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Cover photo: Frontenac Castle and the Petit-Champlain district, Quebec City, Canada.
was a difficult year for Colas, marked by a combination of several unfavorable factors. Some of the difficulties encountered came as no surprise, linked to the continuing gloom in the economic climate: declining public and private investment, intense competition in France, the collapse of markets in central Europe, recession in the French overseas departments and a shortage of major projects. And to cap it all, Europe and North America had to contend with disastrous weather conditions, France was left reeling by a series of strikes and two major public/private partnership projects we had signed and financed – the Reunion Island tramway and the D1 highway in Slovakia – were canceled.

But despite all these obstacles, we managed to post revenue of 11.7 billion euros, slightly up on the previous year. However, this overall satisfactory performance masks some significant geographic disparities: stability in mainland France, in Africa and the Indian Ocean, a marked decline in the French overseas departments and a spectacular fall in central Europe contrast starkly with growth in Northern Europe, North America and Asia. On the specialties side of the business, the rail and waterproofing sectors are showing healthy growth.

Indeed, profits have been strongly impacted by heavy losses in central Europe, non-current operating expenses and sliding margins in France. Yet they remain satisfactory in terms of absolute value.

And thanks to the quality of its teams, Colas has also notched up a number of successes in recent months that will be sources of growth for the future.

For example, the Société de la Raffinerie de Dunkerque (SRD) has joined forces with the Group; as bitumen manufacturers in France, we can now meet the needs of our subsidiaries more effectively. In the United States, the acquisition of two companies has reinforced our network coverage and provided a gateway to new States in the midwest and southeast. In France, we have won the A63 highway concession contract in the Landes region. In the United Kingdom, we've secured a 4th MAC road management and maintenance contract. The tramway projects in Reims, Angers, the Paris area and Rabat in Morocco, as well as the Trans-Canada highway 85 project in Quebec have either been completed or remain ongoing. We're continuing to roll out our responsible development strategy; we met the safety targets set five years ago for 2010 and have put into place a series of action plans promoting diversity within the Group. We've made significant progress in the field of warm-mix asphalts and recycled asphalt mixes. Finally, sound investment management coupled with a good cash flow performance have allowed us to maintain a solid financial position.

This is clearly one of the Group's strong points.

2011 is already well underway.

Although the immediate outlook is difficult to read due to uncertainties regarding market trends, transport infrastructure maintenance contracts will continue to play a key role and will doubtless be priorities for contractors. This is our lifeblood, our true core business.

The outlook in North America, Asia and the railway sector looks pretty bright, and the various measures implemented to adapt and adjust to evolving market conditions should begin to bear fruit. More than ever before, profitability has to take precedence over volume. Colas will thus begin to see profits rise once again.

2011 is therefore likely to mark the beginning of a new departure, with opportunities for external growth also on the agenda.

Let's forge ahead with our efforts, backed by our fundamentals, focused on continued confidence and vigilance, with a keen eye on the road to innovation!

Hervé Le Bouc
Turning the Mont-Saint-Michel back into an island: following ten years of extensive studies, this project is now underway. Colas Ile-de-France Normandie (IDFN) is playing an active role in the adventure, managed by Veolia Transport under the aegis of the Mont-Saint-Michel Bay Community Association. Two years ago, teams from Genier-Deforge removed the old dam at the entrance to the bay. Today, teams from the Devaux Saint-Lô profit center are building a parking lot on the mainland to accommodate 4,150 vehicles. Made of sand and sediment extracted from the bay, the new facility will easily fit into the natural environment. Visitors will be taken over to the island by a shuttle bus. The work being carried out by Colas IDFN is scheduled for completion in March 2012. At that point, the dike responsible for the build-up of sediment will be removed and a bridge constructed in its place. Ultimately, Mont-Saint-Michel will once again be entirely surrounded by the sea.
Driving a road through the mountains

The European Union is funding the construction of a road linking Chefchaouen to Oued Laou in northern Morocco, the aim being to open up the province and develop tourism in the area. The 39-km mountain route is being built by the Moroccan subsidiary, GTR. Begun in September 2009, the work had to be suspended for four months due to bad weather. The project, which also includes the construction of two engineering structures, is due to be completed in the spring of 2011.
A brand new hospital

Teams at Colas Mayotte have just completed the construction of the new Mayotte Hospital in Mamoudzou. The company was also responsible for the project’s roads and main services.

FRANCE Keeping the coast green

As part of the “Vendée Biking” program, the Vendée regional council decided to create a bike path running alongside the Sables-d’Olonne coastal road in western France. The main road had to be moved back to make way for the new path. Teams from Scegg Ouest’s Château-d’Olonne profit center were selected to work on a 1.5-km stretch of the road and bike path. Ecoflex® energy-efficient warm mix was used on the roadway while a colored asphalt mix using a plant-based binder, Colormac® V, was chosen for the bike path. The work was still ongoing when winter storm Xynthia struck the coast causing some damage. Once the roadway and defense wall had been rebuilt, the teams were able to finish the job they’d started. And a few months later, the path was inaugurated… by bike.
In September and October 2010, more than 70 employees from Colas Centre-Ouest busied themselves refurbishing Highway A85 near Romorantin in France’s Loire Valley. Supervised by the subsidiary’s Major Projects Department, teams from the Blois, Tours, Vihiers, Airvault, Châteauroux and Le Mans profit centers as well as Helary TP, LTR and ERCO took part in the project, which saw the use of some highly innovative techniques. In addition to the three-dimensional laser-guided planing of 40,000 m² of roadway, the work also involved the resurfacing of a 40-km section of road across its entire width, using 45,000 tons of Betoflex®, which contained 20% RAP (reclaimed asphalt pavement). 5,200 tons of energy-efficient warm mixes were also applied.
Begun in April 2010, the construction of the VTN2 gas pipeline on behalf of Fluxys, operator of the Belgian natural gas distribution network, has now been completed. With this additional pipeline linking Zeebrugge (Belgium) to Aachen (Germany), the transport and transit capacities required to supply natural gas to the Belgian market and carry natural gas to Germany have been increased.

Teams from Spac’s Major Projects pipeline sector worked on the eastern section of the project, between Landen, in the Flemish part of the country, and Raeren, in Wallonia. 86.3 km of steel pipeline with a diameter of 1,000 mm were installed. In addition, 43 borrow pits were crossed using a micro-tunneling machine, with directed drilling techniques used at two special points (including one in a protected zone). The pipe teams were responsible for the four isolation valves as well as the metering stations along the route. A new automatic welding process was employed for this project, which can be summed up in three words: innovation, technology and safety.
As part of a maintenance contract with the French town of l’Alpe d’Huez, the Sacer Sud-Est profit center in Grenoble has renovated six roads in the alpine ski resort using Sacerville® LT warm mix asphalt. Applied at low temperatures, this type of surfacing uses less energy than traditional hot mixes. Waterproof and crack-resistant, it is more durable and requires less maintenance. Other features include its good skid-resistance, limiting the risks of accidents, and its excellent noise-reducing properties. Finally, it can be entirely recycled and reused to make new asphalt products. Ideal for city streets or mountain roads, Sacerville® LT asphalt mix helps protect the environment, improve road safety, reduce noise for local residents and save money.
The 10-km section of Highway A1 between Villars-Sainte-Croix and Oulens is an important component of the Swiss highway network, with 65,000 vehicles per day using the route. After thirty years of wear and tear, it has been rehabilitated by a consortium of seven companies, including Colas Vaud. The targets of the work were to repair the significant damage to the roadway, bring the structures into line with new safety standards and install dynamic signing systems. In 2010, teams from Colas Vaud widened the lanes and the emergency shoulder and applied porous asphalt mixes, chosen for their noise reducing properties. To avoid congestion during the work, four lanes were kept open to traffic, with the emergency shoulder being used too. The last phase involved the construction of a 42-metre wildlife underpass to allow wild boar and deer to cross into the Oulens Forest.
In September, teams from the Oyonnax profit center carried out resurfacing work on Highway A40 to improve its skid resistance and waterproofing. They applied a total of 3,000 metric tons of asphalt mix on a 2-km section at Saint-Martin-du-Frêne, on the Geneva-Mâcon side of the highway.
Galaxy II is the name of a new office complex with 16,000 m² of office space being built in the Andraharo district of Antananarivo. Teams from Colas Madagascar won the contract to construct all four of the seven-storey buildings, as well as an underground parking lot. The deep foundations and the superstructure required 11,700 m³ of concrete, 600 tons of steel and 120 bored piles sunk to a depth of 30 meters. Altogether, around a hundred people worked on the project, which lasted eighteen months and involved the use of two tower cranes. The task now is to fit glass throughout the buildings and finish the façades according to the architect's original plans.

Synergies at Lyon Saint-Exupéry airport

Lyon Saint-Exupéry airport now has a new apron. The "November" section was constructed by Colas Rhône-Alpes Auvergne, Screg Sud-Est, Sacer Sud-Est and Aximum, working in synergy. The teams took four months to complete the project, handling 200,000 m³ of cut and fill and 23,000 tons of asphalt mix. The aircraft parking area can now accommodate eight A318s.
Round and round in Paita

To improve traffic safety in Paita, near the island’s capital of Nouméa, New Caledonia’s Department of Infrastructure, Topography and Transport asked Colas’ subsidiary in the country to build a roundabout, access road and parking lot alongside the new school. The next contract up for grabs concerns the renovation of the roundabout’s other access roads. Watch this space…
In the Lot-et-Garonne region of France, pedestrians, cyclists and rollerbladers alike can now go out and enjoy the many architectural, natural, traditional and cultural treasures of their region using the recently opened Villeneuvois Green Road. The Greater Villeneuvois Area, the local authority behind the project, wanted to develop tourism in general but also to offer an alternative to travelling by car.

Colas Sud-Ouest's profit center in Agen won the contract to create this 9-kilometer green trail linking four towns: Villeneuve-sur-Lot, Bias, Le Lédat and Casseneuil. The teams used the Argistab* soil treatment technique – thereby avoiding the need to transport materials – and applied 3E® warm mix, which is more energy-efficient. A newly constructed wooden footbridge provides a link to the metal bridge of the former railway. Designed to ensure maximum accessibility for cyclists, walkers and wheelchair users alike, the green road has been fitted with embossed sections for the visually impaired and is virtually slope-free to help people with reduced mobility. Distance checkpoints have also been set up along the route.

* See note on page 22.
The Pyrénées-Atlantiques Regional Council had issued strict specifications regarding the refurbishment of the Pau bypass, which had to be performed using environmentally-friendly techniques. Scrg Sud-Ouest’s Pau profit center suggested using Recycold® and Ecoflex®. The first process, applied to a 2.5-km section of road, is an in-place recycling technique, which cuts the amount of aggregates needed, reduces waste and limits truck movements to carry materials on and off-site. The second process - Ecoflex® - was employed on the wearing course. Manufactured and applied at a temperature of 120°C, these warm mixes consume less energy and produce less greenhouse gas than is the case with traditional asphalt mixes. The project boasts impressive environmental credentials: 4,000 tons of natural resources preserved, 160 fewer truck trips required to move materials and 150 tons of CO₂ not released into the atmosphere.
Route RN 205 has now been widened to include a four-lane section between Chamonix and Les Houches (Haute-Savoie). Teams from Colas Rhône-Alpes Auvergne carried out the road building work before making way for teams from Aximum Rhône-Alpes Auvergne, who put the finishing touches to the project. Working in a consortium, they fitted the guardrails and noise barriers on the Montquarts section. The objectives were to make the route safer, ensure clear identification of lane functions and bring the infrastructure into line with current legislation governing road traffic noise (limited to 65 dB by day and 60 dB by night). Teams erected metal safety barriers along the route as well as 15 noise barriers, including 13 mounted on reinforced concrete Somaphone® foundations. The entire project required the use of almost 91 tons of steel for the reinforced concrete, 1,815 m² of wood concrete and 670 m² of translucent PMMA screens. In the end, the RN 205 road upgrading project will have taken almost ten years to complete.
The trolleybus network expands in Lyon

Two new trolleybus* routes are now operating across Lyon, France. To install the aerial lines for this rail-free project, teams from Colas Rail used 53 km of contact wires held up by 777 posts.

*A trolleybus is an electric bus that draws its electricity from overhead wires via two poles located on its roof.
In Port Royal, Pennsylvania, teams from HRI have renovated a 73-year-old trellis bridge. And as a result, the four-span bridge crossing the Juniata River and the Norfolk Southern Railroad has gained an extra fifteen to twenty years of service life. The work involved reinforcement of the concrete sub-structure and superstructure, replacement of the original rivets with ultra-resistant pins and the application of a new coat of eco-friendly zinc paint as well as an epoxy coating to protect the concrete from salt. Some 420 bridges are being renovated or replaced each year in Pennsylvania, as part of the major rehabilitation program launched by the State’s Department of Transport, using funding provided through the American Recovery and Reinvestment Act.

For the old Chambéry market renovation project, Perrier TP (Colas Rhône-Alpes Auvergne) carried out 25,000 m³ of top-down excavations using mini excavators. The refurbished facility will house a shopping mall with a six-storey underground parking lot. The innovative technique makes it possible to excavate to a depth of 40 meters, with a two-fold increase in the production rate.
Colas Bénin is in the process of building a water tower with a capacity of 650 m³ to supply the daily needs and fire protection of the port of Lomé, Togo. The slip form construction method was used for the shaft while the tank will be cast on the ground before being hoisted up to a height of 50 meters using jacks.
At the beginning of the year, Colas Ltd completed a renovation project on two runways and a series of taxiways at the Mount Pleasant military airbase on the Falkland Islands (British overseas territory lying off the coast of Argentina). All the equipment (mobile plants, machinery, etc.) and bitumen needed for the job was shipped over from the United Kingdom. An impressive logistical feat!
Firefighters have an “antifreeze” road solution

As part of a refurbishment project at the Caudry fire station in northern France, Screg Nord-Picardie’s Vallet Saunal Cordren profit center used a surfacing technique specially designed for use in severe winter weather. To ensure easier access for vehicles in icy or snowy conditions, the teams laid electrical resistance coils over an area of 90 m² before applying the asphalt mixes.

FRANCE

Onwards and upwards for Dijon airport

Last October, Dijon airport began operating low-cost routes to Toulouse and Bordeaux. To cater to the resulting increase in traffic, work had to be carried out on the main runway, the taxiways and the apron to bring them into line with current operating standards. The Dijon Chamber of Commerce and Industry awarded the contract to a consortium which included Snel Agence Screg Est and Colas Est’s Côte-d’Or center. In total, the teams applied 32,000 tons of asphalt mixes and poured 17,000 m³ of concrete pavement. For the work on the main runway, the asphalt mixes were applied continuously from one end to the other (a distance of 2,400 meters) to provide a flawless finish. For the aircraft parking apron, percolated asphalt mixes and a kerosene-resistant surface dressing were applied. The project was carried out in several phases so that the airport could continue to operate as usual during the work. Launched in July, it was finally completed in December.
Corsovia (Colas Midi-Méditerranée) has completed a development project at Parata Point, in western Corsica. This was a demanding contract in terms of responsible development because the location is part of the Grands Sites de France network of exceptional sites and is seeking a ‘Green’ vacation label. Under the watchful eyes of the project managers, the City of Ajaccio and the regional council, teams paid particular attention to risk management and preserving the natural environment. During the excavation work, for example, care was taken to protect endemic plant varieties and it was also an opportunity to rid the site of a parasitic plant. Another distinguishing feature of this project was the fact it was the first time that sand stabilized with the innovative binder Argistab* had been used in significant quantities by the Group. Today, the Parata site boasts five parking lots for passenger vehicles, a parking lot for heavy goods vehicles, a visitor information center, service roads and areas for walkers.

*Developed by Argeco, in which Colas Midi-Méditerranée has a 25% stake, the Argistab binder is made from metakaolin. This cement substitute presents a number of environmental benefits, notably dividing greenhouse gas emissions by three.
The Adaro coal mine, located in Kalimantan (Borneo), is one of the biggest in Indonesia. In 2005, Wasco, Colas' Indonesian subsidiary, was selected to upgrade the road linking the mine to the Barito river. Since then, it has been responsible for the maintenance contract for the 73 km-long road. Some 500 km away is the Indominco mine, also of major importance to the country. Wasco is in charge of maintaining the site's access road, all 35 kilometers of it. The project won the Best HSE Award 2009 for its environmentally-friendly approach, its health and safety policy and its quality system. Wasco intends to further reinforce its position in the mining road maintenance sector, in a country with an abundance of extraction sites.

Belgium

Steeped in concrete

One of the steepest hills in the Belgian Ardennes can be found on the E411 highway, at Tellin. Teams from Wegebo (Colas Belgium) were responsible for applying 5,000 m³ of reinforced concrete to this section of the road.

Indonesia

Wasco focuses on the mining road sector

The Adaro coal mine, located in Kalimantan (Borneo), is one of the biggest in Indonesia. In 2005, Wasco, Colas' Indonesian subsidiary, was selected to upgrade the road linking the mine to the Barito river. Since then, it has been responsible for the maintenance contract for the 73 km-long road. Some 500 km away is the Indominco mine, also of major importance to the country. Wasco is in charge of maintaining the site's access road, all 35 kilometers of it. The project won the Best HSE Award 2009 for its environmentally-friendly approach, its health and safety policy and its quality system. Wasco intends to further reinforce its position in the mining road maintenance sector, in a country with an abundance of extraction sites.
en route
Since June 2009, Sintra, a Colas company in Quebec, has been working on the biggest road construction project currently underway in the eastern part of the Canadian province. The upgrading of Route 185 to Highway 85 is now entering its final phase. Spotlight on this major project.
Throughout the winter, a thick blanket of snow covers the landscapes of Quebec. It’s time for the winter break and a temporary halt to road construction. The work to upgrade Trans-Canada Route 185 to Highway 85 will start again in the spring. The contract – worth 43 million euros – is the biggest ever awarded to Sintra. Located near the municipality of Saint-Louis-du-Ha! Ha! and the town of Cabano, in Temiscouata County, the project involves the construction of a 7-km section of four-lane highway as well as 11.5 km of access roads. The project, launched in June 2009, is scheduled to be delivered in October of this year. On the agenda: earthworks, demolition, drainage, roadway structures, the construction of two interchanges and major engineering structures (including an aqueduct), pipe laying and signing. “We’ve already completed a significant proportion of the work,” explains Maxime Mercier, Sintra’s Regional Manager. “All the major structures are now in place. Come spring, we will set about completing a 4-km stretch of roadway before linking it up to the existing highway, without forgetting the finishing touches, like road marking, guardrails, lighting, landscaping, etc.”

Safety and the environment
Sintra has always made safety on-site a top priority. “One of our employees has been specially trained in safety-related issues,” explains Maxime Mercier. “He attends all health and safety committee meetings and makes sure standards are complied with at all times.” In terms of the environment, an action plan was drawn up at an early stage of the project to keep impact to an absolute minimum. In particular, measures adopted include protection of aquatic fauna, the incorporation of bird nesting periods into work scheduling, and keeping noise to a minimum near residential areas.

Highly motivated teams, cutting-edge equipment and techniques
Some 125 people worked on-site between May and November, including 75 employees from Sintra. “Altogether, around 1.7 million m$^3$ of earthworks will have been carried out. For major construction phases, we used particularly high-performance machinery,” continues Maxime Mercier. “Our bulldozers are fitted with an automatic leveling system, meaning that operators no longer have to check the levels themselves. Instead, a tactile screen displays all the data necessary. It’s easier and quicker and gives better results.” The project has also required recourse to specific techniques.

“The Highway 85 project has raised our profile and further consolidated our expertise in the field of major earthworks. Sintra has demonstrated to customers – both present and future – its capacity to meet large-scale challenges and to deliver on schedule.”
SINTRA’S BIGGEST CONTRACT
The contract relates to the upgrading of a 7-km section of Route 185 to a 4-lane highway, as well as the construction of 11.5 km of access roads.
The Highway 85 project also covers the construction of several major engineering structures, including this bridge. Two bridges are under construction, spanning the Savane creek.
such as the use of a vibro-replacement method to pack the soil—which tends to be particularly loose—to improve its weight bearing capacity.

**A reference for Sintra**

The Highway 85 job currently being carried out by Sintra is part of a much bigger project: the upgrading of a 90-km stretch of the Trans-Canada Route as far as Rivière-du-Loup, on the border with the province of New-Brunswick. There are another three sections yet to be built and Sintra is eager to be involved. The Highway 85 project has raised our profile and further consolidated

### THE PROJECT IN FIGURES

- **18.5 km of highway, including:**
  - 7 km of 4-lane highway
  - 11.5 km of access roads
- **43 million euros**
- **125 people at peak periods**
- **1,700,000 m³** of earthworks
- **800,000 tons** of sand and gravel
- **400,000 tons** of crushed stone
THE LINK UP

When the teams have completed work on Highway 85, they will have to link it to the section (see photo) built by Sintra in 2009.
our expertise in the field of major earthworks," concludes Maxime Mercier. “Sintra has demonstrated to customers – both present and future – its capacity to meet large-scale challenges and to deliver on schedule.”

SPOTLIGHT ON
THE TRANS-CANADA ROUTE

Covering a distance of 7,800 kilometers, the Trans-Canada Route is the biggest in Canada, linking Canada’s ten provinces from the Atlantic seaboard in the east to the Pacific Ocean in the west. Far from uniform, the route is made up of a complex network of two-lane and four-lane roads and highways along its length. It plays a major economic role for the country, in terms of people and goods. The federal and provincial authorities are eager to adapt the network to evolving traffic requirements, as is being done in Quebec, for example, with the upgrading of Route 185 to Highway 85 and the project to upgrade the three remaining sections.

GILLES DUFOUR
PRIDE IN A JOB
WELL DONE

Gilles Dufour joined Sintra in 2000. He is employed as a project engineer and, during calls for bids, it is his responsibility to gather together the relevant documents and prepare them for submission, working closely with the various teams. Once the project has started, it has to be managed right through to its conclusion: orders, subcontracting, customer relations, etc. “On the Trans-Canada project, I’m monitoring costs, negotiating quantities and preparing requests for payment. And I’m building up a significant database along the way that I will be able to use as a reference in future projects,” he explains. “It will be an invaluable tool.” Gilles has never been involved in a project on this scale and he loves the challenge of it all. The figures may be impressive yet the basic work remains the same. And ultimately, there is great pride in a job well done: “It’s fantastic to be able to drive on a road you’ve helped build!”

SERGE VEILLEUX
IT’S ALL DOWN
TO GOOD SCHEDULING

With more than twenty years’ experience in the construction industry, Serge joined Sintra in 2009. As site supervisor, he estimates required quantities at the submission stage and then plans and schedules all the work upstream. His philosophy is a simple one: 80% of a project’s success comes down to the quality of the planning. Once the project has started, he organizes the daily work schedule, ironing out problems with the support of five team managers, the safety manager, subcontractors and suppliers. “I have to make decisions quickly,” he explains. “With the Trans-Canada project, I was responsible for sourcing the aggregates (sand and crushed rock). We needed a million tons of the stuff, quite a quantity! What’s more, since the region hasn’t seen a project on this scale for many years, we’ve had to train up and support the people working on-site. It’s all very exciting!”
A relatively sparsely populated country with an abundance of flora and fauna, dense forests, nature reserves and a subsoil rich in oil, gas and ores, Gabon has a primary and secondary road network that extends over a distance of 10,000 km. The infrastructure required is considerable and the associated expertise needed to develop it is of the very highest level, particularly since the country has an equatorial climate, synonymous with nine months of rain per year. "President Ali Bongo, elected in 2009, has announced his ambition to turn Gabon into an emerging country. 2,200 km of additional roads are set to be built by the year 2016," explains David Morin, General Manager of Colas Gabon. "Our expertise and experience, our capacity to meet technical specifications, our materials production sites, our equipment and the expertise of our teams are recognized in Gabon, as are the company's social and environmental values. All these factors should work in our favor." The subsidiary's business is forecasting growth over the coming years. “However, from time to time, government contracts take longer than expected to come through,” continues David Morin. For the time being – and this has been the case for a number of years – Colas Gabon is awarded recurring contracts by a private oil company and...
is working on major projects for public contractors. The subsidiary is also developing and reinforcing its construction materials production activities, which will serve to meet the needs generated by a potential abundance of future projects.

**Recurrent work and flagship projects**

Since 1997, Colas Gabon has been contracted by Shell Gabon in an isolated region in the south of the country to carry out road construction, maintenance and civil engineering work for on-shore oil operations (access ways, road maintenance, etc). And if proof at all were needed of Shell Gabon’s satisfaction with the work done so far, the initial contract was renewed for a further five years in 2009, following a fresh call for bids. Shell Gabon, a notoriously demanding customer, also awarded Colas Gabon one of the best scores in terms of health, safety and the environment.

The subsidiary has worked on some major projects for the public sector, too, including the program to upgrade the road network in the capital Libreville in time for the celebrations to mark the 50th anniversary of the country’s independence in 2010. They have also just completed resurfacing work on an airport runway in the south of the country, in the coastal town of Mayumba. “The runway was closed in 2008 since it was deemed too dangerous to use,” explains David Morin. “Other
than by boat, the only means
of access to this isolated
area is by plane. So the only
option was to renovate the
runway, all 1,650 meters of it. The other project
currently underway is the construction of 10.9 km
of roads, as well as resurfacing work on 11.2 km of
roadway in time for the Africa Cup of Nations soccer
tournament, due to take place in Gabon in January
2012. The project is scheduled for completion at the
end of 2011.

Materials production
A few hours away from Libreville, the Kinguélé
quarry has been operated by Colas Gabon since
2006. “The site produces 500,000 tons of aggregates
per year,” continues David Morin. “50% of production
is destined for our projects, with the remainder sold
to third parties. The aggregates are shipped by barge
to our asphalt plant in Libreville. In 2010, the plant
produced some 70,000 tons of asphalt mix, i.e.,
almost twice the amount produced in 2009. This
significant increase is the result of the major projects
either currently underway or recently completed in
the capital.” Colas Gabon also has a bitumen storage
plant in Libreville, as well as an emulsion plant in
Alenakiri to meet its needs.
In addition, the subsidiary has recently started
manufacturing ready-to-use concrete together with
prefabricated concrete products. The new concrete
plant opened in Libreville in October 2010 will supply
the materials required for the construction of the
>
new US embassy and will be on hand to meet any future needs associated with new housing projects in the capital.

A bright future

Numerous opportunities are in the pipeline and Colas Gabon intends to grab them. “We’ve begun work on the Port-Gentil airport runway extension. The city is the economic capital of Gabon, where the oil companies are based,” explains David Morin. “It’s an eight-month long project that will allow us to promote our know-how and explore potential opportunities among oil companies for contracts to construct roadways as well as industrial and service platforms.” The subsidiary has also got its eye on some other forthcoming projects: the construction of a 63-km road from Lalara to Koumameyong, in the center of the country, to provide access to the Belinga iron ore mine, potentially one of the biggest in Africa; Gabon Port Management’s operation and expansion project concerning the ports of Owendo (Libreville) and Port-Gentil; numerous road network projects in the capital, etc. A national agency dealing with major construction projects will be set up shortly by the Gabonese Government to coordinate all future infrastructure projects.

To implement all these projects, Colas Gabon boasts a workforce of some 900 employees. “Since it is
quite difficult to find qualified personnel, we train new employees ourselves and have appointed a training manager. Colas plays the role of a ‘road school’, concludes David Morin. "We also believe firmly in using mentoring to pass on knowledge and expertise: employees approaching retirement are paired up with new recruits who need to be trained in the job."

RESPONSIBLE DEVELOPMENT CERTIFICATIONS
ISO 9001 AND 14001
Colas Gabon has been ISO 9001 certified since 2007. This quality certification was a major asset when the contract with Shell Gabon came up for renewal. Colas Gabon is regularly asked by Gabonese companies to explain the benefits of quality management. In 2009, the subsidiary obtained ISO 14001 environmental management certification, an additional asset given the number of nature reserves and the country’s determination to sell its carbon absorption capacity.

GUY NGUEMA
ANTICIPATION AND INNOVATION
Guy Nguema joined Colas Gabon in 1996 as a site supervisor. In January 2010 he was made oil and industry sector manager. “I manage and supervise the implementation of the contract with Shell Gabon, as well as the Kinguéle quarry, the two asphalt plants, the emulsion plant and the concrete plant,” he explains. “Our business is extremely variable, which makes it a real challenge to ensure the availability of products for all our local projects. Solutions have to be found, and anticipation is key.” Delighted to have joined the Colas family, Guy feels well supported and has learned a lot during his time with the Group. “I appreciate the partnership approach that exists throughout the network of profit centers as well as the technical support provided by Colas’ Campus for Science and Techniques, in Paris,” he enthuses. “We can test out new road building techniques such as high modulus asphalt (HMA) and microsurfacing: that’s a real plus point compared to other companies.”

JEANNETTE MEYO
COMPLETE TRUST
Jeannette Meyo has been executive assistant with Colas Gabon since 1992, yet there was nothing in her background to suggest she would end up in such a role. “In eighteen years, in addition to the standard tasks associated with the job, I’ve learned a great deal,” she describes. “I’ve worked on activity reports and for the Research Department. I even spent six months in the Personnel Department when the HR manager left.” A highly versatile person, Jeannette now manages the movements of expatriate employees sent to work in the country (together with their families), taking care of the paperwork required for foreign workers in Gabon. She organizes the schedule of the Managing Director and makes sure the profit center has all the office supplies it needs, cleaning products, etc. It is to her that people come to sort out any little issues that arise. “I’ve built up a great network of relationships; they may well be professional relationships, but it’s almost like having a second family,” she concludes laughing. “And my managers have complete trust in me.”
Heavy truck drivers, quality managers, foremen, projectors... they all do their jobs with enthusiasm and have decided to share their daily routine and projects with us.

KARYN HUYGEN
TRUCK DRIVER
SCREG SUD-OUEST
FRANCE

Karyn Huygen has been driving trucks for the Gama quarry (Screg Sud-Ouest) in Saint-Martin-d’Oney, in the Landes region of southwest France for three years. She delivers materials to project sites in a 100-km radius around Mont-de-Marsan. “I’ve always loved driving”, she enthuses. “I’m a pretty independent person and I like taking care of my truck. I don’t let anyone else drive it if I can help it!” Karyn enjoys the people contact that goes with the job. But she admits that she’s had to be strong-willed in a very male dominated world, especially since she hasn’t always been a truck driver: having worked as an ambulance driver, followed by a stint in a food-processing factory, she got her first trucking license in 2007. She was then hired by Gama to drive a 6x4, before gaining a second license to move up to a semi-trailer: “It’s a source of great pride to me that I’m able to drive a vehicle like this,” she says.

"Driving a semi-trailer is a source of pride!"
The Group encourages us to grow

CLAY BARTON
QUALITY CONTROL TECHNICIAN
TERUS CONSTRUCTION LTD
CANADA

Clay Barton, who joined Colas’ British Columbian subsidiary Terus Construction Ltd back in 2007, is a larger than life character. Now 35, his impressive physical build bears witness to the seven years he spent in the Canadian armed forces. As a parachute and infantry soldier, he saw action in Bosnia-Herzegovina and Afghanistan. This experience has shaped the serene and modest character he is today, attributes that serve him well in the research laboratory where he works. “The civil engineering sector fascinates me, particularly because of the structured and detailed nature of the projects,” he explains. “And my job as a quality control technician is particularly rewarding. When the tests I conduct aren’t coherent I have to find solutions and problem-solving of this type is right up my alley!” Clay gives 100% to his work: “Colas offers its employees significant development potential as well as regular training opportunities.” He happily sees himself in a managerial role a few years from now. Yet despite his commitment to his work, he still manages to find time to indulge in his two favorite pastimes: weightlifting and shooting.

ROUTES No. 26 – March 2011
“For me, dialogue is the key to improving safety”

EMMANUELLE LE SAUX
SAFETY OFFICER
COLAS CENTRE-OUEST FRANCE

En 2007, Emmanuelle Le Saux joined Helary TP in Guingamp (Colas Centre-Ouest) as a foreman in the roads and main services division. But so important was the issue of safety to her that three years later she became safety officer at Colas Centre-Ouest. Her job is to ensure that all the projects undertaken by the subsidiary’s three units – Bourgeois-Pichard in Tréguier, Leclerc TP in Loudéac and Helary TP – run smoothly. “I have to make sure that everybody complies with the safety regulations,” explains this determined young woman. “But I’m no cop! I’m there to see that accidents are avoided. For me, dialogue is the key to improving safety.” Her missions are to ensure teams have the right safety equipment, monitor the health of employees and observe practices in the field… She also keeps an eye on changes in current regulations and disseminates information. “It’s a different yet complementary approach to a project,” concludes Emmanuelle. “As for the future, I will definitely be staying in the construction sector. I love the sheer variety you find there, as well as the fact that I get to meet different people every day. There’s never a dull moment!”
Contributing to the development of Colas and my country

CAO DUONG TUNG
SALES MANAGER
ADCO
VIETNAM

Cao Duong Tung joined ADCo, a Colas company operating in Vietnam, in 1998, at the age of 44. Prior to that, he had already enjoyed a fulfilling career in the civil engineering sector. Ten years later, he is now the company’s Sales Manager. “ADCo has huge development potential because of the sheer scale of the country’s infrastructure requirements,” he explains. “This environment provides an ideal platform for career development.” So what does he like most about his work? “I thrive on the challenges the job throws at me and I’m lucky to be working with a dynamic and friendly team. Winning a big contract brings a lot of job satisfaction. And I love communicating and sharing stimulating professional experiences. Finally, I think training new employees is an absolute priority.” Cao Duong is determined to contribute as much to the Group’s development in the region as he possibly can and is 100% committed to his work. “I’ve spent nearly thirty years building Vietnam’s infrastructures, particularly roads, airports and ports. These links are vital if we want to attract local and international investors and develop the country.” Cao Duong is just as enthusiastic about his leisure activities, which include playing tennis and chess and listening to classical music and love songs…
Winning people’s trust is important to me.

KAMEL HACHANI
FOREMAN
COLAS ILE-DE-FRANCE
NORMANDIE, FRANCE

Armed with his high school degree in literature, there was nothing to suggest that Kamel Hachani would wind up working for Société nouvelle des paveurs réunis (SNPR) in the 1970s. Other, perhaps, than his friendship with the head of his soccer club, who noticed his potential and offered him the chance to join his engineering and design office while attending night school to get a degree in surveying. When SNPR merged with Colas in 1992, Kamel found himself working out in the field as a site foreman, with several major projects awaiting him, including landscaping of the area surrounding the French national sports stadium – Stade de France – and the first bus lanes within Paris. He then specialized in maintenance work contracts, a demanding sector as he himself explains: “I always try to build up a friendly relationship with customers from the outset. Let’s not forget that it’s not easy for them either having to keep both elected officials and local residents happy at the same time!” Today, Kamel is working in Gennevilliers, a town undergoing rapid development, where he is set to stay until 2012, the end of the maintenance contract which also coincides with his retirement. Thereafter he certainly won’t be left twiddling his thumbs: “I’ve been a soccer coach for years in my home town of Longjumeau. I’ve even passed a coaching test, qualifying me to supervise kids. They definitely help me stay fit!”
**MIHAJA RABE**  
**QUALITY MANAGER**  
**COLAS MADAGASCAR  
MADAGASCAR**

At 34, Mihaja Rabe is the first Madagascan quality assurance engineer in her country, a success she owes to her work with Colas. Her adventure began in 2003. “I’d just graduated with a degree in geology,” she explains. “I was familiar with Colas Madagascar through my father, who had worked as an accountant for the company. I was particularly interested in the central laboratory in Antananarivo and I applied for a job there.” Her job interview was a success and her first inspection assignment saw her on the Route RN7 project as part of a quality control plan (QCP) where she spent a year ensuring the compliance of maintenance work carried out on a 200-km section of road. She then moved on to become ISO 9001 certification manager, Colas Madagascar having decided to undertake the certification process to optimize its organization. The central laboratory of Antananarivo was the first to obtain it and other departments followed, under the watchful eye of Mihaja, now quality manager. Today, the quality process is underway across the entire subsidiary, driven by this young woman who demands high standards. “Colas Madagascar hopes to obtain ISO 9001 certification in November 2011,” she concludes. “It’s by improving processes that we will win new contracts.”

“**My goal is to see Colas Madagascar certified**”
“Winning contracts is just like winning games”

50-50. Fabrice Agnel is what is what you might call a semi-pro. A quantity surveyor/projector at Sacer Sud-Est’s Cregut Languedoc profit center, he’s also goalkeeper for the Montpellier ice-hockey team, which plays in Division 1. At Cregut Languedoc, Fabrice works out the quantities of materials required for a given project and proposes technical solutions in response to calls for bids. “Winning contracts is just like winning games,” declares the 28-year old go-getter. Fabrice obtained his civil engineering qualification via a distance learning program during his “pro” years playing for the Grenoble ice-hockey team. Recruited by Cregut Languedoc in 2004, he discovered all the excitements of a new profession: “I was lucky to work on a variety of projects, such as the Montpellier tram system, the Mediterranean high-speed rail line and the Nîmes tram-bus, among others.” He has been juggling the two jobs for the past six years, which he is able to do thanks to his flexible working hours leaving him free to train every day between midday and 2 p.m. It’s a hectic schedule and, even though he doesn’t want to hang up his skates just yet, he is thinking of cutting back a bit on hockey. He does admit that his passion is catching: “I’ve even managed to get some of my co-workers out on the rink!”

FABRICE AGNEL
QUANTITY SURVEYOR/PROJECTOR
SACER SUD-EST
FRANCE

ROUTES No. 26 – March 2011
I love **my independence**

**BENT KRISTENSEN**  
**MECHANIC/PLANER OPERATOR**  
**COLAS DANMARK A/S DENMARK**

Bent Kristensen has been tending Colas’ machines in Denmark and elsewhere since 1979. Now aged 58, he has lost none of his original enthusiasm. A blacksmith by trade, Bent already knew the Group by reputation since his brother and one of his uncles worked there. Fascinated by all things mechanical, he was bowled over by the sheer range of machines at the Viborg workshop, the biggest such facility operated by Colas Danmark A/S. “I spent four years in the workshop before heading off on a variety of assignments in far-flung places like Greenland, Tanzania, Cuba, Uganda, Bangladesh, Zambia and Latvia,” he enthuses. “In 2008, I came back to the workshop where it all started. I’m responsible for repairing and maintaining all our machines. And in 2010, I started as a planer operator during the summer season. I enjoy the freedom I’m given to work independently and am proud of belonging to Colas. The Group really looks after its employees.” Bent plans to continue working for another five or six years and he’d love to start passing on some of his expertise to the company’s new recruits. As for his free time, he spends most of that with his family in their country house.
I’m delighted to be able to support young people.

JEROME DUFANT
FOREMAN,
SKILLED RAIL WORKER
COLAS RAIL
FRANCE

Jérôme Dufant began his career as an unskilled worker twenty-four years ago. Today, he heads up a catenary team for new lines and modifications at Colas Rail. His selection to join the Rail Skilled Workers’ Guild in October is recognition for his work training young people: “As a foreman, I’m responsible for training new recruits. I love passing on my skills to others.” His biggest projects include the T4 tram system in Lyon and the Strasbourg tram system. “But I also work on much smaller projects,” he explains. “More often than not, these involve modifying catenary systems for standard and high-speed rail lines as well as for trams and trolleybuses.” Jérôme is currently part of a small team working at night on the Lyon trolleybus project (see page 17). “I’ve been working with this team for the past three years. It’s an opportunity for me to observe how the young people I train are coming along,” he says. “I can see first hand that they are gaining experience and putting my advice into practice.” It is this approach that embodies the true spirit of the Skilled Workers’ Guild: “My aim is to see them take my place one day!”
"I just love to begin with a blank page."

DENIS CORDIER
PLANT MANAGER
AXIMUM MARKING
PRODUCTS
FRANCE

At 55, Denis Cordier has lost none of his thirst for learning and creating. General Manager of Aximum’s marking equipment plant, he supervises production, research and development. An engineer by trade, Denis joined the company in 1986, starting out in an engineering and design office before becoming plant manager in 1996. Since then, he and his teams have been working tirelessly to create or improve Aximum’s marking tools. "Some of our most innovative machines have actually helped us win contracts," he explains. The watchwords in his job are protection of the environment, safety and productivity. "The greater the degree of machine automation the higher the level of danger," he emphasizes. The Geronimo truck, whose name comes from the French abbreviation for digital road management and optimal marking innovation, is a good example. This bundle of electronics helps reduce the risk of accidents. But Denis has many other strings to his bow: mayor of the town of Folembray for the last twenty-one years, he also paints and has four horses – activities he pursues with genuine passion. ■
SRD: Colas is now a bitumen producer in France

Last July, Colas bought the Société de la Raffinerie de Dunkerque (SRD), a company specializing in the production of bitumen, base oils and paraffin. The objective: to optimize bitumen supply in France.
First created in 1928, destroyed during the Second World War and then rebuilt by BP France in the 1950s, the Société de la Raffinerie de Dunkerque (SRD), which has a workforce of 250 people, was taken over by Colas on July 1, 2010.

Under the terms of the agreement, Colas acquired a 100% stake in the company, previously owned by ExxonMobil and Total. To ensure continuity of production, however, it was agreed that ExxonMobil would provide technical support for a period of three years and that Total, within the framework of a processing contract, would buy 40% of production until the end of 2012. Total will also supply SRD with the raw materials it requires.

A refining specialty production site
The site covers an area of some one hundred hectares (250 acres) and incorporates nine production units, 250 storage tanks, four wharfs for handling products shipped in and out, two gas and hydrogen pipelines, a demineralized water tower, a power plant covering all the site’s requirements, a control laboratory and a maintenance workshop.

In total, the site manufactures 960,000 tons of refined oil products, including 300,000 tons of bitumen, 280,000 tons of base oils, 340,000 tons of bunker fuel and various other fuels and 40,000 tons of waxes and paraffin.

SRD produces 34 different grades of bitumen meaning it is capable of supplying all types of...
road and non-road bitumen. “We have the capacity to produce small batches of bitumen meeting very precise specifications,” explains Georges Matis, managing director at SRD. “We’re therefore able to meet the Group’s bitumen requirements, no matter how specific.”

Optimize bitumen supplies to subsidiaries
The Société de la Raffinerie de Dunkerque produces enough bitumen annually to meet almost a quarter of the total needs of Colas companies in France. “At a time of significant market
SRD produces 34 different grades of bitumen. It is therefore capable of supplying all types of road and non-road bitumen.

**KEY FIGURES**

> **SITE**

- **9** production units
- **250** storage tanks, with a unit capacity of between 200 m³ and 30,000 m³
- **4** wharfs to handle goods shipped in and out
- **2** gas and hydrogen pipelines
- **1** demineralized water tower

> **PRODUCTION**

- **300,000** tons of bitumen
- **280,000** tons of base oils
- **340,000** tons of bunker fuel and other oils
- **40,000** tons of specialties (paraffin, waxes, extracts)

> **HUMAN RESOURCES**

- **250** employees, with half of them working as part of three 8-hour shifts
pressure, when shortages aren’t uncommon and oil companies are seeking to withdraw, the acquisition of SRD will provide subsidiaries with an optimized supply of bitumen, a material that is fundamental to their road construction and maintenance activities,” explains Jérôme Dussere, Bitumen Manager for the Colas Group.

The deal thus fits squarely with the Group’s industrial integration strategy, designed to reinforce the upstream supply chain, not only regarding aggregates – a base material for the road sector – but also bitumen (storage, distribution and production*), an essential ingredient in road works.

The coming together of two cultures around a genuine industrial project

Although the road construction and oil sectors share the same raw material, the cultures have been shaped by very different histories and experiences. Yet it didn’t take long for SRD’s teams to realize that the Colas deal formed part of a genuine industrial project, with a long-term commitment to the site’s future and an absolute obsession with safety. “With Colas, SRD is a member of the French Union of Petroleum Industries, thereby signing up to a commitment to the site’s future and an absolute obsession with safety. “With Colas, SRD is a member of the French Union of Petroleum Industries, thereby signing up to a commitment to the site’s future and an absolute obsession with safety. “With Colas, SRD is a member of the French Union of Petroleum Industries, thereby signing up to a commitment to the site’s future and an absolute obsession with safety. “With Colas, SRD is a member of the French Union of Petroleum Industries, thereby signing up to a commitment to the site’s future and an absolute obsession with safety. “With Colas, SRD is a member of the French Union of Petroleum Industries, thereby signing up to a commitment to the site’s future and an absolute obsession with safety.

“With Colas, SRD is a member of the French Union of Petroleum Industries, thereby signing up to a commitment to the site's future and an absolute obsession with safety, “explains Georges Matis. The integration of SRD into the Group has also necessitated the creation of an appropriate structure within Colas’ Bitumen Department to coordinate the sale of oils and paraffin.

“Today, SRD’s integration into Colas makes sense for everyone,” concludes Georges Matis.

*Solas is also involved in bitumen production in Malaysia, through Tasco, the Thai subsidiary with a majority stake in the Kemaman refinery.

SAFETY
A SITE UNDER HIGH SURVEILLANCE

SRD is classified as a ‘high-threshold Seveso site’. Its operating license requires Prefectural authorization and the French Regional Department for the Environment, Development and Housing (DREAL) conducts regular site inspections. Internal emergency plans are in place and full-scale drills are performed nine times a year to test them. The fire department is permanently on call at the site. Every five years, upgrading work is carried out to ensure continued long-term safety as part of what is called a ‘turnaround & inspection’. “Employee safety, well-managed operations and the reliability of installations form part of our corporate values,” underlines Georges Matis, managing director at SRD.

“Our reference in this area resides in the high standards we set ourselves regarding management systems.” Quality control is another important factor: SRD has had ISO 9001 certification since 1989 and it also has the equivalent of Lloyd’s 14001 certification covering environmental standards.
AN ENTIRE RANGE OF REFINING PRODUCTS
On its 250-acre site, the Société de la Raffinerie de Dunkerque (SRD) produces 300,000 tons of bitumen and 660,000 tons of base oils, bunker fuel and other fuel oils, waxes and paraffin each year.
Colas’ development strategy is hinged around external growth, via acquisitions designed to extend the Group’s network coverage and reinforce and broaden its activities. Below, we take a closer look at recent operations in three geographic regions where Colas is an established player.

**In France**

One of the highlights of 2010 was the acquisition of the SRD (Société de la Raffinerie de Dunkerque)* bitumen production plant, a move that should help Colas optimize the supply of bitumen to its road subsidiaries throughout France. In the Waterproofing side of the business, Linea BTP has joined forces with Smac, thereby reinforcing the network in the Ile-de-France region. In the road safety and signaling sector, Aximum has taken over Sagemcom’s Urban signaling business, which specializes in high-tech light signaling solutions (three-color traffic lights, central traffic control units, etc.). The activity has been integrated into the Group’s Electronic Products sector, making it the market leader in the field of urban traffic management systems.

**In Asia**

Two years ago, in Cambodia, the Thai subsidiary Tipco Asphalt Public Company Ltd created Tipco Asphalt Cambodia, the result of a merger between two local companies: Cambodia Asphalt Company Ltd and Star Asphalt Company Ltd. The new company specializes in the production, distribution and sale of bituminous products (emulsions and bitumen). “We’re now better placed to meet local needs in Cambodia, a developing country,” explains Mok Yeow Seng, the subsidiary’s General Manager. “What’s more, it gives us a much stronger position in the market. The technical support we receive from head office in Thailand together with Colas’ expertise should help us expand in this country.”

**In North America**

In addition to the acquisition of two materials production companies by Terus in British Columbia,
Canada, two further external growth deals were finalized in 2010 in the US.

Reeves Construction bought RB Baker Construction, based in Savannah, Georgia, thereby reinforcing its presence across the State. “While RB Baker does work with asphalt mixes, its main area of expertise is excavation,” explains Fabrice Voisin, Colas Inc.’s Business Development Manager. “This was of particular interest to us since we previously hadn’t been too involved in that line of business.” Another positive point: the company is an established player in States where Colas had no stake up to now.

The second acquisition in the United States was that of the Ballou Construction Company – specializing in road maintenance techniques and microsurfacing – by Barrett. “The very nature of Ballou’s business makes it a nomadic company,” explains Dan Koeninger, President of Terry Asphalt Materials (Barrett). That gives us access to areas where we’ve previously been off the grid.”

* See article p. 48.

In the United States, Barrett has acquired the Ballou Construction Company, specializing in road maintenance techniques and microsurfacing.
The new bitumen storage plant operated by the Australian subsidiary SAMI was inaugurated in May in the port of Brisbane.

In May, SAMI, Colas’ Australian subsidiary specializing in the marketing of bitumen and the production and distribution of special bituminous binders, opened a new bitumen storage plant in the port of Brisbane to supplement existing facilities in Perth and Melbourne. Boasting the latest cutting-edge technology, the unit comprises two tanks to receive the raw material (bitumen), each with a capacity of 6,000 tons, as well as an additional seven tanks providing a storage capacity of 14,000 tons. An 800 meter-long pipeline links the two receiving tanks to the new quay constructed by the port authorities and completed just in time for the first delivery. Whenever possible, deliveries are handled by Tipco, Colas’ Thai subsidiary, which has a fleet of seven bitumen tankers that it uses for its own bitumen trading operations. The Brisbane plant also has an air-blowing unit, meaning that it can supply different grades of bitumen depending on the intended use: road construction or industrial. The new facility further extends SAMI’s network, which includes four emulsion and modified binder plants in addition to its three bitumen storage plants.

Australia: a third bitumen storage plant

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The new Feluy asphalt plant in Hainaut, Belgium boasts the latest technological innovations in the field of energy.

A new asphalt plant has been built in Feluy in the Hainaut region of Belgium. It is strategically located with easy access to the A7, A15 and A501 Highways. The project was led by Colas Belgium and Screg Nord-Picardie, the aim being to supply asphalt mixes to three sites in Belgium and one in France: Colas Belgium East Wallonia in Liège, Colas Belgium West Wallonia in Gaurain-Ramecroix, Wegebo in Brussels and Montaron in Maubeuge. A production target of 250,000 tons has been set for 2011. The facility boasts cutting-edge equipment: the Benninghoven BA 500 plant has a production capacity of 320 tons/hour and a hot recycling potential of up to 50%. In terms of storage, the installations have a capacity of 300 tons for hot aggregates and 600 tons for asphalt mixes. The site also houses six tanks – with a capacity of 80 m³ – for ordinary binder and two 40-m³ reservoirs for synthetic binder. Nine people are based at the site. Ultimately, the Feluy plant will replace four old facilities: LER, in Bierghes, Leuven Asphalt in Leuven, Enrosambre in Charleroi and Sambre Enrobés in Maubeuge.
Last July, the Tetouan asphalt plant in Morocco was replaced by a new automatic batch plant.

In order to better meet the needs of its customers, the Moroccan subsidiary GTR is replacing its asphalt plants. And last July it was the turn of the thirty-year old Tetouan plant to make way for a new unit, which is a brand new entirely automatic batch plant. Unlike with a continuous system, where a certain output is required before a good quality mix can be produced, batch production makes it possible to produce small quantities of mix of equal quality from the beginning to the end of the process. The other feature of the new plant is the fact that its bitumen unit is entirely electric, a first in Morocco. The electricity maintains the heat required in the tanks, leading to savings in terms of energy and storage costs. This new plant is a great example of technological progress going hand-in-hand with environmental protection, and added savings to boot. It has already proved its worth on the Renault plant site in Tangiers, with production rates of 160 tons of mix per hour.
Sacer Paris-Nord-Est invited customers and elected officials on a tour of its Pontarlier asphalt plant.

Around thirty guests attended an open house event organized by Sacer Paris-Nord-Est at its Pontarlier asphalt plant in June. The purpose of the occasion was to make customers and contractors more familiar with asphalt mixes, which play an integral role in so many road contracts. The guests included representatives of the town of Pontarlier, twenty mayors from neighboring communities and three regional councilors. After enjoying a presentation of the different manufacturing methods and uses for asphalt mixes, they were especially interested in the life cycle of roads and the full range of technical solutions proposed by the company. Sacer Paris-Nord-Est got a chance to show off its expertise and, in particular, its most eco-friendly processes: recycling of materials recovered from existing roads, energy savings with warm mixes, use of different types and sizes of aggregates, etc. Other open house events held in September at the Etampes and Chassey-lès-Scey sites were equally successful.
The 5th World Congress on Emulsions was held in Lyon, France in October. As a leading expert in the field, Colas played a key role at the event.

Emulsion technology is a way of transforming matter. Researchers, manufacturers and companies from around the globe travel to the World Congress on Emulsions every four years to share knowledge and expertise. Colas played a prominent part in the 5th Congress held in Lyon in October, as a co-organizer and exhibitor, as well as an active participant. For example, Jean-Eric Poirier, Colas’ Scientific Manager, led the executive scientific committee, while François Chaignon, Technical Manager of Colas Inc. in the USA, chaired the session devoted to “Interactions between emulsion and the environment in which it is used”. The event also hosted the 7th World Congress of the International Slurry Surfacing Association (ISSA), on the theme of “Responsible Road Maintenance”. The scientific committee was led by Christine Deneuvillers, Technical Manager in charge of the laboratories of the Colas Campus for Science and Techniques. The objectives of the event were to promote good maintenance techniques (microsurfacing, surface dressings, crack treatment), share knowledge and defend the public interest.
Vegemark® is the first plant-based aqueous road paint.

**Vegemark®, plant-based road marking**

Vegemark® was designed and developed by Aximum and the Campus for Science and Techniques in Magny-les-Hameaux following three years of research and testing. This aqueous road paint is particularly innovative in that it is the first ever to contain a plant-based binder and natural additives (for emulsification). The markings are retroreflective due to a layer of microbeads made of recycled glass. The specifications to be met for the development of Vegemark® were extremely complex: it had to be possible to make the product from existing material and it needed to be stable during storage, easy to work with and fast-drying… and all this at a reasonable cost. The teams rose to the challenge and Vegemark® is now approved for use by Asquer, the road product certification body in France. Thanks to Vegemark®, Aximum, already the leading manufacturer of water-based marking products in the French market, has further boosted its image as a champion of responsible development. To back its innovative strategy based on eco-design, the company is increasing the number of life cycle analyses conducted on its products and has produced the first French eco-profile for road paints. Today, the teams are continuing to devote their energy to ensuring their products always live up to customers’ evolving expectations. Vegemark® is also imported into the United Kingdom.
Preventing workplace accidents involves teaching people the right way to lift heavy objects, which is good preventive medicine too!

For over twenty years, safety has been a priority for Colas, its objective being to achieve “zero workplace accidents”. This commitment is reflected by a proactive training policy hinged around prevention and awareness-raising at grassroots level wherever the Group operates. This policy is further supported by an emulation system between countries, subsidiaries and sites, in the context of Safety Challenges and Awards.

**Objective:** zero workplace accidents

**New challenges for 2015**

Every five years, Colas sets itself increasingly ambitious objectives. The targets set in 2005 for 2010 have been successfully met, with the accident frequency rate now under 10 in France*, under 8 in Europe and under 5 in North America. Over 50% of French sites recorded no workplace accidents at all in 2010 and more than 30% of the Group’s employees worldwide have now been awarded a certificate in workplace first aid.
These are very encouraging results,” explains Hugues Decoudun, the Group’s Occupational Health & Safety, Prevention and Workplace Environment Manager. “They show that we’re beginning to gain effective control of certain risk factors and they also prove the commitment of our teams.”

For France and Europe, the new accident frequency rate target for 2015 is 5 lost-time accidents per million hours worked for permanent employees and 20 for temporary staff. For the rest of the world, the new objective is 3.

A global preventive health strategy

In addition to safety in the workplace and while traveling, Colas’ approach extends to preventive health in general. Priorities include combating the causes of musculoskeletal problems and tackling risks related to addiction. The Group’s 300 preventive health officers regularly meet to consider measures that will ensure constant progress in terms of health and safety. In 2010, for example, over and above continued specific road safety initiatives, the safety component of contracts with temping agencies was revised, a tool designed to help draw up job site safety plans was introduced, guidelines for adapting a work station following an occupational accident were produced, and a number of datasheets offering tips on how to incorporate ergonomics when purchasing equipment (Ergomat) were put online.

* The regulatory definition of a lost-time accident is much broader in France than it is in most other countries. This largely explains the discrepancies observed between France and the international companies.

<table>
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<tr>
<th>Workplace first-aiders</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>% of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>8,824</td>
<td>10,290</td>
<td>11,225</td>
<td>11,441</td>
<td>32%</td>
</tr>
<tr>
<td>International</td>
<td>5,085</td>
<td>6,763</td>
<td>8,128</td>
<td>8,307</td>
<td>29%</td>
</tr>
<tr>
<td>Total</td>
<td>13,909</td>
<td>17,053</td>
<td>19,353</td>
<td>19,748</td>
<td>31%</td>
</tr>
</tbody>
</table>

Evolution of some of the Group’s safety indicators

<table>
<thead>
<tr>
<th>French subsidiaries*</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td>Frequency rate</td>
<td>12.75</td>
<td>11.62</td>
<td>9.66</td>
<td>9.97</td>
</tr>
<tr>
<td>Annual severity rate</td>
<td>0.57</td>
<td>0.48</td>
<td>0.42</td>
<td>0.48</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>International subsidiaries</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency rate</td>
<td>8.02</td>
<td>6.99</td>
<td>5.98</td>
<td>6.08</td>
</tr>
<tr>
<td>Annual severity rate</td>
<td>0.23</td>
<td>0.21</td>
<td>0.19</td>
<td>0.16</td>
</tr>
</tbody>
</table>

* The regulatory definition of a lost-time accident is much broader in France than it is in most other countries. This largely explains the discrepancies observed between France and the international companies.
The educational document recently published by the USIRF (Federation of French Road Industry Unions) on bitumen – downloadable from e-colas – is primarily aimed at dispelling a few untruths circulating about the material and its use.

**HEALTH**

**The truth about bitumen**

Bitumen is a reliable product that has been used for centuries due to its bonding and waterproofing properties. The Egyptians used it to seal dykes and water tanks or to pave holy routes. Produced from oil, it must not be confused with tar: the latter, which is derived from coal, is carcinogenic and is no longer used in road construction. Neither bitumen nor bitumen fumes cause cancer. Recent major studies, including one conducted by the International Agency for Research on Cancer (IARC) published in 2009, have established the absence of any link between exposure to bitumen (or its fumes) and cancer. The only risks associated with the use of bitumen are burns – the material is manufactured and used at high temperatures – and respiratory tract irritation. To protect against burns, those working in the road industry should wear the appropriate protective clothing. As for the second risk, ventilation is the key and masks should be worn when using the material in a confined environment. All this information is contained in a new booklet published by the USIRF entitled “Bitumen, 5 truths you need to know.” As a responsible company that makes the health and safety of its employees a top priority, Colas was an active contributor to this document.
Each year, the Colas Campus programs – including Colas Universities – account for over one-third of all training hours delivered within the Group in France. In addition, each subsidiary organizes supplementary training courses.

Last June, Colas Campus – the Group’s internal training school – celebrated its twentieth anniversary. The event was an ideal opportunity to take stock of the training programs delivered within the Group in France and to consider future training requirements. Some 150 programs covering Colas’ key fields and areas of expertise, 5,000 staff (skilled workers, employees, technicians, supervisors and managers) trained every year and a total of 200,000 hours of training delivered in 2010: the objective of Colas Campus is to pass on a solid base of knowledge, good practices and shared expertise to support the career development of everyone working in the Group. It's a "school without walls" offering flexible and tailored courses. In twenty years, the programs and teaching methods have obviously evolved and the training offer has increased. Yet the philosophy remains just the same: making it easier for new recruits to integrate and developing a sense of Group belonging, improving the capacities of employees and teams to maintain leadership and promoting upward mobility. The Group’s training budget is close to 4% of its payroll (well above the 1.6% required by French law), with two out of three employees receiving some form of training each year.
Trade fairs, awards ceremonies, meetings, environmental patronage and cultural venues...

Some images of the Group’s events, in France and abroad.

A SCULPTURES IN CHAMPENAY
Last summer, the Champenay quarry (Screg Est / Colas Est) played host to the 4th Sculpture Symposium, organized by the Les Géants du Nideck association, offering 8 international sculptors the opportunity to work the stone at its source.
The carbon balance of forests was the subject tackled in September 2010 by D. Loustau (Inra), J.-M. Galan (CNRS) and V. Bellassen (CDC Climat Recherche). Right: J.-E. Poirier, Colas’ Scientific Manager.

In October, the Colas Foundation unveiled 18 new additions to its art collection – all on the theme of roads – at a private showing held at the head office in Boulogne.
SINTRA FAMILY DAY
Back in September, Sintra’s Estrie regional department organized the very first “Family Day” event. The open house event was attended by more than 300 people – both employees and their families. On the agenda were a tour of the various facilities (mechanics workshop, asphalt plant, etc.), children’s games, and other activities.

MEDOC MARATHON
As in previous years in September, some 70 employees from Colas Sud-Ouest took part in the Médoc marathon. A great sporting achievement driven by amazing team spirit!
COLAS WINS DIVERSITY AWARD
In September 2010, the University of Corte held its 5th diversity awards ceremony. Colas won a prize in recognition of its record of offering long-term employment opportunities to the disabled.

EDUCATIONAL SPONSORSHIP IN MALAYSIA
In July 2010, KBC, a subsidiary of Colas in Malaysia, supported the launch of the @ E-learning initiative in five elementary schools. The goal: to improve access to education for young people in the region.
In the picture

▲ TIPCO, RESPONSIBLE DEVELOPMENT CHAMPIONS
Colas’ Thai subsidiary has once again been honored in recognition of the environmental and safety performance of its emulsion plants.

▼ FIMBACTE: A GOLD AWARD FOR COLAS
Colas City, Colas’ virtual 3D showroom in France, won an award at the 15th Fimbacte Festival, in the Customer Relations category.
VEGEFLUX® HONOURED
On November 25, at the Green Growth Trade Show organized by the Poitou-Charentes region in western France, Colas won an award for its plant-based fluxing agent Vegeflux®. The trophy was handed over by the Region’s President, Ségolène Royal.

EUROSKILLS COMPETITION
Fabian Millot and Mathieu Machwirth from Colas Est won the gold medal in the road builders category at the 2010 Euroskills Competition held in Lisbon. The award was in recognition of their compliance with specifications, the quality of their finished work and their sense of initiative.
The Group was present at the latest French Mayors’ Convention held in November in Paris, at the Porte de Versailles Exhibition Center. Colas presented the Vegeclair® plant-based binder that helps highlight the natural color of aggregates. Screg promoted the energy-efficient asphalt mixes Ecoflex® and Ecolastic®, which ensure lower greenhouse gas emissions, thereby protecting the environment.
The Sacer brand showcased its Sacerville® asphalt mix, which speeds up resurfacing work and thereby curtails nuisance for local residents. And finally, Aximum exhibited a number of products, including the Aluxe traffic light, the M@estro traffic light controller, the Vegemark® water-based paint range and the Signoflex® solar-powered flexible signaling system.
Akram Khan:
“My values are simple: I seek to understand human relationships and the power of the links between people…”

With the backing of Colas, the famous Bangladeshi-British choreographer and dancer Akram Khan has created a new work on the theme of diversity: Vertical Road*. Let’s take a look at the ideas behind his work.

Akram Khan, at 35, you are a leading figure in the world of contemporary dance. Tell us where you come from and what it is that drives you?

Akram Khan: My parents are from Bangladesh, but they went through four different nationalities in the space of sixty-three years: Indian, Pakistani, Bangladeshi and, finally, British. I’m not quite sure how I came to be in the rather privileged position, where I have become a maker of stories through the body, except to say that I fell into most things I have done by default, by other peoples’ desire for me to do what they could not do themselves or something they saw in me, that I could not see myself. Ultimately, I just follow other peoples’ dreams, but I realize that my dream was never to be a dancer, but to be empty, to have no dreams… just to be present,
to imagine in the moment. For me, dance is so much about being in the present. What motivates me? Human stories, human interactions, human ability to imagine beyond what we think we can imagine. Accepting our limits and then having the courage to go beyond these very limits that hold us back. To constantly repeat this question until I run out of words to explain what actually motivates me! Because, there is just me in silence, my body in stillness, and my unknown desire.

Colas is sponsoring your latest choreography, Vertical Road. What values do you share with the company?

A. K.: My values are very simple: understanding relationships, understanding the power of bridges between people from different cultures, different countries, different languages, different value systems. For me, a relationship has two dimensions. Firstly, the understanding of the other, what makes them inspired, what drives them, what makes them unhappy, vulnerable, etc. Secondly, the most important, what do I give to this relationship that takes them somewhere they would not be able to go if I were not in this equation, and vice versa.

When you danced for Colas, what values did you identify within the Group?

A. K.: A sense of curiosity towards the new, the constant questions to understand, the astute observations from which to learn, a sense of family, a group, yet each one individual.

Tell us about Vertical Road? What exactly is this road? Could it be the road to transformation?

A. K.: The notion of ‘transformation’ has always inspired me, whether it is to do with man and his beliefs, man and his journey, man and his soul. I was researching with my whole collaborative team, the notion of life and death, the soul, the spiritual path/road, the physical path/road, the understanding that we are just borrowed energy, we take from the universe, the sun, the earth, the plants, other people, and when we die, we return this borrowed energy to where we first took it from, except maybe, it is transformed into another kind of energy.

In your work, you focus on unusual encounters with people like Juliette Binoche, Kylie Minogue, but also the mix of cultures. To what extent is this mix and diversity fertile territory for creativity?

A. K.: The notion of putting oneself in the unknown breeds curiosity, which leads to creativity.

How do you go about seeking new talent? How did you recruit the dancers for Vertical Road?

A. K.: I travel around the world and so have the opportunity to observe dancers from different places, sometimes the dancers are recommended by other artists I believe in, but I always spend time with any dancer that I may choose, in the studio, before I make a decision. Because no matter how talented and skillful they are, the important question is, what can I do with them? What can they offer to the project? What can I learn from them? What can I share with them?

You’ve been to Bangladesh, to the village where your parents were born. What were you hoping to achieve by going back to your roots?

A. K.: Returning back to my roots was not how I look at the journey I made to Bangladesh. One can never return back somewhere, because that place does not exist anymore if it is the past, it remains in our memory, in our body, but we can move forward towards a place which seems kind of familiar, yet new. That’s what I felt when I visited my parents birthplace - familiar, yet new. I am in the process of making my new solo work called ‘DESH’. I want to share a journey of several characters that we are researching: a fisherman, the river, a political journalist, a student, me as myself perhaps. I want to explore the notion of parallel journey, a journey where we all collide somehow, or cross paths somehow. And by default reveal the rhythm of the people in Bangladesh, the colours of their country, the smell of their chaos, and the unshaken sense of hope against all odds.

You’re going to be taking part in the Colas Circle on May 9. What is your take on the event?

A. K.: A first step towards forming a strong relationship with the team of Colas. A second step to understanding what we can both gain from this relationship, a third step to building a road that we can all take on this new, and unknown journey…

*Vertical Road: see article pages 78 and 79.
Christophe Mangelle: “Cancer: I refuse to be punished twice!”

His years spent battling cancer, his lust for life and the problems he has experienced trying to carve out a position for himself back in the workplace: Christophe Mangelle – now in remission – told his story with a tremendous amount of humor at the last Colas Circle, which focused on the theme of “Cancer and the workplace: a panorama of views.”

Is cancer no longer a taboo subject?
Christophe Mangelle: It’s true that people speak less and less about a long illness. It’s become far more acceptable to talk openly about pain, suffering, unfairness and isolation. And above all, we’re now hearing more and more about recovery and remission. Scientific advances are being made all the time and hopes for a cure increase with them. But cancers evolve too.

Are you a survivor yourself?
Ch. M.: I’d say I’m a patient in good health. For the time being, the “shrimp” – my childhood nickname – has beaten the “crab”. I’ve been in remission for three years but the cancer has returned many times.
in the past so I'm careful not to let victory go to my head. I have – just maybe – won what I call the “battle of the shellfish”!

A long battle?
Ch. M.: Very long… Five cancers in eight years, with alternating periods of relapses and remissions. It all started when I was 20 when the crab first latched on. First operation followed by the first course of chemotherapy. A year later came a second operation and a second course of chemo. Then cancer number three came along… slight change in protocol here because I had the chemo before the surgery. When the fourth cancer appeared I went to the Gustave-Roussy Cancer Institute, where I took part in a clinical trial. Three months in the hospital and three months of chemo. Back then, despite being 1.90 meters tall, I only weighed 45 kg or 100 pounds! It was a drastic treatment but it worked… or at least it appeared to work at the start. Two weeks later, I was struck down again. I'm currently in remission but I'm always scared at check-up time.

Despite all this, you don't seem to have lost any of your humor or enthusiasm?
Ch. M.: Death teaches you to love. I adore life. You get so much more out of the good times; they're happier and even more special. I have to manage my time carefully because I get tired easily. It's frustrating at the age of 31 but I'm alive so it's no big deal.

Where do you get your strength from?
Ch. M.: From my family and friends, and my writing. My books have allowed me to put words to my suffering. And ultimately to fight it.

And now?
Ch. M.: As one battle ends another one begins, that of getting back into the workplace. It's difficult for anyone who's been ill for a long time or someone with a disability to carve out a position for themselves professionally. But in my case, with no qualifications after leaving school other than the 8 years of cancer expertise I’d built up, the situation was even tougher, even if I have written a few books. The unemployment center had nothing at all to suit my profile and couldn't help. What was the point in battling the way I did if at the end of it all there was no way back into normal everyday life, and, more particularly, the workplace. It's like being punished twice. I refuse to accept that!

But, in the end, you have succeeded?
Ch. M.: Yes, but I've been lucky. Today I work for a banking group. I found the job thanks to the disability legislation here that requires companies with more than 20 employees to ensure at least 6% of their workforce is made up of disabled people. To meet this requirement, the company set up a system of professional training contracts. There were 14 of us to start with but not everyone stayed the course. Others left with a qualification. And just two of us were taken on, which isn't many…I was one of the lucky two!

So what are the answers?
Ch. M.: France’s disability law is great in that it imposes a framework but it has its limits: companies fear illness and disability. For people to be integrated effectively, companies have to be sincere and honest, implementing a realistic approach, one that is viable over the long term and based on genuine commitment. At the interview stage, for example, recruiters need to set out their requirements clearly. And applicants need to be honest about what they are capable of doing. Also, jobs need to be adapted in terms of ergonomics and working hours. The way in which disabled employees are welcomed into the company is also important; colleagues and managers need to be properly informed, especially if the disability isn’t visible. A mentor system would also be a good solution, the objective being to anticipate potential problems before they arise and avoid a breakdown in the relationship. You know, like most people with a disability, when I get up in the morning, it’s to win another battle against the disease… After that, anything is possible.

TO FIND OUT MORE

A STORY TO READ ABOUT

Christophe Mangelle is the author of four books, three of which are published by La Crevette (The Shrimp), a group of independent authors founded by Christophe: Pas de quoi se taire – “Nothing to stay quiet about” – (2006), De quoi s’en faire ! – “Something to make a noise about” – (2007), La Rupture avec l’anévrisme – Breaking away from aneurysm – (co-written with N. Guillemín, 2009) and Tellement peur ! – “So afraid” – (O ! Editions, 2008). In the first two books, he tells the story of his own battle with cancer. Christophe Mangelle is also a book reviewer for the 1001-livres.fr website and founder of lafringalelitteraire.com. In addition, he gives lectures, notably speaking at the “First Societal Conference against Cancer” organized by the French Cancer League in 2008. He has taken part in many television programs and he is also an active supporter of a number of patient associations.
In choosing to support the latest and highly original creation by the Bangladeshi-British choreographer and dancer Akram Khan, Colas is promoting the values of diversity, openness and exchange.
ight dancers are on stage in a clean, mysterious atmosphere steeped in mysticism. Vertical Road represents a symbolic path, the transformation that leads to spirituality. When putting together this choreographic work, Akram Khan* drew inspiration from a poem by the Persian mystic Rumi (13th century) alluding to transformation and its various states. Vertical Road is an invitation to escape the confines of “horizontality”, which distances us from the essential, to move through and then beyond fears and, finally, to seek new challenges. The dancers – from a variety of cultures and creative disciplines – were recruited for their excellence and capacity to come together to form a cohesive group. Their motivation and energy are the work’s “binding” factors.

Dance, a universal language

It was the importance of the connection between people and cultures that persuaded Hervé Le Bouc, CEO of Colas, to support Vertical Road as part of the Colas on Stage initiative (see opposite). This pas de deux between Colas and Akram Khan highlights diversity, a value common to the two worlds. “My meeting with Akram Khan was a decisive moment,” explains Hervé Le Bouc. “Then, watching Bahok, a joint production by the Akram Khan Dance Company and the National Ballet of China, I realized the extent to which the choreographer has the capacity to break down resistance to diversity. Seeking the very best, going beyond the high level of technical ability and dramatic potential required, each dancer is welcomed and respected for their individual body language, their paths and origins, right down to the traces left by their past." So through the universal language of dance, Colas is sending out a fundamental message to its employees: make diversity a core value within the company.

A world tour

The show premiered in London last September, marking the start of a two-year world tour for the Akram Khan Dance Company. Vertical Road will be taken to Europe, North America and Asia. A dozen performances were given in Paris at the Théâtre de la Ville. As well as corporate guests, Colas invited 200 French graduate school students to see Vertical Road and meet Akram Khan and his troop after the show. For each stage of the tour, in those regions and countries where Colas is present, subsidiaries are organizing events bringing together invited guests and employees to see the show. As a result, Vertical Road has become an internal and external vehicle of communication, common to the entire Group and hinged around a major management theme: the key role played by diversity in enhancing a company’s collective intelligence.

* See Intersections pages 74-75.

COLAS ON STAGE

SPONSORSHIP PROMOTING MUSIC AND DANCE

Initiated by Hervé Le Bouc, Colas’ CEO, and launched in September 2008, Colas on Stage supports musical and choreographic creation. The idea is to break down linguistic and cultural barriers and convey the company’s management messages to all of its employees. Talent was the focus of the first theme, with Transporting You, a choreography by Alexandra Bansch, former soloist with the Béjart Ballet, and Bach’s cello suite No. 2 performed by Gautier Capuçon. It was followed by an illustration of transversality and the need to build bridges between talents, with Crossroad(s), a work that brings contemporary dance face-to-face with hip-hop, created by Alexandra Bansch and Denis Kuhnert. In 2011, Vertical Road, an original choreography by Akram Khan, celebrates diversity and the meeting of worlds that are very different, yet connected by a belief in shared values. The work won an award at the Melbourne Arts Festival in October.
Colas has set up a solidarity sponsorship program, called Colas Life. Underlying the initiative is a program hinged around children’s access to education: “On the Road to School”.

Improving access to education

“Access to education for children is about a lot more than teachers and the provision of quality teaching. It’s also about concrete structures, logistics and equipment, etc. Education is the second of eight Millennium Development Goals (MDG) adopted by 189 countries in the year 2000, goals that have to
be met by 2015,” recalls Jacques-Olivier Broner, President of Rouge. “The ‘On the Road to School’ program makes a valuable contribution to the achievement of this objective. The principle is as follows: educational projects are identified by Rouge and GoodPlanet, validated by teams based in Colas’ local subsidiaries together with head office in Boulogne, and implemented locally by humanitarian associations working out in the field. What makes this program stand out is the fact that Colas employees are actively involved as volunteers, helped by their own teenage children.

Getting employees involved

“Instead of simply donating money to NGOs, we decided to make employees active players in projects on the ground. They go out into the field with their children and give feedback about a project to the Group’s other employees via a dedicated website”, explains Sophie Sadeler, Colas’ Communication Manager. A total of six projects have been selected for implementation in Vietnam, Togo, Morocco, Croatia, the United States and France. So the idea is for six employees, together with their children, from France, the United Kingdom and the United States to go out into the field to join humanitarian agencies and meet the populations concerned, as well as employees from local subsidiaries. They will then provide feedback via the website, enabling the Group’s other employees to track the projects’ progress and discuss the relevant issues. GoodPlanet coordinates the involvement of the NGO in the field while Rouge looks after the practical aspects of the trip made by the volunteer employees and their children. It is also responsible for all aspects of communication regarding the initiative, including films, photos and reports, all of which will be accessible online on the dedicated website.

A first project in Vietnam

In January, Annie Foulquier, an employee at Sacer Atlantique, volunteered to spend a week in Vietnam accompanied by her 17-year old daughter, Laura (see box). They were introduced to the work of the French NGO, Enfants et développement (E&D, Children and Development)**, as well as some of the initiatives supported by Colas. “In the northern region of Bac Ha, E&D is managing a project called ‘Child Friendly Communities and Districts’, focusing on children’s rights and designed to improve access to education for minority populations living in the North,” explains Philippe Claverie, head of the ‘On the Road to School’ program at Rouge. “Various initiatives are being implemented inside schools – renovation and refurbishment –, but also in the wider community: prevention, nutritional education for mothers, free annual medical check-ups, awareness programs aimed at families regarding violence against children and cultural programs aimed at preserving the culture of the region’s numerous ethnic minorities.”

“These solidarity initiatives fit squarely with our responsible development strategy,” observes Sophie Sadeler. Beyond sponsorship, the ‘On the Road to School’ program gives employees – whether they are witnesses in the field, follow progress via the website or support initiatives locally – a more human view of difficult circumstances and teaches them about the work of humanitarian agencies. At the end of March and into April, a second Colas employee will go out to Togo with their child to find out about another solidarity project. Watch this space… ■

* www.enroutepourlecole.com
** www.enfantsetdeveloppement.org

TESTIMONY

AN OUTSTANDING HUMAN EXPERIENCE

In January, Annie Foulquier, Administration and Accounts Supervisor with Sacer Atlantique in Toulouse, went to Vietnam with her daughter Laura for week – a week that proved to be an extremely emotional experience. They were immediately bowled over by what they saw: “In Hanoi, we were amazed by the constant hustle and bustle, the noise, the scooters, but also the smiles of the people there, the welcome they gave us, the way their eyes lit up.” After a night’s train ride to the north of the country and the region of Bac Ha, they were shocked by even starker poverty and yet astonished to see that the people have held on to their dignity. “We met the NGO teams and visited four schools, which gave me an understanding of how Colas is helping the program and what the money is being used for. Existing facilities have been refurbished and upgraded: teaching aids, a new pharmacy to provide health care and the kitchens of a refectory brought back into service.” Grateful to Colas for giving her the opportunity to discover what humanitarian agencies actually do in the field, Annie is unlikely to forget this outstanding experience any time soon. As for Laura, beyond the culture shock and scale of the poverty she encountered, she was struck by the genuine warmth of the people she met.

ROUTES No. 26 – March 2011
Regine Kolle:
“Roads are synonymous with adventure”

You were selected by the Colas Foundation to paint a canvas on the theme of the road. What was it that interested you about this commission?
Regine Kolle: I thought it was a wonderful concept. The Colas Foundation puts its trust in artists, giving them free rein to work however they want. No project outline to be provided in advance and no protocol to follow: simply create a work of art on the theme of the road, in your own style based on whatever inspires you. So I did just that with the commission, producing a painting specifically for the Colas Foundation. The Foundation already boasts a truly exceptional collection of 250 works, which travel the globe… This is a genuinely unique commitment on the part of a French company.

And what inspiration did you draw from the theme?
R. K.: The subject is a very open one. Roads are a form of architecture, a route from one place to another, a link between people. Everyone uses them and they give rise to all kinds of situations! For me, roads are synonymous with adventure.

Is that what you wanted to depict in your painting High Way Drifter?
R. K.: My aim was to achieve a set of images based on the concept of reflection, with the person’s glasses reflecting the landscape around him, perhaps in California as a nod to road movies. This shows both where he has been and where he is going… In fact the whole painting hinges around the glasses.

Born in 1967 in Cologne (Germany), Regine Kolle has lived in France for twenty years. A graduate of the Nîmes School of Fine Arts, she now exhibits her work throughout Europe and produces animated films. Since 2003, she has taught at the Angers School of Fine Arts. She was a resident artist at the Villa Médicis in 2000.
En route
Quebec
From Route 185 to Highway 85