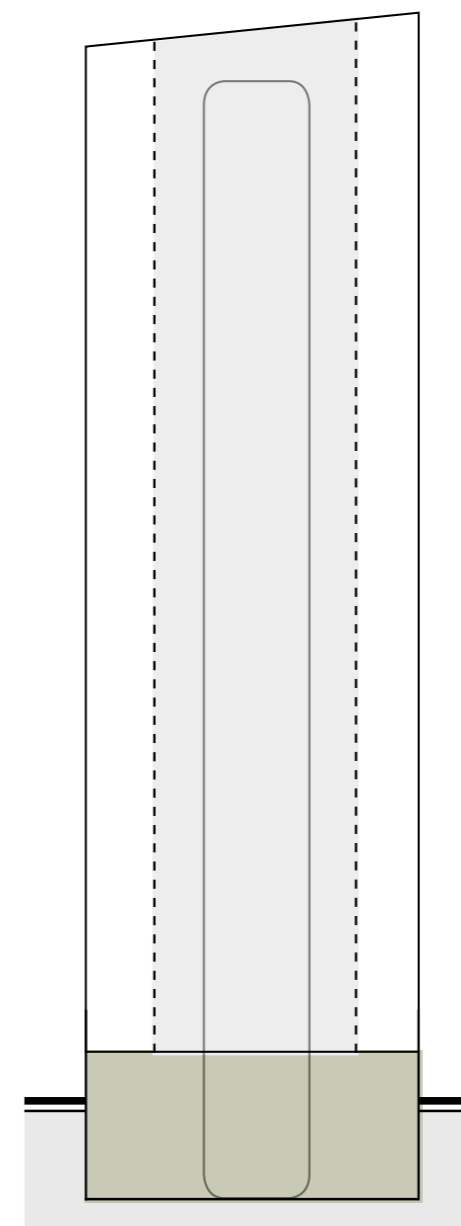
### THE LINK



Surface of 6 000 sqm

#### The Link addresses the structural limitations of the conventional office high-rises of La Défense

CONVENTIONAL TOWER	THE LINK
Office floors approx. 1,800 sqm large.	→ 3,000 sqm office floors interconnected to form 6,000 sqm duplexes.
A maximum of 150 staff per floor.	→ Up to 500 staff per duplex.
Services concentrated in the tower base.	→ Center of gravity at the 36th and 37th floors, supplementing the services at the tower base.
No outside access from the stories.	→ No employee is more than thirty seconds away from an outside space with an open-air garden in every duplex.
Little or no green areas.	→ 2,800 sqm of outside green areas: 6 terraces, 15 hanging gardens, 6 winter gardens and 2 rooftops.
Plain and monolithic envelope.	→ Double-skin façade and a sequence of terraces and planted gardens.
Slab-side entrance.	→ Double entrance: on the city-side and the slab-side.
Low to nil accessibility by bicycle.	→ Access for soft mobilities from the urban boulevard.





## THE LINK IN 14 INNOVATIONS

### 1 Winter gardens

The occupants of the 38<sup>th</sup> to 48<sup>th</sup> floors (in the Arch-side wing) will all be within fifty meters of a 70-sqm winter garden, naturally ventilated and sheltered from the wind.

### 2 Fully-glazed façade

Exceptional for a high-rise building in France: The Link is fitted with frameless floor-to-ceiling glazing with no spandrel panels, offering high levels of natural light, as well as an unobstructed view of Paris. This will assist users in getting their bearings in the tower (from one wing, the other is visible). A full 4,200 sqm of this façade will use photovoltaic glass, setting a new record.

### 3 Double skin

On the south-facing side, a scaled façade will be overlaid over the first façade, creating a 90 cm void equipped with automated exterior blinds in order to regulate thermal gains (25°C max. over 90% of the year). Maintenance walkways will help ensure the upkeep of the glazing, blinds, and the 4,200 sqm of solar scales.

### 4 Thirty Links

Thirty Links will interconnect the two wings of the tower, forming 3,000 sqm office floors, an unprecedented surface in La Défense. Endowed with hanging gardens of approximately 40 sqm in the open air, the Links can be used as informal working spaces, meeting spaces with panoramic views, and so on.

### 5 Duplex

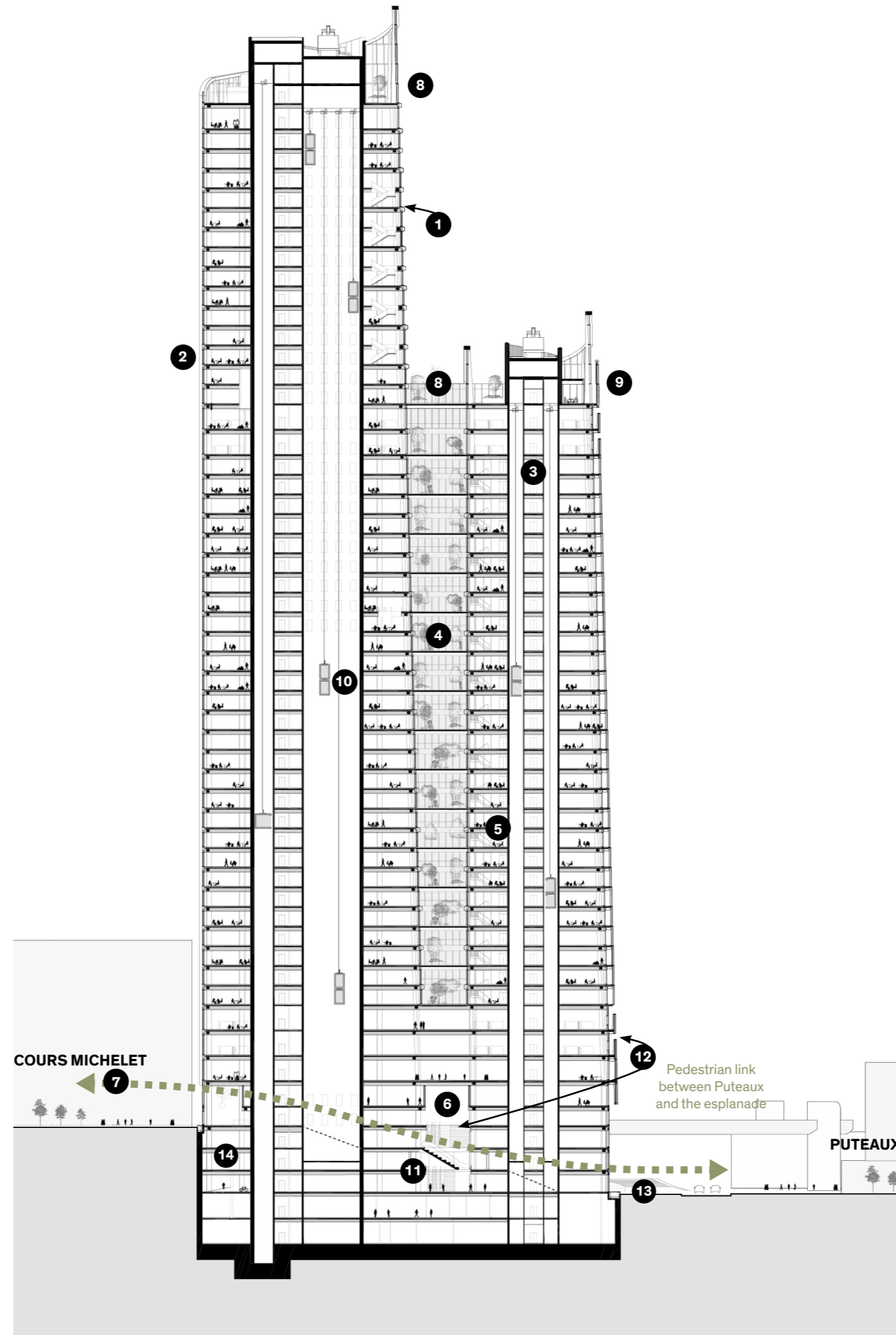
Joined two to two by a wide and bright staircase, the stories form duplexes with a surface area of 6,000 sqm that can accommodate business units of up to 500 staff. They will foster a “pedestrian” way of life and will cause collaborators to cross paths and engage in increased interaction.

### 6 Agora

Forming a majestic triple-height entrance on the slab-side, transparent enough to offer a glimpse of the city through the tower itself, the Agora extends down the lower floors of the tower thanks to cascading stairways, creating a connection with the boulevard, located 18 m below (the equivalent of 3 stories).

### 7 Connection between Cours Michelet and Puteaux

Along the side of the tower, a vast 30-meter opening is created for pedestrians, bicycles, and the mobility impaired in order to reconnect La Défense to Puteaux.



### 8 Open-air rooftop gardens

On the 37<sup>th</sup> floor, and open to all personnel, a 600 sqm belvedere park overlooking the Seine will invent a new view over Paris. On the 51<sup>st</sup> floor, in the other wing, is a private open-air garden.

### 9 Panoramic club

On the 36<sup>th</sup> and 37<sup>th</sup> floors, beside the belvedere park, there will be a panoramic bar, a 250 sqm multipurpose hall, and a 200-seat restaurant/club. A professional and festive gathering place that will become the center of gravity of the tower.

### 10 Double-deck elevators

Unrivaled in La Défense are the twenty-four double-deck elevators (with stacked cabins serving two stories at a time but moving together). These elevators are arranged in two batteries, each serving a group of floors, further reducing waiting times to a maximum of 30 seconds, even during traffic peaks.

### 11 XXL-format business center

In the three lower levels are 70 meeting rooms, two auditoriums with a capacity of 150 and 250 people respectively, and an internal incubator. Just above are 5 catering spaces, co-working cafés, or upscale restaurants with al fresco dining. On the 3<sup>rd</sup> floor, over 1,400 sqm, are large sports venues with a vista (the equivalent of a whole story in a conventional tower).

### 12 Terraces

Completely unheard of in La Défense, 6 large terraces will be laid out at the foot of the tower (three toward the esplanade and three toward the city, for a total of 500 sqm, including 280 sqm of greenery). Acting as balconies overlooking the Michelet district and Puteaux, they will rebuild a human and visual connection with the life of the local community.

### 13 Gateway to the city

The Link will be the first tower in La Défense to have an entrance on Puteaux-side: a planted piazza that will make it possible to come on foot from the city, by bicycle or to be dropped off directly by taxi.

### 14 Energy self-sufficiency

Electrically powered by two different public substations, The Link is also equipped with 4 power generators located both outside and inside the tower. This redundancy mitigates the risk of a power outage to an exceedingly small level. In the event of a disaster, the separation of energy production and distribution in different compartments, as well as the redundancy of the sources, guarantee a continuous power supply.





## THE LINK INVENTS A NEW WORKING TOOL TO FOSTER COLLECTIVE INTELLIGENCE

Conventional high-rise towers are the spatial translation of the principles of organization of work inherited from Fordism and based on verticality, the division of labor, fixed workstations, and standardization. All these precepts have broken down with the digital revolution. As our economy moves into an age of knowledge and complexity, workplaces are henceforth bound to generate human interaction, collective, and therefore flows—of information, ideas, and people.

This is the basic premise underpinning The Link, which is reflected in practice by 5 principles:

### — A pedestrian and horizontal tower.

The duplexes of The Link function as self-contained organic units where people navigate by foot to go to work, meet up, share a coffee or get a breath of fresh air in one of the hanging gardens, all without having to take an elevator. The impact of this new “pedestrian” lifestyle is significant: it generates serendipity by magnifying the level of interaction and enhances the physical and mental well-being of users by their increased movement.

— **Nerve centers.** In order to generate interactions, horizontality is not sufficient: it is necessary to combine it with some form of centrality. An office building can generate considerable flows that never intersect. The huge Agora at the foot of the tower, the 30 Links, the panoramic club at the center of the building and its extension in the rooftop garden are designed to serve as village squares. They are destinations where individuals can linger and not simply pass through. In time, they will become iconic spaces for Total.

— **Transparency that brings people together.** Wherever one is in The Link, and right out of the elevators, the sky is visible and it is easy to locate oneself within the tower - from the Arch-side wing the Seine-side wing is ever visible, which will produce

a reassuring feeling. Frequently, getting to see one’s collaborators helps foster an unconscious sense of unity and belonging. The Link is fitted with frameless floor-to-ceiling glazing with no spandrel panels, which is a first for a high-rise building in France and will offer high levels of natural light and exceptional vistas.

— **Uses and functions that can be multiplied all in one place.** The Links, located between the two wings of the tower, will in turn serve as meeting rooms, convivial spaces, and projection rooms. All the catering spaces are designed to also serve as informal meeting or working spaces, while the outside terraces and the rooftop can host receptions and events. This extreme modularity automatically increases the amount and quality of human interaction.

The Link offers flexibility never before achieved on a project of this scale, offering all configurations: partitioned offices, open space, mixed spaces, flex office, meeting rooms. This agility is made possible by technical equipment (electrical systems, air treatment) that allows any space to be converted.

— **Outside spaces as places for reconnection and socializing.** The exterior was long regarded as irrelevant in office towers since it was viewed as being without use, unproductive and difficult to maintain due to inclement weather. Nowadays, digital tools make it possible for us to work outside and at the same time, they strengthen the need for a physical relationship with the environment. This is achieved by reconnecting users to plants, light, and open air. The intent underlying The Link, with its record acreage of gardens and terraces, is to consider that these exterior spaces are useful and therefore “viable” at the project level because they fulfil basic physiological needs and, because they generate new fruitful interactions between collaborators.



## THE LINK INVENTS A NEW RELATIONSHIP WITH THE EXTERIOR

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**The Link will include 2,800 sqm of terraces, gardens, and rooftops, which is unparalleled in La Défense.** The tower was designed to ensure that all staff are less than 60 meters away from the open air and at a walking distance of less than 30 seconds from a garden, without having to take an elevator.

— **6 large planted terraces at the foot of the tower**, 40 to 150 sqm, with three toward the esplanade of La Défense and three toward Puteaux, allowing employees to have lunch or coffee among other activities. These terraces set The Link apart from existing towers in La Défense, as it will be the first time that local residents and passers-by will enjoy a perspective other than a plain and monolithic façade when looking toward La Défense from Puteaux.

— **15 hanging gardens of 35 sqm in the Links serving each of the duplexes.**

— **A 600 sqm garden at the top of the Seine-side wing that is open to all collaborators, overlooking the Seine and creating a new vista over Paris.** Attached to this rooftop is a multipurpose 300 sqm room and a panoramic pub that will become an iconic belvedere for the future occupant, with probably no equivalent to it in the world.

— **6 winter gardens** of approximately 70 sqm on the upper stories of the Arch-side wing. They will be naturally ventilated through openings while also being sheltered from the wind.

— **At the top of the Arch-side wing, a 170 sqm garden** will make it possible to host private events with a panoramic view over Paris.





## THE LINK, TOWER OF THE ENERGY TRANSITION

The Link has been devised to meet certain environmental objectives, in particular in terms of energy performances and carbon footprint. Overall, it will enable Total to reduce its energy consumption by 50% when switching to The Link.

### **A façade fitted with 4,200 sqm of solar panels**

The Link will be fitted with 4,200sqm of photovoltaic glazing, a first in La Défense but also the largest surface area on a building façade in France and enough to produce the equivalent of 20% of the energy use for lighting in the tower. Incorporated in the “double skin” of the building, these panels are upgradeable and can be replaced very simply via the walkways between the two skins of the façade.

### **A double-skin façade that minimizes thermal inputs**

The Link’s fully glazed façade will help bring light into the tower (which is a strong demand from employees) but also rapidly posed a major challenge: how can thermal gain then be minimized (as it is more exposed to the sun) in order to obviate the need for more air conditioning, and therefore more energy use?

Meeting this challenge structured The Link: as a single façade didn’t prove sufficient, it was necessary to supplement it with a “second skin”, a second envelope that insulates the first one thanks to a 90 cm void, made entirely of “scales” that provide adequate natural ventilation, and equipped with automated blinds. This solution has a very strong influence on the energy performance of the tower and allows it to achieve the most demanding certifications (Effi-énergie, that prescribes a 40% reduction in energy use compared to a conventional building).

The double-skin façade has two other significant effects. First, on user comfort, as it

keeps room temperatures below 25°C, over ninety percent of the year. Second, on the durability of the building, as maintenance walkways between the two façades allow for the maintenance of the blinds and the window panes from the outside, without having to go through the offices, and the replacement of solar panels in due course (at the end of their service life or to benefit from a technological breakthrough).

### **The Link fosters carbon-free transport**

From inception, The Link has taken into account our means of transports in order to address climate issues. The tower favors carbon-free transportation and thus does not include any underground car parking. On the contrary, it creates direct access routes for pedestrians and cyclists from the boulevard as well as 350 sqm of bicycle parking.

Furthermore, The Link’s arrival will drive the transformation of the ring road into a pacified urban boulevard, accessible to soft mobilities and that can be crossed on foot (which is currently impossible). Crucially, The Link finances a large part of the recalibration aiming to mitigate the congestion of the Metro Line 1 Esplanade station.

In terms of carbon footprint, we must reason in terms of lifecycle and not only focus on the construction phase. The accrued energy use over fifty years of an energy-efficient building such as The Link, powered by urban services and a population using exclusively mass transit, far outweighs the carbon cost of the concrete construction.

### **The Link is certified:**

HQE Sustainable Building 2016, Level: Outstanding.  
BREEAM International 2016 New Construction, Level: Excellent  
WELL Building Standard Core & Shell Buildings, Level: Silver  
BIODIVERCITY Level: Basic



## THE LINK AS TOLD BY PHILIPPE CHIAMBARETTA, ARCHITECT AND FOUNDER OF PCA-STREAM

*“When one has been observing the social changes and the trends that are reshaping workspaces as we have been doing for the past ten years, the single-purpose office towers of business districts such as La Défense are no longer in line with the zeitgeist.*

*The challenge we have chosen to address during the competition organized by Groupama in 2017 was to **rethink the fundamentals of the traditional office high-rise** as it exists in France, in order to introduce elements addressing these contemporary aspirations: offering outside spaces and nature within buildings that are typically closed in on themselves and completely mineral, offering a wide range of services and shared spaces at every floor and, enabling a horizontal management in a vertical architecture. In short, **looking at towers as a strategic management tool** and not only a real estate asset.*

*In order to take up that challenge, we audited all the high-rises in La Défense and identified the root causes, linked to elevator technology, French labor regulations, and the idiosyncrasies of our fire safety regulations: all these towers have a standard floor area of 1,800 sqm that cannot accommodate more than 150 collaborators, isolated in a sealed off, fireproof compartment... The façades are closed in, the air conditioning and ventilation are centralized and beyond the control of users, the staircases are enclosed in blind and windy concrete cores. In short, working conditions that appear antiquated given the talented individuals dreaming of informal offices, terraces and rooftops, and collaborative spaces in lively, vibrant districts.*

*This diagnosis made us understand that there was both an architectural and urban challenge to be taken up, as the esplanade of La Défense and its slab-based urbanism isolates employees within a vast no man's land that is disconnected from its surroundings and the life in the neighborhood. This state of affairs was viewed as acceptable in the Fordist economy of the*

*twentieth century but not anymore as our economy has shifted towards innovation, knowledge sharing, and a yearning for occupational well-being.*

***In order to escape this architectural fatality, we undertook to break these strangleholds.***

*The size of the plot of land allowed us to compose a tower with two wings, each with its own core fitted with elevators. In order to improve the performance of the elevators and reduce congestion, we applied a technology not yet seen in France (though common in Asia): double-deck elevators.*

*We thus managed to create 3,000-sqm floors and were granted the permission to match up floors two by two by a beautiful and inviting stairway. **The 500 collaborators of the 6,000 sqm duplexes can fully experience their workspace without resorting to the elevators.** Each duplex has a 35 sqm hanging garden located between the two building wings on the lower floor of the duplex. These gardens will become a breathing space and a natural meeting point.*

***On each story, the two wings are interconnected by an open space and a green terrace.*** These “Links”, interconnecting the two wings of the tower, form such a distinctive feature that the towers are named after them. They aren't simply a connection or a place of transit. We designed them as a usable area and a meeting point 9 to 12 meters large that can be fitted out and used as a space for social interaction or informal work.

*Throughout the tower, full-height glazed façades provide exceptional lighting. The sides most exposed to the sun are protected by a ventilated double skin. The tower base has an agora spread over three stories and service spaces of unprecedented dimensions.*

***Point by point, the experience offered by The Link to its future users will look nothing like that of a conventional tower.”***

## GROUPAMA IMMOBILIER

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Groupama Immobilier is the real estate arm of Groupe Groupama. It manages a portfolio of tertiary, commercial, and residential properties worth 3.2 billion euros on behalf of its principals, which makes it one of France's top property management firms. Its model rests on 4 key pillars:

— **Long-term vision:** A mutual savings group founded by farmers, with a history dating back more than a century, Groupama knows the value of a long timescale. We build assets in such a way that they retain their value in forty or fifty years. We invest in buildings but also in forests (and are France's third largest private owner of forests with more than 50,000 acres). We value both the urban environment and natural environment, the heritage of a business, the community, society, even the country as a whole.

— **Fully independent, end-to-end project management.** A project can take five to ten years to graduate from idea to delivery. Groupama Immobilier identifies the potential of its assets as well as the current and future needs of the market, then oversees project development and works from A to Z. Groupama Immobilier's 100% self-financed model, which is almost unique in the market, enables the company to remain in control of the schedule of its projects.

— **Operations tailored to its future users, which are identified in the project's earliest stages and are usually leaders in their fields.**

The project designers also take into consideration the evolution and reversibility of assets, as they will need to remain adapted to their times in 2050.

— **Taking part in the revitalization of the iconic districts of Paris or regionally.** We consider it our duty to pursue the work begun centuries ago by those who came before us: to enhance the value of our heritage, to magnify the city and to improve the lives of its inhabitants. We create unique architectural objects, generating experience, flows, and interactions with the neighborhood and the city...thereby producing both heritage value and use value for its users. We helped "reinvent" the Champs-Élysées (Hôtel de Güntzburg, on Place de l'Étoile; 79 Champs-Élysées; the future 150 Champs-Élysées), but also the 9th arrondissement (Factory, SoCo, Rossini) and La Défense (Window, Groupama Campus, and now The Link).

[www.groupama-immobilier.fr](http://www.groupama-immobilier.fr)

## PCA-STREAM

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**ONE OF THE FEW STUDIOS AROUND THE WORLD WITH AN APPLIED RESEARCH ARM**

Philippe Chiambaretta has a background as an engineer trained at Ponts et Chaussées and MIT, with experience in finance and strategic consulting, as director of the Ricardo Bofill architecture studio, and also in painting, finally becoming an architect at age 36. PCA-STREAM, which he founded in 2000 and that now brings together a team of 80 architects, art historians, urban planners, landscape designers, and engineers, setting out a **cross-disciplinary approach of architecture, alone capable of providing solutions to the major problems of the contemporary world.**

PCA-STREAM operates with two heads. **Its research hub (STREAM)** has its own budget and involves 150 researchers throughout the world on three-year protocols. **Its production hub (PCA)**, the major projects of which are informed by this research work through permanent dialogue that pollinates the studio's architectural practice. Over the course of fifteen years, PCA has applied STREAM's research to more than 264,000 sqm of iconic headquarters and offices for industry leaders such as Facebook, BlaBlaCar, Chanel, Gide, Lazard, and Hermès.

**OFFICES FORM A STRATEGIC HOLDING FOR COMPANIES**

**The new ways of working and the developments in the productive city** have become an important topic for Philippe Chiambaretta and the STREAM research studio. Over the course of ten years, office buildings have shifted from being viewed as cost centers, managed by administrators, to being considered **strategic management** tools that are piloted by senior management.

— They embody the identity of the firm, are a source of pride and of a sense of belonging within the company.

— They enable it to be more creative, by fostering the informal circulation of knowledge and serendipity.

— They form a community space that is both collaborative and distinctive.

— They nurture new working methods (nomadism, agility, etc.).

— They play a key role in attracting and retaining talent.

[www.pca-stream.com](http://www.pca-stream.com)

# TECHNICAL FACTSHEET

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## TENANT

Total

## INVESTOR

Groupama Immobilier

## PROGRAM

Office tower with two wings including: 30 life platforms (the "Links"), an open-air rooftop garden, 10 cafés and restaurants, 3 auditoriums, a business center, a sports venue and a medical center.

## CONSTRUCTION HEIGHT

**Arch-side :** 241m

**Seine-side :** 178 m

## LOCATION

Paris La Défense — cours Michelet

## FLOOR AREA

135 000 m<sup>2</sup>

## OFFICE SURFACE AREA

100 000 m<sup>2</sup>

## AREA DEDICATED TO SUPPORT AND SERVICES

35 000 m<sup>2</sup>

## DELIVERY

2025

## CERTIFICATIONS

HQE "Outstanding"; HQE Sustainable Building 2016 (V3 – Jan. 2019); BREEAM Excellent; BREEAM international 2016 – New construction; Well Building Standard Label – Level: Silver  
Effinergie+ 2013 Certification; Biodiversity Label – Level: Basic

## PROJECT TEAM

**Project Management :** ADIM Île-de-France — contrat de CPI

**AMO Investisseur :** Egis Conseils — MA — CAPTIM

**General Contractor :** BATEG

**Prime Contractor :** Artelia

**Structural Engineering Consultancy :** Setec TPI

**Geotechnical Analysis :** Fugro

**Façade Engineering Consultancy :** EPPAG

**HQE Certification Contractor :** GreenAffair

**Thermal and Fluids Consultancy :** Barbanel

**Catering Consultancy :** Convergence

**Acoustics :** Jean Paul Lamoureux

**Economist :** AE75

**Quality Assurance :** Bureau Veritas

**Fire Safety :** CSD Faces

**Landscape Design :** Coloco Paysage

## CONTACT

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## CREDITS

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