

# Segurança de Barragens

## A experiência suíça



Sergio Solino Ramos

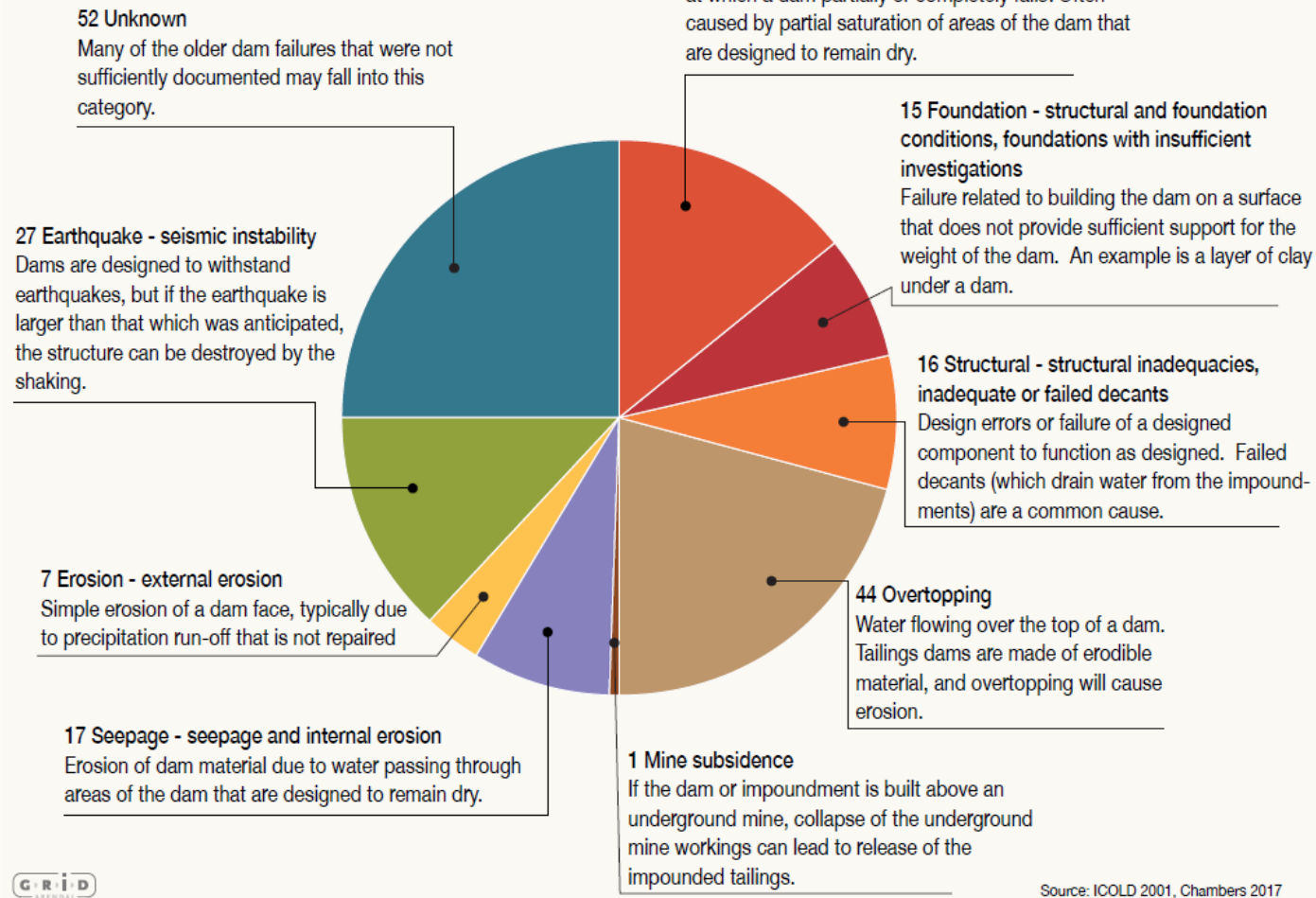
Alexandre Wohnlich  
Marcelo Leite Ribeiro  
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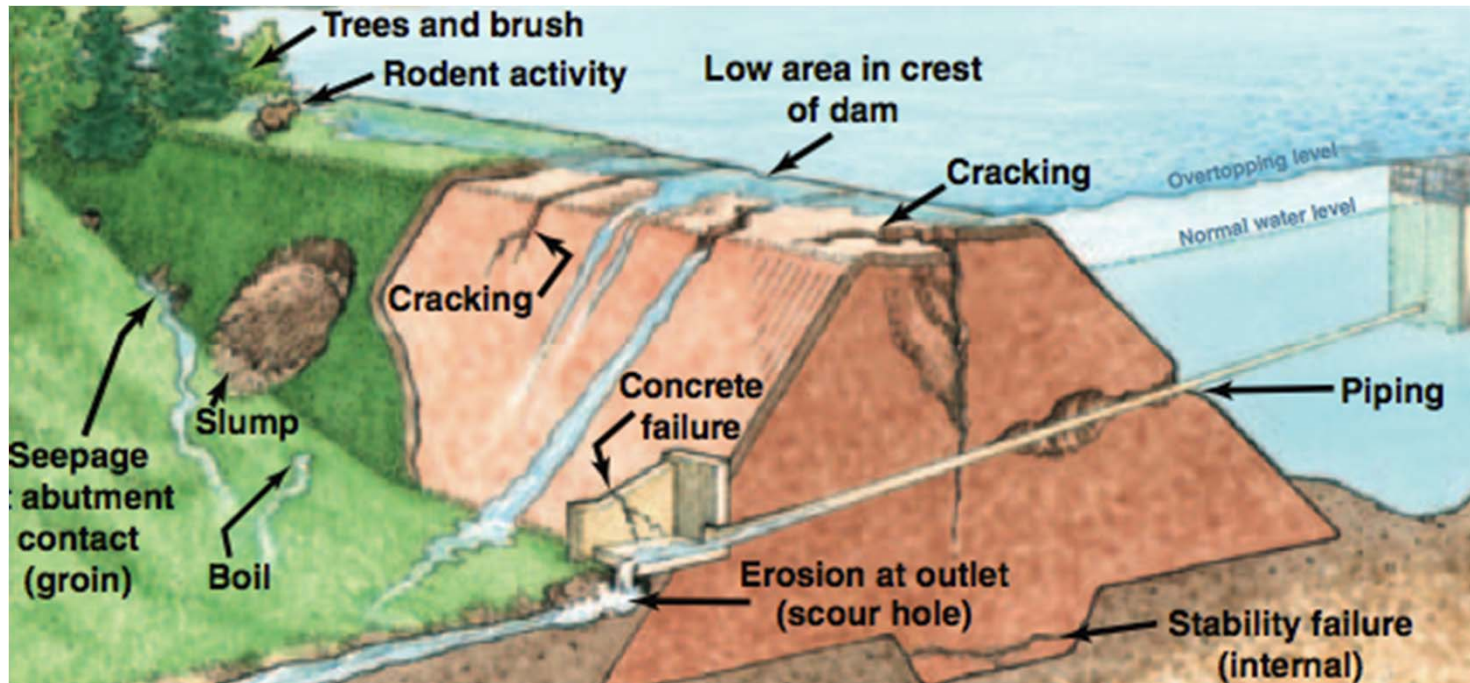
Belo Horizonte, 06/06/2019



## Causes of tailing dams failures 1915-2016



Fonte: Roche, C., Thygesen, K., Baker, E. (Eds.) 2017.  
**Mine Tailings Storage: Safety Is No Accident**



# ENGENHARIA

# SEGURANÇA DE BARRAGENS

# Quem somos ?

- > A **Stucky** Ltd é uma empresa líder em engenharia especializada nos setores de barragens e energia hidrelétrica desde sua fundação em 1926.
- > **Segurança de barragens** sempre está no DNA da empresa. Historicamente a **Stucky** sempre esteve implicada na concepção, realização e reabilitação, alteamento e reforço das maiores e mais complexas barragens do mundo.
- > Em 2013, a **Stucky** tornou-se membro do **Grupo Gruner** (estabelecido em 1862), o maior grupo de engenharia da Suíça, com mais de mil engenheiros altamente especializados.



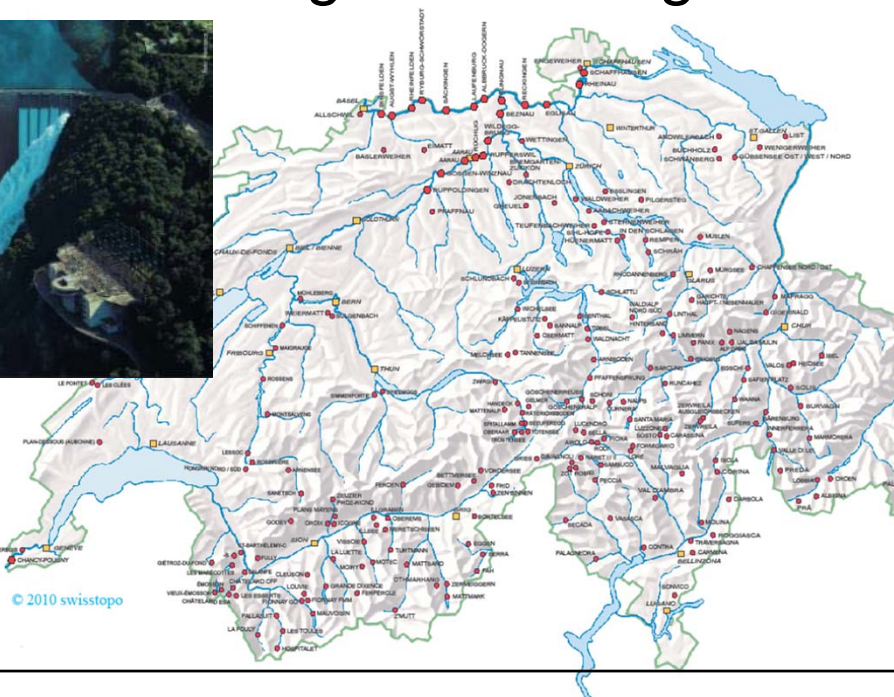
# Quem somos ?

- > A **HE Consultoria de Engenharia** foi constituída em 1996 com a finalidade de prestar serviços técnicos qualificados nas áreas de Recursos Hídricos e de Energia, com forte atuação na área de barragens para usinas hidrelétricas e de usos múltiplos, para os principais agentes públicos e privados no Brasil, e alguns no exterior.
- > Seu experiente **corpo multidisciplinar** atua em conjunto há mais de 20 anos, acumulando vasta e diversificada experiência técnica.
- > Sua missão é alicerçada na competência, ética, qualidade, coerência e a transparência, valores comuns aos da **Stucky**, o que levou à aproximação entre as empresas, que se identificaram na valorização da **Engenharia**.

# Barragens suíças



- > País com a maior densidade de barragens no mundo
- > Pioneiro em **engenharia e segurança de barragens**
- > Mais de 1.000 barragens / 195 «grandes barragens»



**Expertise mundialmente reconhecida em  
concepção e segurança de barragens**

# O que fazemos ?



- > Planos diretores
- > Estudos de Viabilidade / Projetos Básicos
- > Documentos para concurso
- > Assistência para aquisição e gestão de contratos

- 
- > Projetos Executivos
  - > Supervisão de Obras
  - > Assistência Técnica
  - > Engenharia do Credor / Engenharia do Proprietário

- 
- > Diligenciamento técnico/econômico
  - > **Expertise independente / Avaliação de riscos**
  - > **Segurança de barragens / Enquadramento regulatório**

# Algumas referências em Segurança de Barragens

- > Envolvimento da **Stucky** na preparação de procedimentos para a segurança de barragens do Banco Mundial (Procedure 4.37)
- > Envolvimento da **Stucky** na preparação e implementação de muitos planos de gestão de segurança de barragens em países diversos como China, Myanmar, Irã, Geórgia e Quênia.



Dam Safety Enhancement Program: A Cooperation Project  
between Switzerland and China

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**Y. Cai & J. Sheng**  
Nanjing Hydraulic Research Institute, Dam Safety Management Center, MWR, Nanjing, China

Seventh International Conference and Exhibition on  
Water Resources and Renewable Energy  
Development in Asia



Dam Safety and Hydro Asset Management:  
Capacity building in Asia

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1020 Renens  
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Ministry of Electricity and  
Energy  
Department of Hydro  
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Rue du Lac 33  
1020 Renens  
Switzerland



# Algumas referências em Segurança de Barragens

- > A **Stucky** está projetando e acompanhando a construção da barragem de Rogun no Tajikistão (H=335 m). Os serviços incluem a elaboração do PAE.
- > Participação da **Stucky** no “Lake Sarez Risk Mitigation Project - Tajikistão” (barragem / obstrução formada por um deslizamento de terra que criou uma barragem de 650 m de altura).

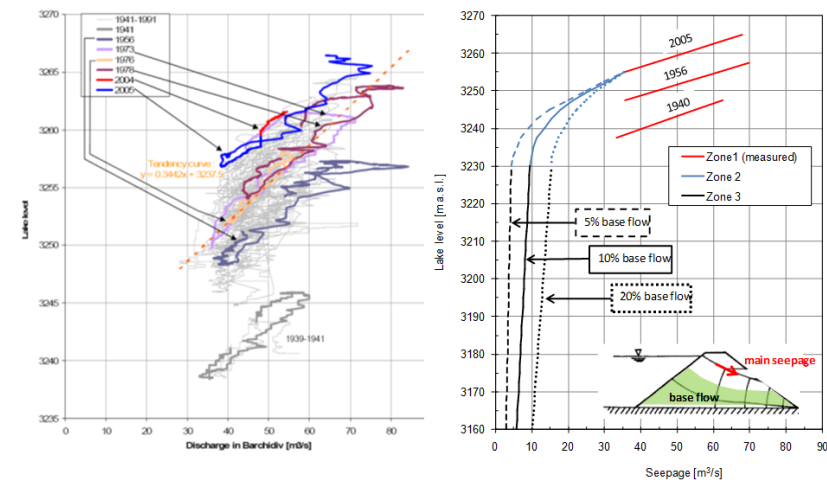


Figure 2-16: Left: Measured discharge in Barchidiv (seepage) as a function the lake level. Right: Extrapolated seepage at low lake levels for different infiltration scenarios in the middle and lower part of the dam.¶

# Algumas referências em Segurança de Barragens

- > Modelagem hidrológica para previsão de cheias baseados em aprendizagem iterativa (AI - **inteligência artificial**)

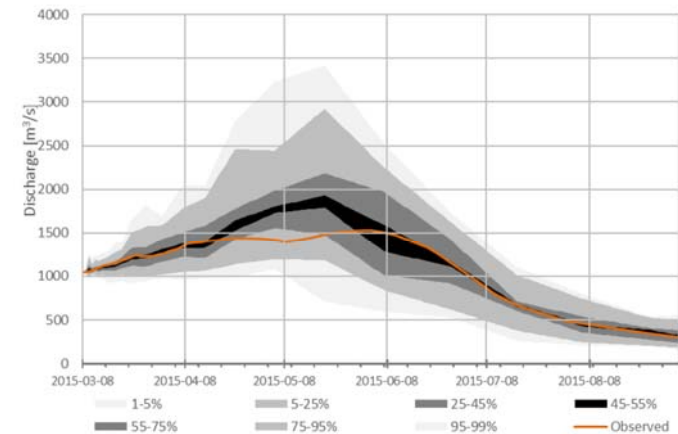
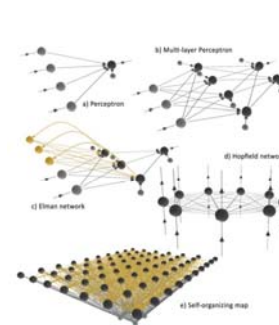
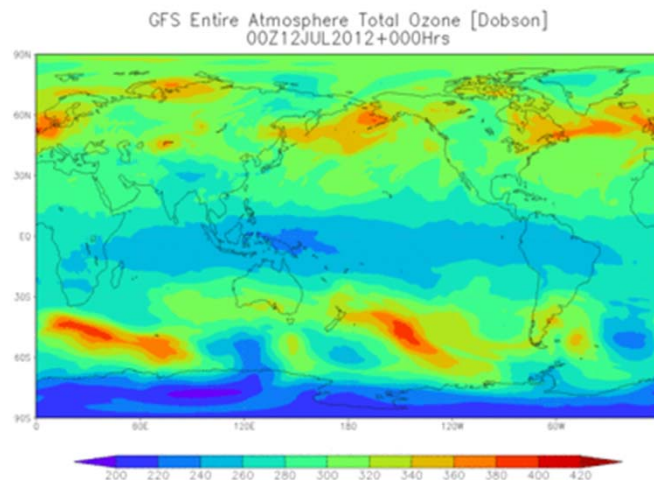
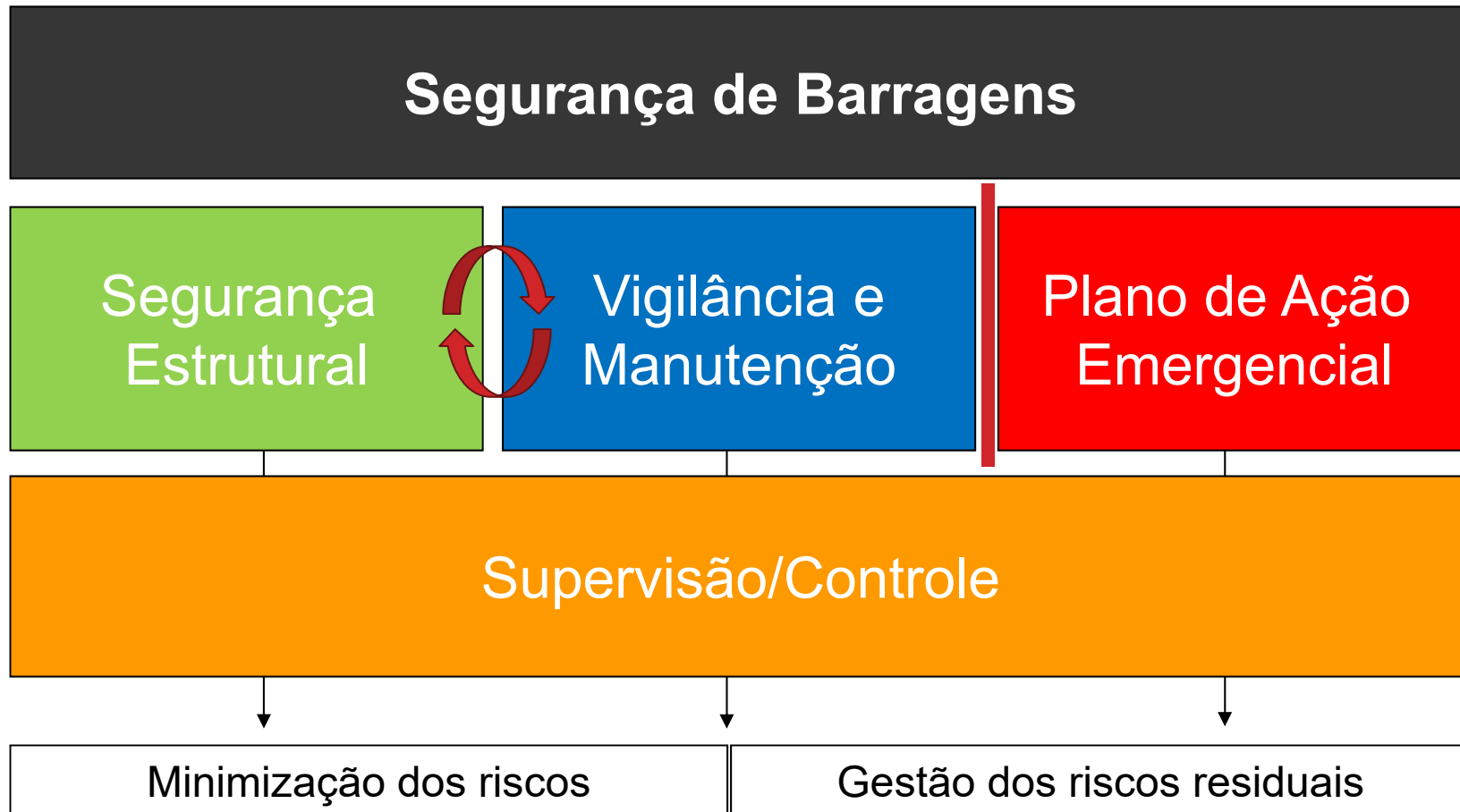
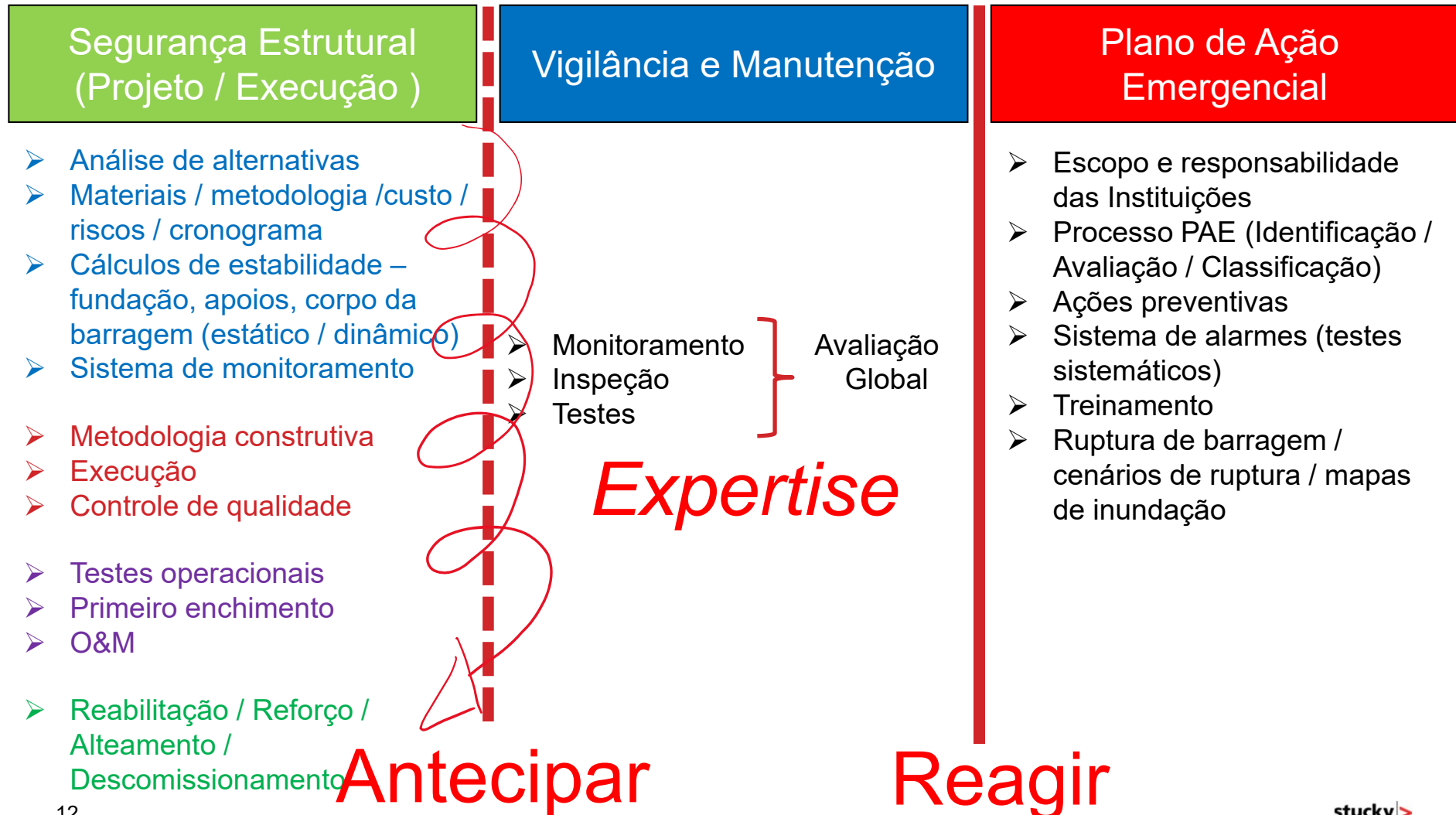


Figure 3.6: Tethys 6-month lead-time probabilistic hindcast of discharges made for Victoria Falls departing from mid-March 2015 and covering the unusually dry flood season of 2015.

- > A **HE** vem atuando na área de Segurança de Barragens desde sua fundação, como parte intrínseca do projeto, construção e garantia da qualidade das barragens durante sua operação. A partir da PNSB, adequou os estudos e projetos às regulamentações instituídas pelos órgãos fiscalizadores.



# Segurança de Barragens





Peculiaridades da metodologia Suíça que podem ser adaptadas para o Setor de Mineração Brasileira:

Nível	Resp.	Atividade	Periodicidade
1	Operador	Inspeção visual, leituras e verificação de plausibilidade, testes de equipamentos	Diária
2	Engenheiro	Controle dos dados e análise	Anual
3	«Expert»	«Expertise»	5 anos
4	Autoridade	Controle dos procedimentos e aprovação dos experts	Contínuo

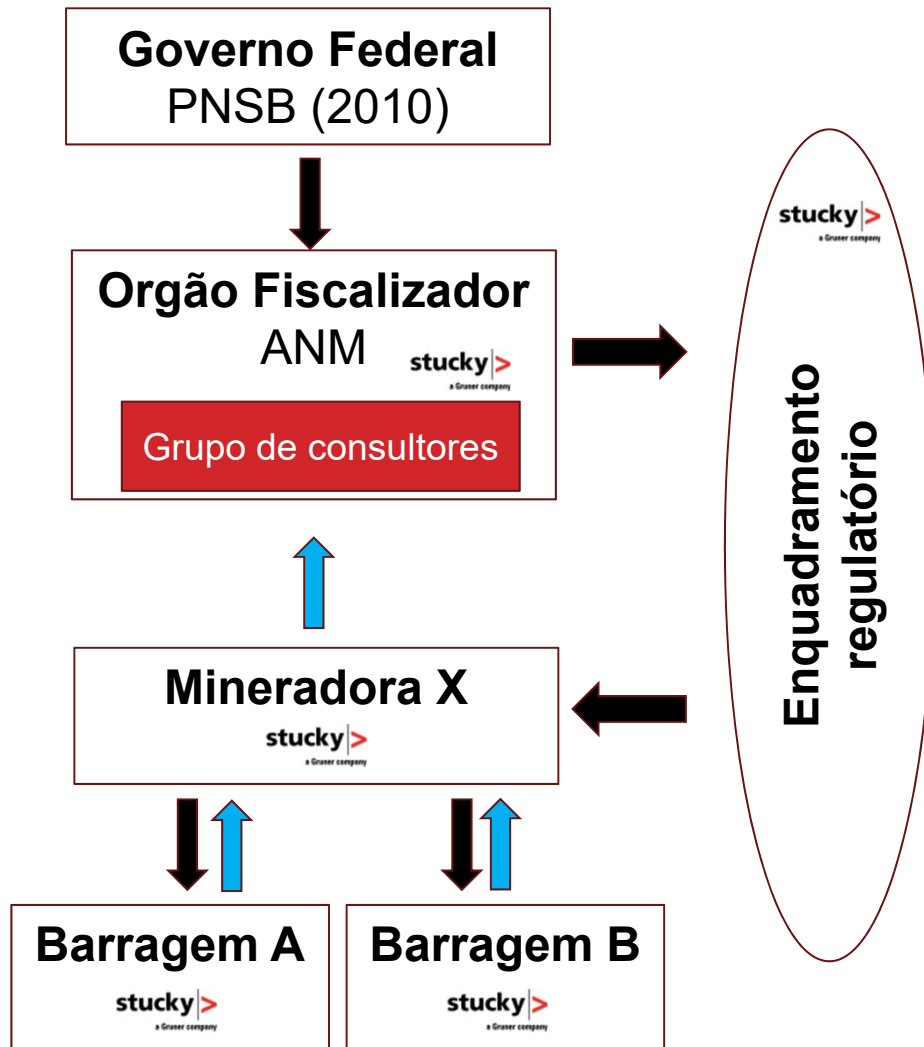
- > Indicação/aprovação de um **responsável técnico independente** (indivíduo) para cada grande barragem.
- > Garantia de uma **continuidade** na análise da segurança das barragens por profissionais qualificados.



Peculiaridades da metodologia Suíça que podem ser adaptadas para o Setor de Mineração Brasileira:

- > Conceito dinâmico.
- > Transferência da responsabilidade de vigilância das **barragens e entornos** (reservatório, encostas, etc...) ao proprietário.
- > Limite da responsabilidade da autoridade reguladora ao desenvolvimento de normas e controle das atividades do proprietário.
- > Promoção do uso da análise do **comportamento** das barragens.

# O que oferecemos?



## > Apoio à ANM

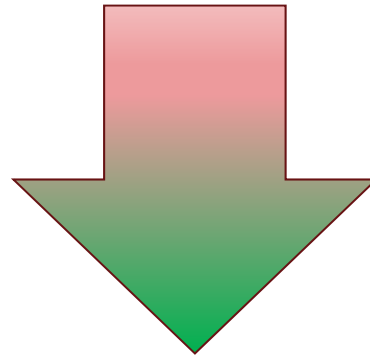
- Elaboração / atualização do enquadramento regulatório atual
- Formação técnica
- Avaliação relatórios de inspeção / projeto

## > “Engenharia do proprietário” da Mineradora

- “Enquadramento próprio”
- Revisão de serviços internos / externos
- Formação técnica
- Diligenciamento técnico
- Projeto de reabilitação / reforço / descomissionamento
- Análise do comportamento
- Revisão de serviços internos



# Quão perigosas são as barragens ?



# Quão seguras são as barragens ?



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Av. João Pinheiro 146 / sala 303  
Belo Horizonte – CEP 30130-186  
Brasil

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CH-1020 Renens VD 1  
Suíça





# BACKUP SLIDES

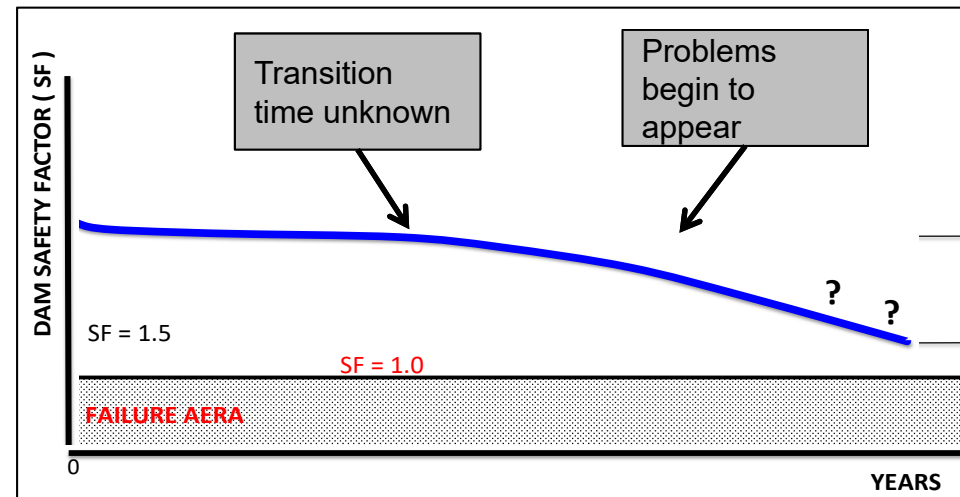
# Dam life-span characteristics



- From a safety point of view, the dam life-span presents 3 intervals:

- A** – **youth**: commissioning time and first water filling.
- B** – **adult-time**, numerous years of normal behavior
- C** – **aging-time**, beginning of the decay, trends of abnormal behavior, degradation of safety.

- The transition from interval B to C is critical for the dam Owner:
  - unknown time of occurrence
  - unknown aging factors
  - unknown severity of aging process



# Dam surveillance management



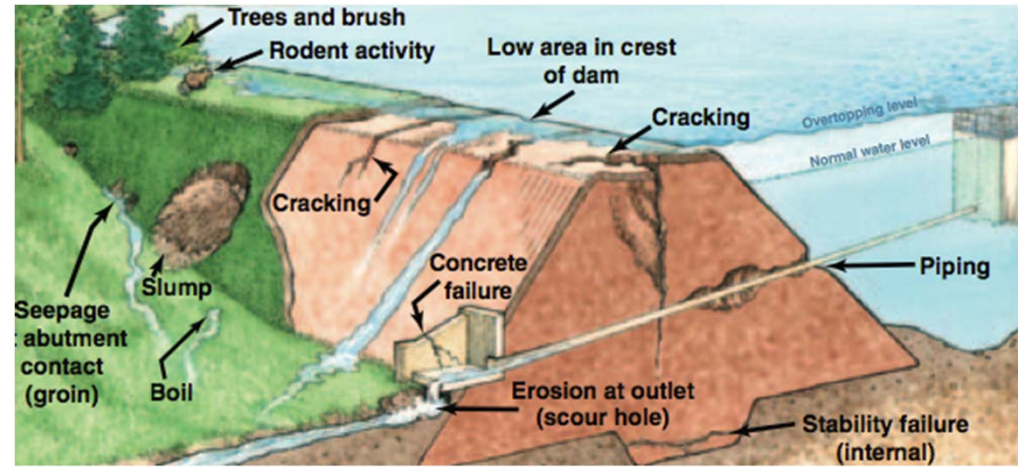
On site staff must be **trained** to understand the purpose of dam surveillance

Understand dam components functions

Detect safety threats in order to cure them in advance

Identify dam failure modes

Look for pre-warning events and monitor them



Analyze the monitoring data

Compare current data with past records and initial design values

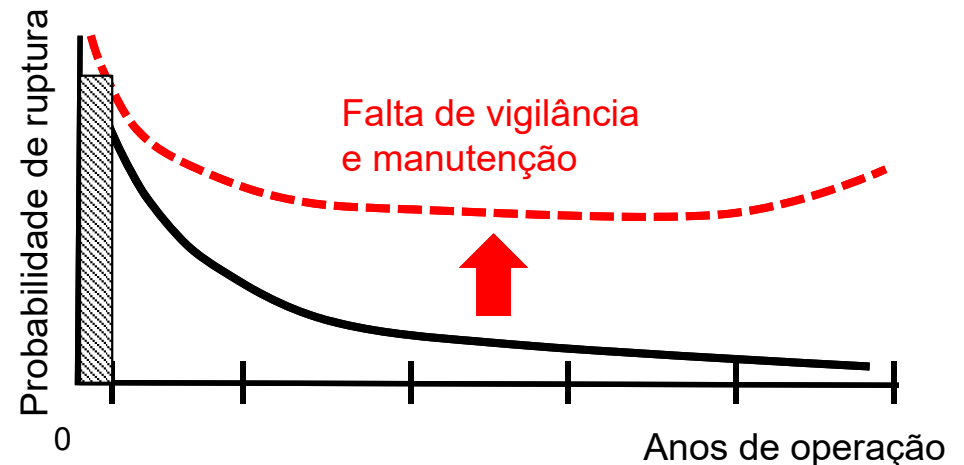
If unusual data are detected, verify the current measures

Report and inform

# Seguras para sempre?



- > Uma barragem **bem dimensionada** que “sobrevive” a seus 5 primeiros anos somente terá um risco de ruptura decrescente se tiver um **sistema de vigilância eficiente e bem cuidado**.
- > **A falta de vigilância e manutenção** leva à um **aumento da probabilidade de ruptura** com o tempo.



- > **Incentivos para a constituição de fundos para reabilitação e descomissionamento de barragens**

Fonte:

Fry J.-J., Risks of Internal Erosion and Earthquakes on Embankments, ICOLD; Research and Development on Dams, Proceedings 1995, p.38



## Ações reativas

- > Perigo da rotina
- > Medidas são tomadas tarde
- > Medidas são tomadas em emergência
- > Gestão não ótima dos ativos
- > Ainda pior para a gestão de um portfólio de barragens “velhas”

**Quão perigosas são as Barragens ?**

## Ações proativas

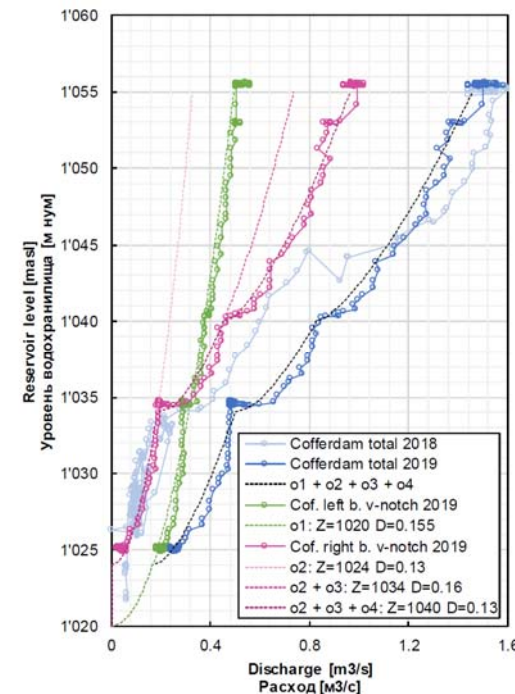
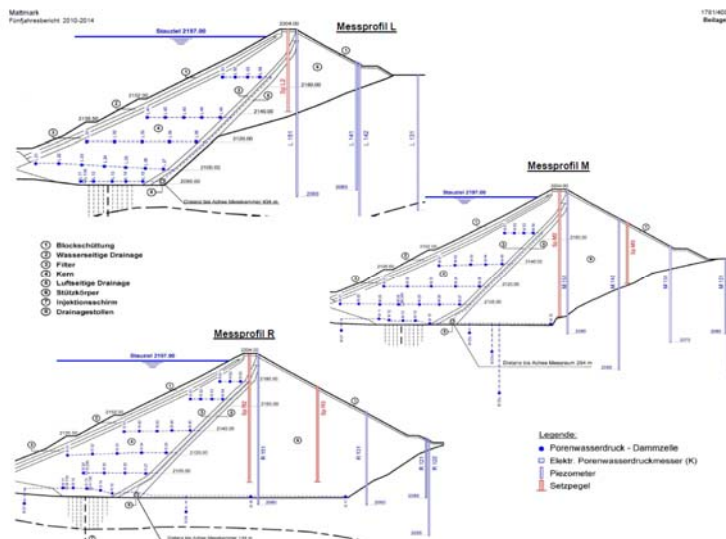
- > Identificação antecipada
- > Planejamento possível
- > Medidas são tomadas antecipadamente
- > A antecipação é de menor custo
- > “Antecipação” como ferramenta para a gestão dos ativos

**Quão seguras são as Barragens ?**

# Algumas referências em Segurança de Barragens



- > A **Stucky** contribuiu e contribui ativamente no desenvolvimento e aperfeiçoamento das diretrizes para a segurança de barragens na Suíça.
- > A **Stucky** conta no seu efetivo 6 Experts, nomeados pela OFEN (= Ministério de Energia), responsáveis pela segurança de 35 grandes barragens na Suíça



92 YEARS OF EXPERIENCE



**HYDROPOWER & DAMS**

# HISTORY



Alfred Stucky  
(1892 – 1969)  
Founder



STUCKY was founded in 1926 in Lausanne, in Switzerland, by Alfred Stucky. He was professor and research fellow in hydraulic works at the Ecole d'Ingénieurs de Lausanne, which became the Ecole Polytechnique Fédérale de Lausanne or the Swiss Federal Institute of Technology of Lausanne in 1969.

At the same time, Alfred Stucky founded the Hydraulic and Geotechnical Laboratory and then the "Research Centre for the Study of Dams".



# OUR TEAM

Multidisciplinary competence:

- > Civil engineering
- > Mechanical engineering
- > electrical engineering
- > Project management
- > Geotechnics, geology and rock mechanics
- > Economical and financial studies
- > Applied hydraulics
- > Project development
- > Hydrology



Stefan Mützenberg - CEO



Brendan Quigley  
COO



Gérard de Montmollin  
CFO



Antoine Dubas  
Development Director



Patrice Droz  
Technical Director



Bertrand Levrat  
HR Director

Management



Marcelo Leite Ribeiro

Hydropower schemes



Alessio Salerno

Buildings



Yann Favrel

Electrical Networks and Power plants



Alexandre Wohnlich

Dams



Jean-Michel Burnier

Hydraulic Works



Stéphanie André

Water and Environment



Cane Cekerevac

Project Management Major Projects



Jean-François Wavre

Structures and Civil Engineering Underground Works and Geotechnics

Departments

# OUR CURRENT PROJECTS

WE HAVE RECENTLY WORKED IN THESE COUNTRIES

Algeria  
Angola  
Armenia  
Australia  
Austria  
Benin  
Bosnia Herzegovina  
Bulgaria  
Cameroon  
Chile  
China

Colombia  
Democratic Republic of  
Congo  
France  
Georgia  
Germany  
Guatemala  
Haiti  
India  
Iran  
Italy

Jordan  
Kazakhstan  
Kyrgyz Republic  
Lebanon  
Madagascar  
Malaysia  
Mali  
Morocco  
Mozambique  
Myanmar  
Nepal

Nigeria  
North Macedonia  
Peru  
Portugal  
Republic of Congo  
Russia  
Rwanda  
Sao Tomé & Principe  
Saudi Arabia  
Serbia & Montenegro  
Switzerland

Tahiti  
Tajikistan  
The Philippines  
Togo  
Turkey  
Uganda  
United Arab Emirates  
Uzbekistan  
Zambia  
Zimbabwe



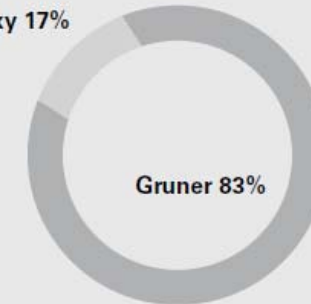
# OUR STATS

## SECTORS OF ACTIVITY



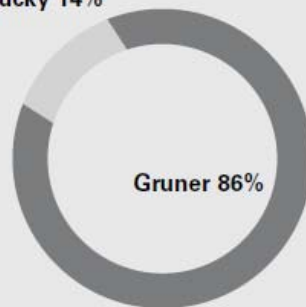
## TURNOVER IN 2017 - TOTAL OF 138 MILLION CHF

Stucky 17%

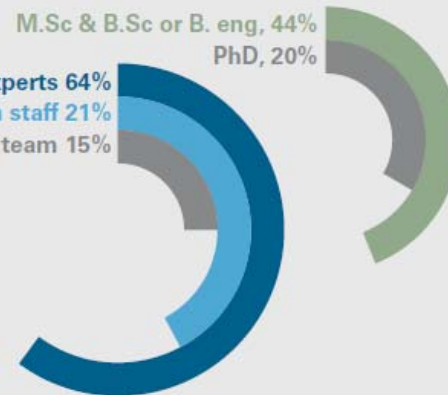


GROUP HUMAN RESOURCES 2017  
998 ENGINEERS AND SPECIALISTS –  
OVER 18 DIFFERENT NATIONALITIES

Stucky 14%

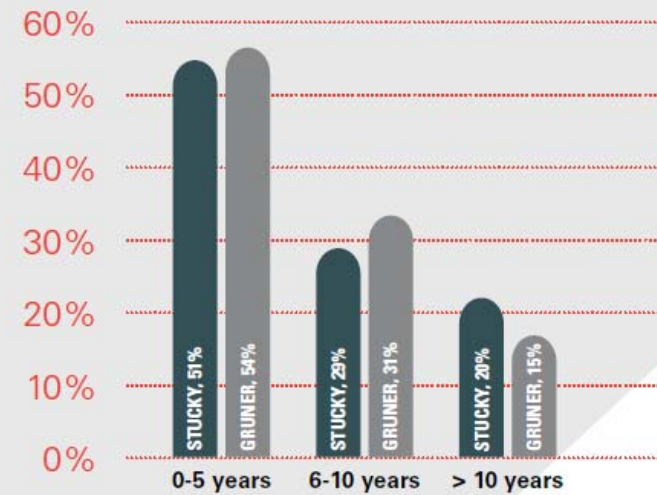


Engineers & experts 64%  
Admin staff 21%  
Drafting team 15%



Stucky staff only

## SENIORITY AT GRUNER AND STUCKY



**WE BELIEVE** THAT BETTER DESIGN MAKES FOR BETTER LIVING

**WE BELIEVE** THAT QUALITY IS PARAMOUNT & WE BELIEVE IN SUSTAINABLE DEVELOPMENT



# SERVICES

- > **Masterplans**
- > **Feasibility Studies**
- > **Concession and construction permits**
- > **Tender design and tender documents**
- > **Procurement assistance and contract management**

- > **Construction design**
- > **Construction supervision**
- > **Technical assistance**
- > **Lender's and owner's engineer**

- > **Due diligence**
- > **Independent expertise**
- > **Safety assessment and risk analysis**

FOCUS ON SAFETY

# DAMS & HYDROPOWER

INVESTMENTS FOR THE NEXT GENERATION

# CONSTRUCTION



INCREASING THE LIFETIME

# REHABILITATION

GUARANTEED RELIABILITY

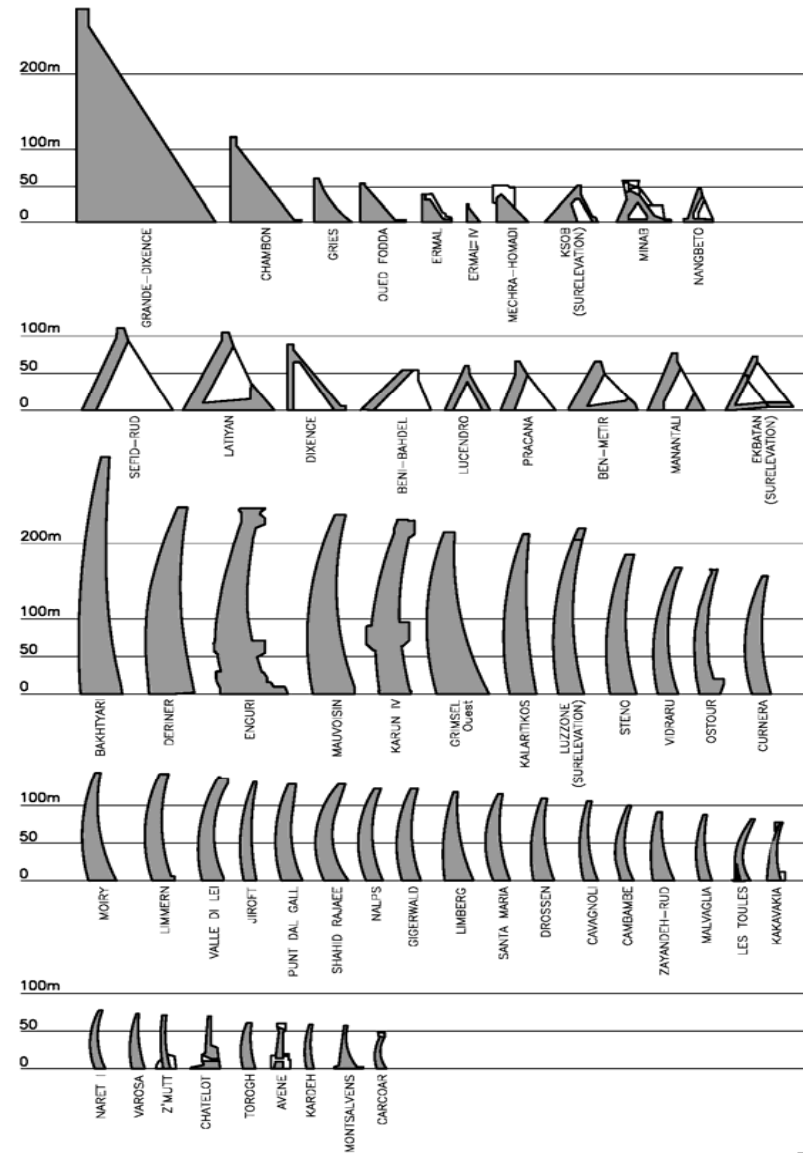
# SUBSTATIONS & TRANSMISSION LINES



PRECISION FOR HIGHEST PERFORMANCE

EXPERTISE

# TRACK RECORD



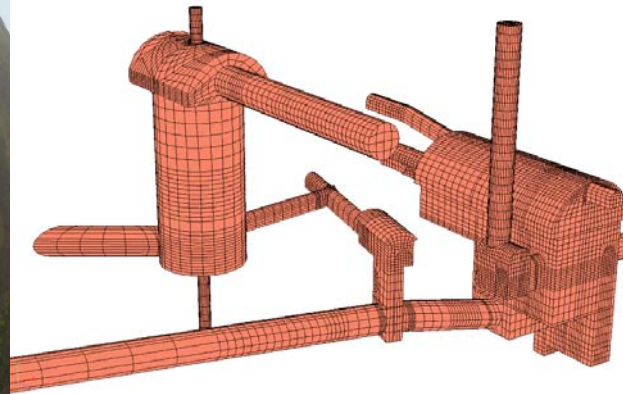
# PROJECT REFERENCES

Pumped hydro energy storage projects



Feasibility Study of Alimit pumped storage & Hydropower project, Philippines

*Client:*  
SNAP



Alvito RCC Dam and Pumped Storage Scheme Portugal

*Client:*  
EDP – Energias de Portugal



Capacity increase of the Hongrin-Leman Pumped Storage Scheme (P = 240 MW), Switzerland

*Client:*  
Forces Motrices Hongrin-Léman SA (FMHL)

# PROJECT REFERENCES

Dam heightening and strengthening projects



Heightening from 55 to 76.5 m of Vieux Emosson Dam, Switzerland

*Client:*  
Nant de Drance SA



Rehabilitation and heightening by 28 m of Cambambe Arch Dam (H = 60 m), Angola

*Client:*  
Odebrecht SA Construction Company



Strengthening of the Les Toules Arch Dam (H = 86 m), Switzerland

*Client:*  
Forces Motrices du Grand-St-Bernard SA

# PROJECT REFERENCES

Dam & hydropower construction projects



Linthal 2015 – Muttssee Dam (H = 36 m), Upper Reservoir, Switzerland

*Client:*

Kraftwerke Linth-Limmern,  
c/o AXPO



Rehabilitation and heightening by 28 m of Cambambe Arch Dam (H = 60 m), Angola

*Client:*

Odebrecht SA Construction Company



Kef Eddir Earthfill Dam (H = 95 m), Algeria

*Client:*

Agence Nationale des Barrages et Transferts (ANBT) **stucky** >

# PROJECT REFERENCES

Dam & hydropower construction projects



Deriner Dam & HEPP  
(H = 249 m), Turkey

*Client:*  
General Directorate of State  
Hydraulic Works (DSI)



Ilisu Dam & HEPP  
(H = 141 m), Turkey

*Client:*  
DSI (General Directorate of  
State Hydraulic Works)



Rogun Dam & hydropower  
scheme (H = 335 m),  
Tajikistan

*Client:*  
Salini Impreglia SA

# PROJECT REFERENCES

Dam safety studies



Seismic assessment of Moiry Dam (H = 148 m), Switzerland

*Client:*  
Forces Motrices de la Gougra SA



DaSEP (Dam Safety Enhancement Project), China

*Client:*  
Swiss Agency for Development and Cooperation, Ministry Water Resources , Nanjing Hydraulic Research Institute



KWPA – Monitoring of 5 dams – Dam safety, Iran

*Client:*  
Khuzestan Water and Power Authorities Company (KWPA)

# PROJECT REFERENCES

Dam & Hydropower construction projects



Ilisu Dam & HEPP  
(H = 141 m), Turkey

*Client:*  
DSİ (General Directorate of  
State Hydraulic Works)

Deriner Dam & HEPP  
(H = 249 m), Turkey

*Client:*  
General Directorate of State  
Hydraulic Works (DSİ)

Shahryar (Ostour) Arch  
dam and hydropower  
scheme (H = 135 m),  
Iran

*Client:*  
Tablieh Construction Company



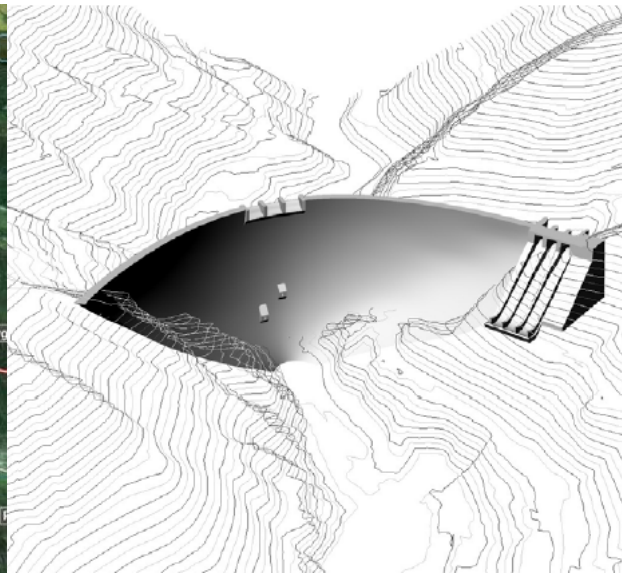
# PROJECT REFERENCES

Dam & hydropower construction projects



Construction of Nenskra  
Hydropower Project  
(P = 280 MW), Georgia

*Client:*  
JCS Nenskra Hydro



Khudoni HEPP  
Development, Construction  
and Commissioning  
(P = 700 MW), Georgia

*Client:*  
Continental Construction Corp. Ltd



Construction of Bakhtyari  
Dam & Hydroelectric Power  
Plant (P = 1500 MW), Iran

*Client:*  
Iran Water and Power Resources  
Development Co.

# PROJECT REFERENCES

Dam & hydropower rehabilitation projects



Nurek dam & hydropower rehabilitation project H = 300 m, P = 3000 MW), Tajikistan

*Client:*  
Barki Tojik



Kariba Dam Rehabilitation Project (H = 128 m), Angola  
*Client:*  
Zambezi River Authority (ZRA)



Qairrokkum dam and hydropower scheme (H = 32m, P = 174MW), Tajikistan  
*Client:*  
Tablieh Construction Company

# PROJECT REFERENCES

Dam & hydropower rehabilitation projects



Enguri Dam & HEPP  
rehabilitation, Georgia

*Client:*

Engurhesi Ltd



Vardnili Cascade  
Rehabilitation Project  
(340 MW), Georgia

*Client:*

Engurhesi Ltd



Vièze Hydroelectric  
Powerhouse Rehabilitation /  
Unit 1, Switzerland

*Client:*

Cimo Compagnie industrielle de  
Monthey SA

# PROJECT REFERENCES

Dam & hydropower rehabilitation projects



Maris Reservoir Raising  
Project, Philippines

*Client:*

SN Aboitiz Power Group  
(SNAP)

“Lavey +” Project /  
Power increase,  
Switzerland

*Client:*

Direction des Services  
industriels (SIL)  
Service de l’électricité (SEL)

Cleuson-Dixence HPP  
(1200 MW) / Pressure Shaft  
Rehabilitation, Switzerland

*Client:*

Cleuson-Dixence Construction SA

# PROJECT REFERENCES

Dam & Hydropower rehabilitation projects



Rehabilitation of Chancy  
Pougny Hydropower  
Plant (5 x 49MW),  
Switzerland

*Client:*  
Services Industriels de Genève  
(SIG) - Alpiq

Rehabilitation of Nzilo I  
Powerplant (4 x 25MW),  
DR Congo

*Client:*  
Société Nationale d'Electricité  
(SNEL)

Rehabilitation of  
Mwadingusha Hydropower  
Plant (71MW), DR Congo

*Client:*  
Société Nationale d'Electricité  
(SNEL)

**stucky** >

# PROJECT REFERENCES

Dam & Hydropower rehabilitation projects



Rehabilitation of Koni  
Hydropower Plant  
(42 MW), DR Congo

*Client:*

Société Nationale d'Electricité  
SNEL



Rehabilitation of At-  
Bashi Hydropower Plant  
(4 x 10 MW),  
Kyrgyzstan

*Client:*

State Secretariat for Economic  
Affairs SECO



Zorlu / Rehabilitation and  
upgrading of 7 Hydropower  
Plants, Turkey

*Client:*

Zorlu Dogal Elektrik Üretimi A.Ş.

**stucky** >

# PROJECT REFERENCES

Substation & Transmission line projects



Chamoson  
400/220/16kV  
Substation, Switzerland

*Client:*  
Alpiq Réseau SA

Romanel 125kV  
Substation, Switzerland

*Client:*  
Energie Ouest Suisse (EOS)

220/400 kV GIS Chavalon  
Substation, Switzerland

*Client:*  
Energie Ouest Suisse (EOS)

# PROJECT REFERENCES

Substation & Transmission line projects



New SF6 50/11 kV  
(GIS) Switchgear at  
Expo, Switzerland

*Client:*

Service de l'électricité de la  
Ville de Lausanne (SEL)



Tlemcen-Zahana &  
Tlemcen-Ghazaouet  
220 kV Transmission  
Lines, Algeria

*Client:*

BATICIM SPA



National Integrated Power  
Projects (NIPP)  
Project Consultancy  
Services, Nigeria

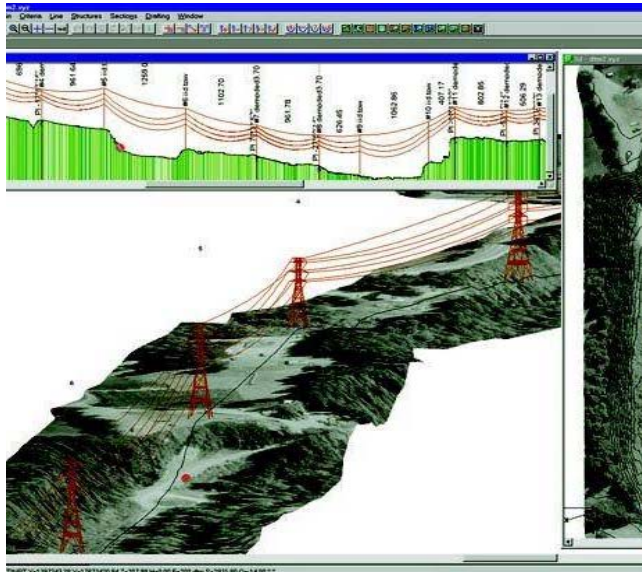
*Client:*

NDPHC



# PROJECT REFERENCES

Substation & Transmission line projects



400 kV El Affroun –  
Hassi Aneur overhead  
Transmission Line,  
Algeria

*Client:*

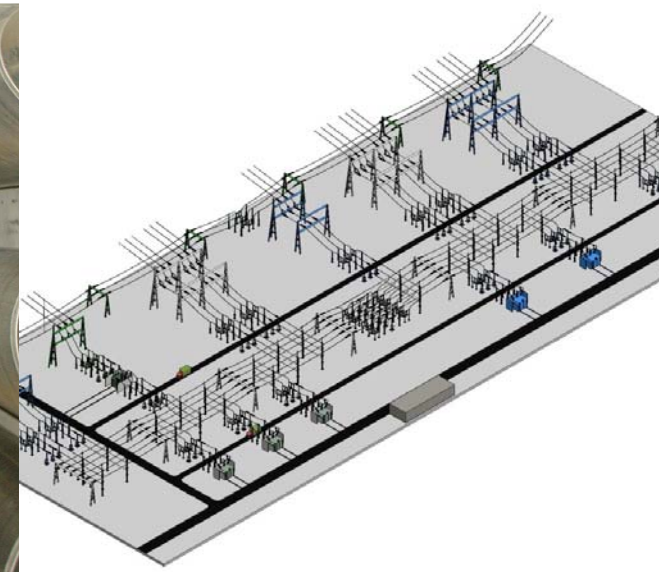
GRTE Spa – CEEG Spa



Foretaille-Verbois 220  
kV underground line  
at Palexpo, Switzerland

*Client:*

Energie Ouest Suisse SA

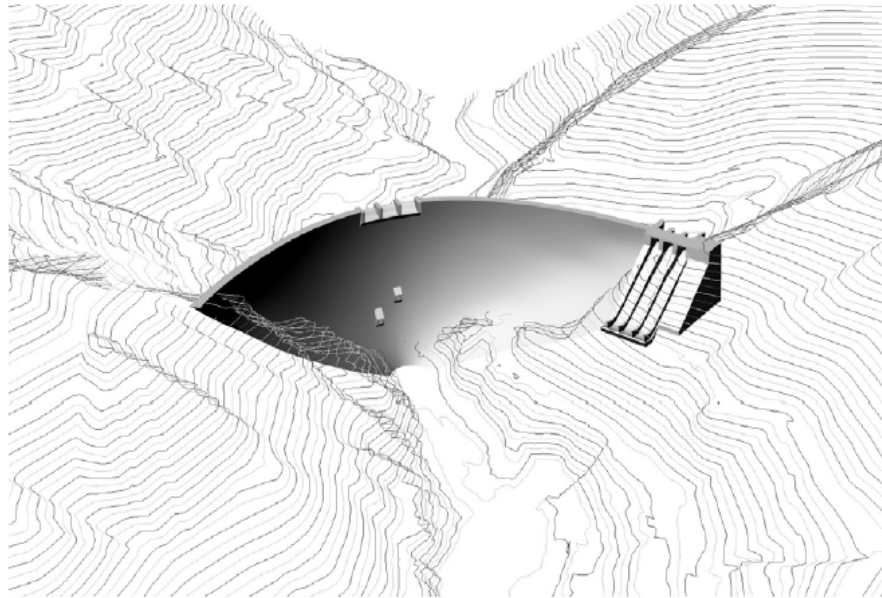


New Kamoia Substation  
220/120 kV and new  
220/120 kV Transmission  
Lines, DR Congo

*Client:*

Société Nationale d'Electricité SNEL

# KHUDONI HPP FEASIBILITY STUDY



GEORGIA

Client: Ministry of Energy for Georgia  
Dates: 05/2007 - 02/2011

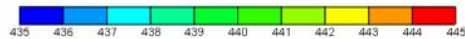
Technical Data:  
202.5m high double curvature arch dam  
Capacity: 702 MW  
Annual production: 1477 GWh  
Powerhouse : Francis turbines (3x 234 MW)

## STUCKY SERVICES

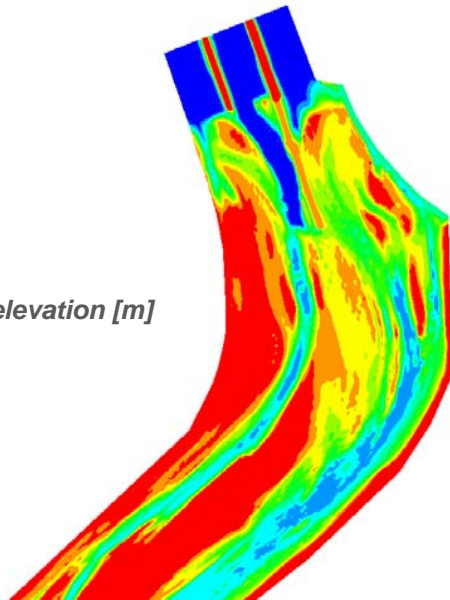
Phase I : Assessment of the Existing Khudoni HPP  
Phase II : Khudoni HPP Project Definition  
Phase III : Feasibility Study Report including design  
of the selected Project scheme

Geophysical, geological and geotechnical  
investigations / Civil and electro-mechanical design  
and drawings / Detailed ESIA / Updated economic  
and financial modelling / Complementary Studies

# LAVEY DAM – 2D HYDROLOGICAL MODELING



*Final bed elevation [m]*



Client: Service Electrique de Lausanne (SEL)  
Dates: 06/2004 - ongoing

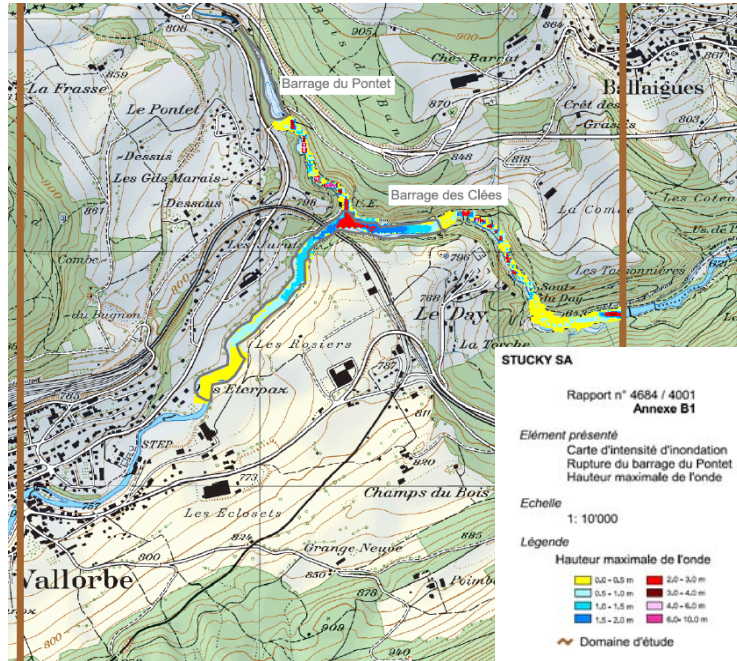
Technical Data:  
The study aimed :

- to assess the actual capacity of the River Rhône at the dam;
- to identify and propose alternative measures to improve the hydraulic capacity of the dam;
- to define solutions for a sustainable sediment management;
- to identify means to reduce sediment entrainment in the water intake.

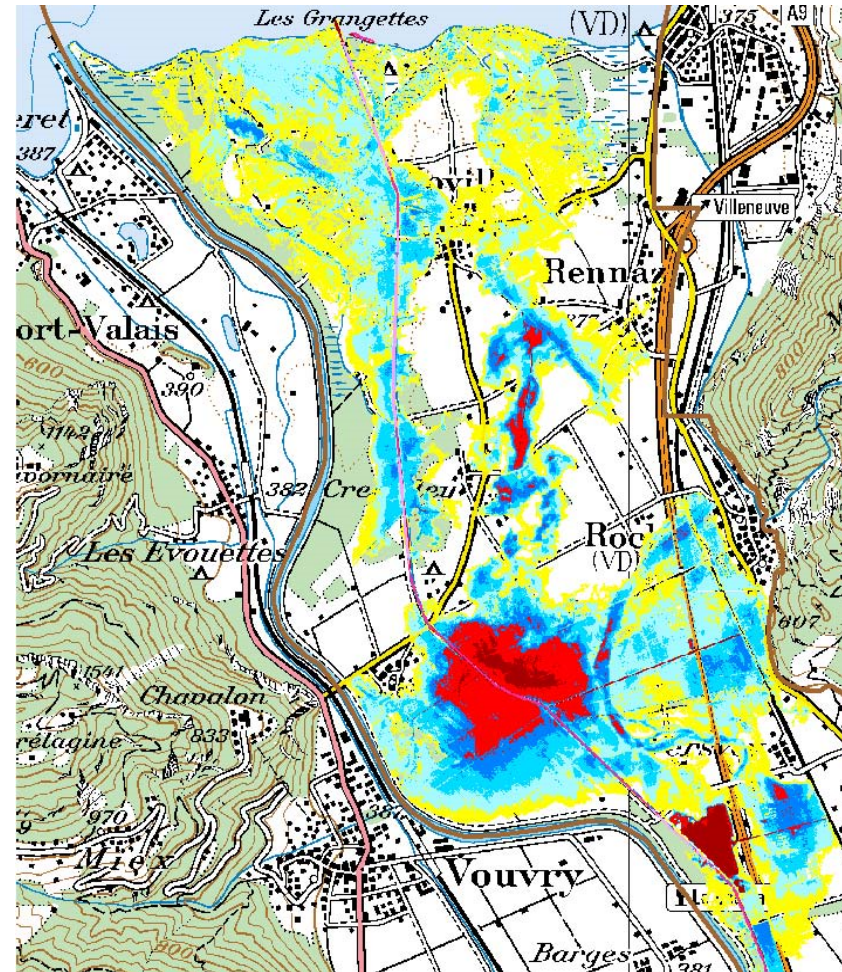
## STUCKY SERVICES

Two-dimensional numerical modeling coupled hydraulic & bed load;  
Definition of alternative measures;  
Comparison of alternatives;  
Follow-up of a physical model at LCH/EPFL

# FLOOD AND HAZARD MAPS



Pontet Dam break analysis and hazard map, Switzerland



2 ½ D numerical modeling of flood in Chablais vaudois. Breaching scenario the Rhône embankment. Distinct colors indicate highest level of water.

SWITZERLAND

# Due Diligence Xinglong & Kangyuan HPP



*View of the Yanjia dam (Anhui Province). The dam is temporarily topped by an inflatable gate that enables a higher energy production.*

Client: International Finance Corp  
Dates: 06/2007 -07/2007

Technical Data:  
Mini to medium hydropower plants

## STUCKY SERVICES

Documents study;

Visit of the eleven projects sites;

Technical review of the project, in particular hydrology, sedimentation, geology, seismicity, design;

Assessment of construction methods, quality and construction material;

Review of the environmental impact study (EIA) and own appraisal;

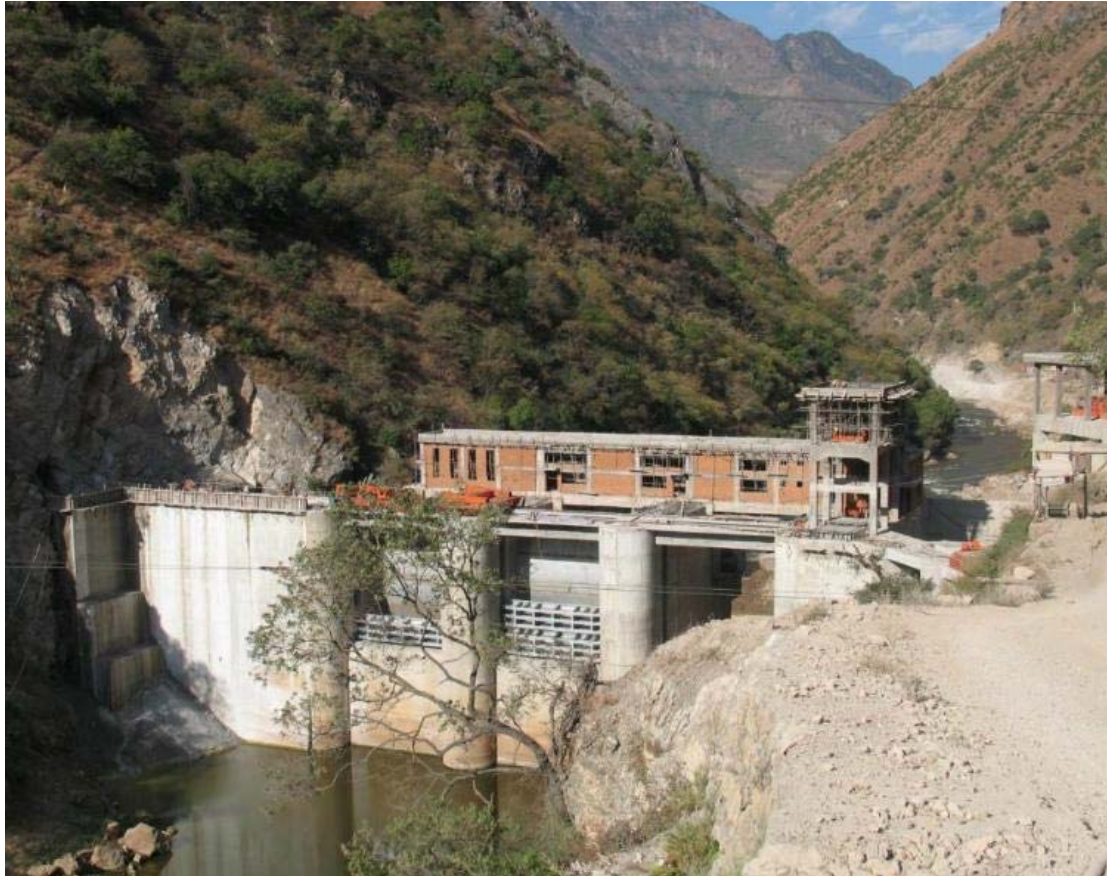
Review of the social implications of the projects;

Review of the project organisation;

Participation in consultation meetings with stakeholders;

Writing of a mission report, with key findings and recommendations.

# Due Diligence Jiangbian HPP



*The dam site on the Pudu River (Yunnan)*

Client: Sanchuan Energy Development Co, Ltd.  
Dates: 12/2009

Technical Data:  
45 MW HPP

## STUCKY SERVICES

### *Task 1: Site visit*

Visit of Jiangbian Hydropower Power Plant construction site

Site appraisal and visit of specific project components

Discussion with selected persons and companies involved in the project

### *Task 2: Desk study and reporting*

Technical Due Diligence, with focus on :

Comments on general project layout

Review of water resources and extreme hydrological events

Considerations on sedimentation

Appraisal of civil works and construction methods

Validation of production estimates

Assessment of the equipment

Risk identification and mitigation measures

Environmental considerations

Recommendations

Writing and delivering of a Mission Report

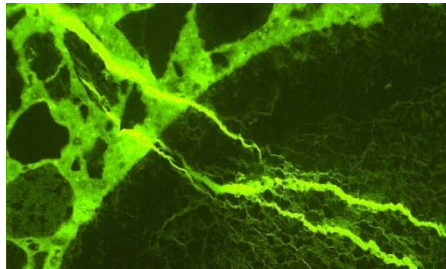
CHINA

# Alkali Aggregate Reaction

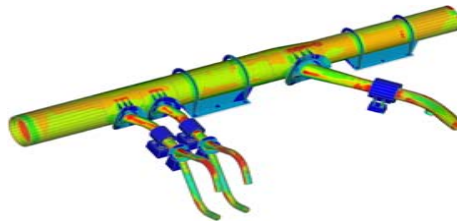
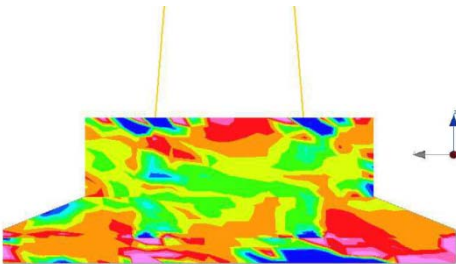


Expertise in the fields of:

> Site Evaluation



> Diagnostic



> Modeling



> Intervention

# QUALITY MANAGEMENT AND ETHICS

## QUALITY & MANAGEMENT SYSTEM

ISO 9001:2008 - Quality management system

ISO 14001:2004 - Environmental management system

OHSAS 18001:2007 - Occupational Health and Safety management system



Stucky's QESS management policy is taking into account five domains which are Management, Human Resources, Logistics, Services and Measures, Analyses and Improvements.

## CODE OF CONDUCT

Our Code of Conduct was developed in 2003, and is included in our quality and management system.

STUCKY and its employees have to respect and implement the following fundamental principles:

- ❖ Professional integrity;
- ❖ Quality of the services, and the quality management system;
- ❖ Sustainable development, social and environmental responsibility;
- ❖ Personal liability and obligation to account for;
- ❖ Observance of the laws.



# STUCKY YOUR CONTACT



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