En route

Colas in Mayotte
site-seeing
04 > From Slovakia to Australia, via Canada, Reunion Island and France… A trip around the world to see the Group’s jobsites, work in progress and finished projects.

en route
22 > Colas in Mayotte.
30 > Life at a profit center: a day in Bresse country.

itineraries
36 > Profit center managers, laboratory supervisors, team leaders, equipment managers… They all do their jobs with enthusiasm and have decided to share their daily routine and projects with us.

report
46 > CST: missions and developments.

crossroads
52 > Organization, human resources, subsidiary life, equipment, communication… A look at recent months in the life of the Group.

in the picture
62 > Awards, inauguration, trade shows… Some images of the Group’s events in France and around the world.

horizons

intersections
70 > Dom Le Gal: “The Rule of Saint Benedict is an incredibly modern managerial model.”
72 > The road through the eyes of Jean-Charles Rédélé: the Alpine legend.

sponsorship
74 > Colas Foundation: Jean-Xavier Renaud.

Cover photo: shore of the Indian Ocean, Hamouro, Mayotte.
Against a still challenging global economic backdrop, Colas delivered a solid performance in 2013, with stable revenue and a slight increase in profitability.

The road businesses enjoyed a good year in a number of markets around the world, beginning with France, boosted by the positive impact of the new organizational structure rolled out more than a year ago. Subsidiaries in northern Europe held their ground while those in central Europe consolidated their positions. Canada had a satisfactory year despite investment cuts in some provinces, not to mention particularly adverse weather conditions. Reunion Island, Mayotte and especially Asia and Australia are enjoying healthy growth. The Railways business can be equally satisfied with progress made last year and the Pipelines business is on the road to profitability once again. Road Safety and Signaling and Waterproofing are holding up well in sluggish markets. Unfortunately, these satisfactory results were tempered by the problems encountered by the Sales of refined products sector as well as those experienced on some civil engineering projects in the United States.

Colas continued to pursue its policy of targeted external growth. Furfari Paving joined ColasCanada, giving the Group its first foothold in Ontario, a province with considerable economic potential.

In Australia, the business portfolio has expanded to include road construction and maintenance thanks to the acquisition of Tropic Asphalts.

Colas also secured numerous contracts around the world, including the PPP L2 Loop project in Marseille, southern France, several highway sections in Hungary and Slovakia, the PPP Iqaluit Airport upgrading project in northern Canada, the first high-speed rail link in Morocco between Tangiers and Kenitra and lines 3 and 6 of the Santiago subway in Chile. In January 2014, Colas won the contract for another eagerly anticipated project in the construction of a new coastal road causeway on Reunion Island.

Hence, with healthy work-on-hand – up 6% at the end of December 2013 compared to the end of 2012 – Colas begins 2014 in a strong position. Business in the international units and Railways should offset the expected decline in the roads sector in France.

By pursuing initiatives aimed at improving operational efficiency and profitability, by continuing to implement the major projects underway to fundamentally transform the Group and by harnessing the innovative capacity of our 61,000 employees – to whom I’d like to take this opportunity to pay tribute – Colas continues to pave the way to success, driven by performance and competitiveness.
From Slovakia to Australia, via Canada, Reunion Island and France... A trip around the world to see the Group’s jobsites, work in progress and finished projects.

From June to August 2013, teams from Colas Sud-Ouest upgraded the main runway at Toulouse-Blagnac airport, in the Haute-Garonne region of southwestern France, to allow it to accommodate new wide-bodied jumbo jets, such as the Airbus A350. The old surface was planed down before an asphalt mix structure was applied to even out the geometry of the 3-km long, 45-meter wide runway. The top layers of the structure were completely replaced, to a depth of 15 cm. The main feature of the project was the use of French-standard airfield asphalt concrete (BBA), developed by Colas’ Campus for Science and Techniques following more than two years of research. A total of 75,000 tons of asphalt mix was applied to meet the specific requirements of A350-type aircraft, characterized by higher tire pressure, reduced surface contact and a greater weight per wheel. 40,000 tons of planed materials from the old surface were recycled for use on the new runway.
The Yonne river bank in Auxerre gets a facelift

Colas Est’s Yonne profit center has spent two years redeveloping the banks of the Yonne river, in the heart of the city of Auxerre. After completing the drainage work to bring the site into line with current rainwater runoff and sewage network standards – the teams turned their attention to the access routes: creation of Spanish sandstone curbs, the laying of Burgundy limestone slabs and the application of clear Compocolor® mix for the bike paths.
GTOI, a Colas Reunion Island subsidiary, is part of a consortium* contracted with widening and strengthening the runways and taxiways at Roland-Garros airport, in the north of the island. The work is being carried out in response to the growth in air traffic and to allow the airport to accommodate wide-bodied jumbo jets, such as the Airbus A380. The shoulders of the two runways have been widened – from 7.50 meters to 15 meters – and French-standard airfield asphalt concrete (BBA) was applied following planing and re-profiling of the existing surface. The contract also includes reinforcement of the three taxiways, replacement of night-time and day-time runway lights and the creation of a rainwater evacuation and drainage network. Launched in March 2013, most of the work is being carried out at night using machinery equipped with innovative technologies (GPS, laser beams, asphalt manager system). Final delivery is scheduled for the spring of 2014.

*GTOI is the consortium leader.
Since the start of 2014, the Buttes-Chaumont park, a haven of greenery in the heart of the 19th arrondissement of Paris, has been proudly displaying its renewed credentials as a landscaped garden. Between May 2013 and February of this year, teams from Screg Hauts de Seine/Paris and Colas Ile-de-France Normandie renovated the alleyways of this 25-hectare park, designed by the engineer Jean-Charles Alphand in 1867. To restore the park to its former glory and make it more convenient for the over three million visitors who flock there every year, the alleys have been narrowed and the sidewalks removed. Teams applied 1,200 tons of the light colored Heliocol®, a special process designed and developed by Colas’ Campus for Science and Techniques in 2010 for the renovation of the pathways at the Château de Versailles. They also laid 3.7 km of sandstone paving stones. Colas Ile-de-France Normandie teams then installed the specially designed cast-iron urban furniture. The main challenges with this particular project were the fact that the park remained open to the public during the work, as well as the complexity of the paths and landscape design.
During the construction of the second tram line in Valenciennes, northern France, teams from Colas Rail’s Railway, Signaling, Overhead Lines and Power Supply profit centers had to overcome a number of obstacles. First of all came the discovery of underground limestone quarries dug in the 18th century which had to be filled in before the tracks could be laid. Secondly, given that the tram line runs through a marshy zone, the teams had to reinforce the platform and trackways with piles. And thirdly, line 2 had to link in to the existing line 1. Colas Rail’s teams spent seven months on preparation work, opting to use pre-fabricated slab track – with branching and replacement of 100 meters of double track. The new 15.5-km line has been up and running since February 2014, serving seven districts of Valenciennes, a city that is home to nearly 60,000 people.

Warm RAP mixes in the Oise region

Teams from Colas Nord-Picardie’s Senlis profit center used a warm mix asphalt containing 20% RAP to renovate 11 km of access routes at the storage site of a company specializing in steel tubes and beams, located in Avrigny, in the Oise region of northern France.
In Mníšek nad Popradom, a village in northern Slovakia close to the border with Poland, a Colas Slovakian subsidiary, ISK, is building a bridge over the river Poprad. The project is part of a European Union program designed to facilitate cross-border movements. The bridge, which is 313 meters long and 20 meters wide, is supported by piles sunk 12 meters deep. It comprises 9 spans, including a 64-meter long one above the river itself. Mobilizing two teams of thirty employees, seven days a week, the work began on the Polish side in 2012 with the foundations (sinking of piles, sheet pile, footings). In 2013, concreting of the apron and piles was completed on the Slovak side. The central span and concreting of the apron on the Polish side will be completed in 2014, with the bridge due to open in October. As well as weather-related constraints which mean that work can only be carried out from April to November, ISK’s teams are also having to juggle with the different standards and organizational structures specific to each of the two countries.
In the summer of 2013, Colas Rhône-Alpes Auvergne’s Echirolles profit center carried out waterproofing work on the wall of the Saint-Pierre-Cognet dam, which soars 1,100 meters above the Drac Valley, in the Isère region of southeastern France. Teams had to use a crane on this difficult-to-access site.
Renovation of Highway A35

Last summer, in the shadow of the Haut-Koenigsbourg château in Alsace, teams from Colas Est carried out upgrading work on the Sélestat bypass, a 5-km section of Highway A35. Dating back to the 1980s, the concrete pavement had deteriorated due to the sheer volume of heavy truck traffic. The teams began by breaking up, extracting and crushing the upper layer, retaining the base slab. They then applied 50,000 tons of asphalt mix. Altogether, some thirty or so employees from Colas Est’s Strasbourg, Erstein and Colmar profit centers (for the road) and Colas Major Projects (for the extruded concrete) were mobilized between the end of July and the start of November, with one imperative: to complete the work before the onset of winter. Teams from Aximum’s Colmar center were responsible for the temporary traffic signs and markings, the permanent signs and road marking and the installation of safety barriers.

The new Route RN7 is safe to go

Back in the fall, where the Allier region meets the Loire in central France, between Saint-Prix and Saint-Martin-d’Estréaux, teams from Aximum carried out the road marking work and put up traffic signs for the future 4-lane Route RN7. Colas Rhône-Alpes Auvergne’s Saint-Pourçain profit center was also on site to widen an access ramp.
Colas Australia subsidiaries SRS Roads and Tropic Asphalts carried out the resurfacing work on the Mount Panorama circuit in Bathurst, New South Wales. Exclusively reserved for V8 Supercars*, the Bathurst 1000 motor race is considered to be Australia’s most prestigious event in this particular category. Inaugurated in 1963, the annual race is held on the second Sunday in October, over a distance of 1,000 km. The 6.2-km track had not been upgraded for more than ten years. The project, which mobilized considerable technical and human resources, involved the application of a specific surfacing solution consisting of a high-performance single-course surface dressing and a 35 mm-thick layer of asphalt mix to ensure optimum safety conditions for the vehicles using the track at speeds of up to 300 km/h. SRS Roads and Tropic Asphalts pooled their combined technical expertise to meet the challenge.

* Sedan cars fitted with a V8 engine.

Bayonne: environment first

The arrival of a new Ikea store on the outskirts of Bayonne, southwestern France, demanded a significant amount of preparatory work on the part of Colas Sud-Ouest’s Côte Basque profit center. In particular, the teams had to clear an area of 12 hectares, taking care not to disturb the local wildlife since the area is a breeding ground for the European mink, a protected species.
Colas Midi-Méditerranée and Aximum pooled their expertise for the renovation of a 3.7-km section of Route RN113, between Raphèle-lès-Arles and Saint-Martin-de-Crau, in the Bouches-du-Rhône region of southern France. From the end of September to the end of December, teams from Colas Midi-Méditerranée’s Istres profit center – with logistics support provided by the Narbonne and Montpellier profit centers – reinforced the pavement structure: planing of the existing surface followed by application of asphalt mix. Aximum’s teams were responsible for temporary site signaling and installing the main safety features, such as steel guardrails. Due to the high volume of traffic using the road, work was carried out at night, with one lane closed and traffic diverted to the other side. Adverse weather conditions were another factor hampering progress, causing the last stage of the project to be delayed.
A new BRT or Bus Rapid Transit system, called Chronobus, is now up and running on the île de Nantes. Buses using the new 6-km, 13-stop route have their own dedicated lanes along 85% of the line. Forty-five employees from Colas Centre-Ouest’s Saint-Herblain and Nantes Rezé profit centers spent a year creating the bus lanes, pedestrian areas and cycle lanes, as well as two skateparks. The biggest challenge the teams had to contend with was traffic density, with more than 35,000 vehicles crisscrossing the island every day. To cause minimum inconvenience to users and ensure the project was delivered on time, a complex schedule was drawn up for the completion of each phase of the work. The C5 bus route was brought into service in September 2013.

In Winchester, Virginia, as part of the downtown revitalization effort, teams from HRI renovated a 400-m long pedestrian shopping area. The work took four months and mobilized more than 80 employees.
Dedicated bus lanes to transform the island

Martinique’s dedicated-lane public transport project includes plans to introduce two lanes for a BRT bus rapid transit service along the island’s most heavily used route. Teams from Colas Martinique carried out the work to widen avenue Maurice-Bishop in Fort-de-France. They will also work on seven further sections of the future bus route, due to be operational in 2015.
The Regional Municipality of Wood Buffalo, in the northeastern corner of Alberta, awarded the Fort Chipewyan road rehabilitation contract to E-Construction. One of the province’s oldest European settlements, the village has no permanent road link to the rest of the world. It can only be reached by plane or boat… or via the ice road during the winter season.

E-Construction opted to transport the materials required for the project by river due to their sheer weight. The 800 tons were shipped between May and October 2013, with operations hampered by a number of unexpected problems, threatening to disrupt the schedule: the engine failed, the barge ran aground, storms blew in… Not to mention a forest fire and the uninvited presence of a bear onboard! Despite the delays, teams managed to complete the project on time.
Teams from the Colas Vaud profit center (Colas Suisse) carried out the waterproofing work on the two roofs of the Ecône Seminary, 25 and 20 meters above ground level respectively. Trained in the use of fall protection equipment, harnessed and linked together with a safety line attached with anchor points installed by trained technicians, employees were able to carry out their work in a risk-free environment. Once they had removed the old covering and cleaned up the roofs, a primary waterproof layer was applied, followed by a second insulating polystyrene layer. To ballast this particularly lightweight material, Colas Vaud opted for the use of gravel for the higher roof and small concrete slabs for the second roof. A unique project for the teams from Colas Vaud, conducted in silence so as not to disturb the seminarians’ meditation.
In Les Sorgues-du-Comtat, in the heart of the Vaucluse region in Provence and in the shadow of mont Ventoux, now extends the vast 108-hectare Beaulieu ecodistrict. Teams from Colas Midi-Méditerranée created the public spaces, constructing access roads, laying deactivated concrete surfaces and installing rainwater runoff networks and crossings. They were also tasked with creating a beach on the shores of Monteux’s artificial lake, which lies at the centre of the ecodistrict. Quite a challenge, since the lake, initially slated for December 2013, was opened six months ahead of schedule. Twenty employees from Sorgues’ profit center worked tirelessly for six days, removing reeds before moving on to the earthworks and spreading some 2,000 tons of pebbles. Monteux residents were therefore able to enjoy the newly created beach throughout the summer season.

Wegebo keeps on flying

For more than 40 years now, Belgian subsidiary Wegebo has been contributing to the expansion of Brussels National Airport in Zaventem. At the start of 2013, teams rehabilitated the concrete surface of the airport’s two parking aprons. Yet another opportunity to showcase their expertise.
Budapest: ring road renovation

Last June, after four years of upgrading work, Colas Hungary delivered the new six-lane southern section of the Budapest ring road (Motorway M0). The 6.8-km section includes the M0-M7 interchange. Since traffic had to be maintained during the whole period, all of the work was carried out at night.
Located on Madagascar’s east coast, 350 km from the capital, Toamasina is the country’s largest port. To increase the port’s container handling capacity, work began to expand and rehabilitate the existing facilities at the start of 2013. Colas Madagascar, a longstanding partner of SPAT (Toamasina Independent Port Authority), is involved in several aspects of the project. For example, the teams created a new chromite storage zone. The area consists of 4,000 m² of reinforced concrete slabs, a railroad track (chromite is transported by train) and an unloading quay. At the same time, the existing central pier was redeveloped and expanded to include new container storage areas. Teams used 38,000 tons of high modulus asphalt for the heavy truck access roads. In total, more than 250 employees will have spent 16 months working on the project.
Colas Rail on the Austerlitz viaduct

Every 50 years, the Paris Transport Authority (RATP) is obliged to renovate the viaduct – listed as a Paris heritage site – on line 5 of the city’s metro system, between the Quai de la Râpée and Saint-Marcel stations. Waterproofing of the apron, maintenance of the metal structures, replacement of a section of the brick arches, etc… none of which can be done before lifting 1,640 meters of rail track and removing 3,900 tons of ballast. Between July 1 and July 9, 2013, some 50 to 80 Colas employees worked day and night to get the job done. Then, following renovation of the viaduct by a waterproofing company, the Colas Rail teams laid the tracks again, pre-mounted on complete panels (each panel comprising two 18-meter rails mounted on 24 to 30 hardwood ties). Work at the site, located right in the heart of the French capital, within a dense urban environment, was successfully completed on schedule.

Deconstruction in Normandy

Teams from Picheta (Colas Ile-de-France Normandie) are carrying out dismantling work at the Trapil (oil pipeline transportation company) site, near Le Havre. This former strategic site was used by NATO as a fuel storage facility for many years.
For more than fifty years now, Colas has been contributing to the development of the island of Mayotte in the Indian Ocean. Drawing on the diverse and complementary nature of its activities - the production of construction materials, building, roads - Colas Mayotte is currently at work on a variety of projects. Illustrations.
DEMENI VALLEY
Colas Mayotte’s building projects include the Tsaranano High School and Dembeni water treatment plant.
Mayotte lies in the Indian Ocean, 10,000 km from mainland France, nestling between Madagascar and the African continent. In 2011, following a local referendum, the island – a former French overseas territory – became the 101st French overseas department. Actually made up of two main islands, Grande-Terre and Petite-Terre, and encircled by a 150-km long coral reef, Mayotte is primarily known for its lagoon. It is also home to an exceptional variety of flora and fauna.

Having operated on the “island of perfumes” for more than half a century, Colas Mayotte is the leading player in the Mahoran public works sector. From the Pamandzi airport runway to Mamoudzou hospital, the construction of Route RN2 and container terminal expansion project at the port of Longoni, the Colas Group boasts numerous projects to its name, illustrating the extent of the island’s infrastructure requirements. And since the island became a French department and joined the European Union, these needs have increased due to the obligation to comply with EU standards.

“2013 was a record year”, explains Boris Duverger, Manager of Colas Mayotte. “We have been working flat out having secured a number of major contracts.” So what are Colas Mayotte’s main strengths? The company has a long-standing foothold on the island, of course, but it is the sheer diversity of the subsidiary’s activities that sets it apart: production and marketing of construction materials, building, roads... and even wood, thanks to its joinery workshop. “The complementary nature of our activities means we are extremely flexible, offering turnkey solutions delivered on short deadlines”, continues Boris Duverger. “Here, it’s all about being adaptable. To deal with the unexpected we have to use the resources available on the island because trying to bring them over from France would obviously cause additional delays.” Colas Mayotte thus boasts considerable human, industrial, technical and equipment resources: 850 employees, three quarries, an asphalt plant, a laboratory, an equipment fleet of 350 machines, 100 trucks and... two barges. And it’s thanks to these resources that the company has the capacity to take on several major projects at the same time. With one simple motto: synergy across the board.

“Colas Mayotte’s strengths? A historic presence but also the diversity of its activities: production and marketing of construction materials, building, roads... and even wood, thanks to a joinery workshop.”

Boris Duverger, Manager of Colas Mayotte
Construction materials

A siren sounds for midday at the Koungou quarry. For the last ten minutes, a truck has been traveling up and down the quarry roads sounding its horn to warn residents and employees alike of the impending blast. Two minutes later comes the detonation: hard, black volcanic rock – basalt – is reduced to rubble. Located in the northeast of Grande-Terre, Koungou is one of three quarries operated by ETPC (Colas Mayotte). ETPC offers a comprehensive range of construction materials for the building and public works sector. The company’s organizational structure is hinged around two businesses: firstly, the extraction and crushing of rocks and the marketing of aggregates, centered on three different sites (Koungou, M’tsamoudou and Pamandzi); and secondly, the manufacture and sale of ready-mix concrete at the Majicavo and Pamandzi sites, and prefabricated concrete products in Majicavo and Longoni. “Each year, some 400,000 tons of aggregates are extracted from our quarries, and subsequently transformed on our sites”, explains Frédéric Polenne, ETPC’s Manager. Hence on any given day, close to 3,000 tons can be transported by twenty or so trucks to the company’s eight production sites and sales outlets. ETPC also manufactures concrete blocks, manholes, concrete pipes and electricity pylons.

The Majicavo plant has a production capacity of 350 m$^3$ of ready-mix concrete and 10,000 concrete blocks per day. “These construction materials are primarily destined for use on Colas Mayotte jobsites but they are also sold to other companies and private customers”, adds Frédéric Polenne. To compensate...
for the difficulties involved in shipping in the required explosives, ETPC is now equipped with an explosives manufacturing unit.

**Turnkey building**

“The Building business enjoyed a bumper year in 2013 on the back of a number of complex projects”, underlines Patrick Stephan, Building Center Manager.

Let’s begin with the extension and renovation of Majicavo prison. The first phase of the project, carried out with the prison still occupied, consisted in the construction of new buildings, including the male detention facility, the registry and administrative office, family and visiting rooms, training, education, health and catering facilities, etc. In 2014, once the prisoners have been transferred, the second phase of the project will be able to begin: the rehabilitation of the existing prison, with delivery scheduled for 2015. “This turnkey design-construction contract is a first for Colas Mayotte, in more ways than one”, underlines Philippe Enfru, Site Manager. “It is extremely complex in terms of networks and IT (biometrics, remote locking, access management, etc.), traffic flow management, etc. We have had to acquire this expertise and know-how. With this project, we’re learning all the time!” The other interesting aspect of the project is the fact that Colas Mayotte teams are also responsible for carrying out the joinery work and installing the furnishings in the cells and offices. “We need to anticipate requirements upstream because everything is sent over from France and it takes two months from placing an order to delivery”, continues Philippe Enfru.

A little further to the north, another project occupying teams from the Building business illustrates Colas Mayotte’s contribution to the development of the island: the expansion of the Longoni power plant on behalf of the Mayotte electricity company EDM (Electricité de Mayotte). “Between 1997 and 2012, there was a 12% annual increase in electricity demand in Mayotte”, explains Jean-Charles Normand, head of the structural work sector. “With the addition of three new engines (12 MGW each), the aim is to increase the electricity production capacity and ensure compliance with atmospheric pollution standards.” As part of a consortium with DCNS and Wärtsilä, Colas Mayotte is responsible for the earthworks as well as the civil engineering and finishing work. A project that has mobilized around a hundred employees with very specific constraints associated with cyclones and earthquakes.
A road network that remains fragile

It’s 3 p.m. and a torrential rain storm has brewed up out of nowhere over Majicavo. The red earth is saturated with water, sending torrents of mud everywhere. Colas Mayotte’s teams are currently building an access road to the Majicavo school but the 15 machines are at a standstill. “It’s impossible to carry on”, laments Yann Vicaire, site foreman. “It’s been raining non-stop for the past half an hour. It’s an absolute quagmire.” On this project, the teams are responsible for 65,000 m³ of cut and fill, the earthworks, the access roads, platform and networks. They are operating in synergy with the Building unit, responsible for constructing five retaining walls. A total of 120 employees from the subsidiary are working on the site. “These projects are often urgent jobs. We have to react fast and come up with turnkey solutions within short deadlines. That’s where the complementary nature of our activities is a real asset”, underlines Romain Cartron, Roads Center Manager. The Roads Center’s 12 teams – almost 200 employees in total – carry out around fifty projects each year on Grande-Terre and Petite-Terre, often involving between 50,000 and 100,000 m³ of earthworks. “Roads and services in the islands’ 17 municipalities represent our core business”, adds Romain Cartron. “The road are often paved with surface dressing, making them unsuitable for Mayotte, where traffic volumes are increasing every year. It isn’t unusual to observe premature ageing of roads despite the fact that the island’s network is relatively recent. For some years now, we have been trying to incorporate the use of asphalt mix into our contract bids, replacing the surface dressing previously applied. From 10,000 tons some ten years ago, in 2013, we applied 30,000 tons of asphalt mix, 95% of which was warm-mix asphalt.”

Synergy, know-how, innovation, a winning combination for Colas Mayotte.

“The urgency of these projects means we have to react fast and offer turnkey solutions.”
Romain Cartron, Roads Center Manager
ROADS AND SERVICES PROJECT

Roads and services are the core business at Colas Mayotte’s Roads Center.
Life at Colas Rhône-Alpes Auvergne’s Bourg-en-Bresse profit center is governed by the sheer diversity of the road construction projects – big and small – it handles. Rigorous organization of material and human resources is the order of the day. The report below offers an insight into the day-to-day activities of a typical roads profit-center in France.

Life at a profit center: a day in Bresse country

We’re on the chemin du Moulin Neuf, on the outskirts of Bourg-en-Bresse, in the Ain region of eastern France. Colas Rhône-Alpes Auvergne’s (formerly Sacer Sud-Est) Bourg-en-Bresse profit center has been here for nearly one hundred years. Let’s rewind a little. “It all started back in 1929, when Sacer arrived in Bourg-en-Bresse, setting up shop on the chemin de Montholon”, recounts Jean-Michel Simonet, profit center manager. “The company’s teams had already been working in the town for a few years, travelling back and forth from Saint-Martin-d’Hères (near Grenoble).” In 1972, Sacer built the asphalt binder plant LRBB (Liants routiers de Bourg-en-Bresse), in Saint-Denis-lès-Bourg. A year later, the company decided to locate its offices next to the plant. In 2002, some twenty or so employees from Colas Rhône-Alpes operating in the Ain sector arrived at the profit center, to be joined nine years later by the teams from Screg Sud-Est’s Oyonnax works center. And most recently, on January 1, 2013, the Bourg-en-Bresse profit center became part of Colas Rhône-Alpes Auvergne, following the reorganization of Colas’ roads business in France. “The profit-center has a rich history, shaped by the successive arrival at Sacer of employees from Colas and then Screg”, underlines Jean-Michel Simonet. “These changes have made us what we are today and when all is said and done, the new organization of the roads >
BRESSE COUNTRY
Colas Rhône-Alpes Auvergne’s Bourg-en-Bresse profit center has been building roads in this region – known for its poultry production – for more than 100 years.
BOURG-EN-BRESSE RING ROAD
The construction of a new traffic circle together with a one-kilometer section of the Bourg-en-Bresse ring road to the south of the town represents a reference for the profit center.
subsidiaries in France – now all grouped together under the Colas brand – hasn’t altered our core identity one bit.” Today, the Bourg-en-Bresse profit center boasts 105 employees and an equipment fleet comprising 30 machines and trucks. And the word that best sums up the center’s activities – and those of many other Colas entities in France – is diversity.

Local roots

“Our principal customers are the local authorities: county council, the Bourg-en-Bresse Urban Community, communities of municipalities and municipalities”, adds Jean-Michel Simonet. “25% of our business stems from long-term contracts, relating, for example, to road maintenance projects, renewed every four years.” Thanks to the network coverage provided by its two works centers (in Saint-Denis-lès-Bourg and Groissiat) and its three industrial entities (two asphalt plants, in Saint-Denis-lès-Bourg and Nurieux-Volognat, and a binder production plant in Saint-Denis-lès-Bourg), the profit center is well equipped to handle a broad range of projects: road and highway construction, as well as city streets throughout the region. Every year, some 100,000 tons of asphalt mix are applied, including 10,000 tons of warm mix asphalt.

So what about the strengths of the Bourg-en-Bresse profit center? A long-established presence and the quality of service provided. As Jean-Michel Simonet explains, “our local roots within the region represent a major asset. We are perceived as a local SME, our employees and their families live and work here. They are perfectly familiar with the environment.”

Sites big and small

It’s 10 a.m. and the teams under foreman Alexis Giaj (read portrait opposite) are hard at work on the Les Plans joint development zone extension project, in Ceyzériat. “This three-week project consists in leveling the road surfaces, laying curbs, creating sidewalks and applying an asphalt surfacing for access to the zone”, explains Alexis Giaj. “It’s a typical roads and utilities project”
A few kilometers away, the last section of the Bourg-en-Bresse ring road, inaugurated at the start of September 2013, is finally open to traffic. The road is a reference for the profit center. “The ring road is designed to reduce the volume of traffic transiting via the center and hence relieve traffic congestion within the town. Construction work began more than 20 years ago, with the road delivered section by section on completion”, explains Jean-Michel Simonet. The work carried out by the Bourg-en-Bresse teams, launched in the spring of 2012, included the construction of a new traffic circle as well as a one-kilometer section of the ring road running south of the town, linking the Ceyzériat road to the Saint-Etienne-du-Bois road.

Some of the profit center’s references from the past include the construction of several sections of Highway A40, access roads and even an artificial turf soccer field for the Bourg-en-Bresse prison, not to mention the redevelopment of an industrial zone, etc.

Further to the east, eight employees are in the process of completing the Nantua lakeside development project: rehabilitation of a 400-meter section of pavement and the creation of a parking lot. All in a single day. “Be they urban projects, rural projects, highway projects, projects that last a day or a year, our teams are adaptable and rigorous in their approach to ensure customers’ requirements are met.”

Flexibility and organization

11 a.m. Wednesday. The vital weekly planning meeting starts on time. The objective: to prepare the schedules for the following week. “This is an important moment for the profit center”, explains Jérôme Velon, dispatcher. “We sit down with the foremen and site supervisors to work out what we need in terms of materials, equipment and teams on the ground.” Distribution of equipment, asphalt tonnage… the meeting room turns into a trading floor. All the projects under way or due to start are reviewed, and time is of the essence: “By 5 p.m. everything needs to be down on paper and organized so that the work teams can find out their weekly schedule”, continues Jérôme Velon. So what are the

NANTUA LAKE

On the shores of the lake, teams rehabilitated a 400-meter section of pavement and created a parking lot in a single day.
keys to success? “We have to be flexible and take into account the specific needs of each project, the weather and the requirements of the various site supervisors.” Another important factor is the pooling of equipment. “In the past, we already worked in synergy with Colas’ other profit centers, particularly in terms of equipment. The new organizational structure in place for the roads subsidiaries has made this approach even easier”, underlines Jean-Michel Simonet. “And everyone’s a winner!”

Wednesday’s weekly meeting is a key moment for the profit center as it plans the schedules for the following week.

**BOURG-EN-BRESSE PROFIT CENTER**

**1929**  
Sacer sets up in Bourg-en-Bresse.

**1972**  
Construction of the asphalt binder plant LRBB (Liants routiers de Bourg-en-Bresse) in Saint-Denis-lès-Bourg.

**1973**  
Move to Saint-Denis-lès-Bourg.

**2002**  
Arrival of employees from Colas Rhône-Alpes’ Ain sector.

**2011**  
Arrival of employees from Screg Sud-Est’s Oyonnax works center.

**January 1, 2013**  
As part of the reorganization of the roads business in France, Sud-Est’s Bourg-en-Bresse profit center becomes Colas Rhône-Alpes Auvergne’s Bourg-en-Bresse profit center.
Profit center managers, laboratory supervisors, team leaders, equipment managers…
They all do their jobs with enthusiasm and have decided to share their daily routine and projects with us.

Maryka Schalkwyk trained to be a teacher but she never actually taught. “I spent several years working in Pretoria for President De Klerk’s administrative team. I then joined Petrocol Hectorspruit, which subsequently became part of Colas South Africa”, she recalls. Maryka gradually climbed the ladder to become manager of the Hectorspruit sector, in Mpumalanga province (northeast of the country). The Hectorspruit plant supplies bitumen binders for a wide range of sites, including the Kruger National Park* for its road maintenance. Maryka follows each project from start to finish. She has to be both reactive and adaptable in order to deal with the problems that crop up on a daily basis. “I’m proud of everything I’ve achieved in the 20 years I’ve been with the company. Things have been tough at times but I have nothing but good memories. My team has always been there to back me up. I’m lucky enough to work near Crocodile River and have a view over the Kruger Park. The ideal place for weekend family getaways!”

*South Africa’s biggest wildlife reserve.
The Skilled Workers Guild is an honor

GAETAN BORTOLOMIOL
FOREMAN
COLAS EST
FRANCE

2013 will remain forever etched in the mind of Gaëtan Bortolomiol. Back in November, at just 29, this young team leader was part of the 21st intake to the Colas Skilled Workers Guild. “This recognition drives me onwards and upwards to perform to the best of my ability and live up to the status”, he confides. This is the attitude that has characterized Gaëtan’s career to date. Armed with a vocational high school diploma in joinery and a vocational training certificate, he went to Italy to complete an advanced internship in the field of wooden staircase construction. But it was the outdoors that appealed to him more and so he opted to train as a paver, during which time he gained valuable experience on three separate internships with Screg Est (later Colas Est). In 2006, he secured a job in the field, and three years later, he was promoted to foreman. In 2013, the importance of teamwork really struck home. While he was finishing up his work on the jobsite, one of his co-workers had a heart attack. Gaëtan’s first aid certificate combined with his experience as a volunteer fire fighter meant he didn’t hesitate for a second to offer his assistance. “I administered first aid, and was quickly joined by the rest of my team. We all automatically worked together to deal with the emergency.”
VOJTECH RINIK
EQUIPMENT MANAGER
ISK
SLOVAKIA

Vojtech Rinik's family always believed that learning at least one foreign language – and preferably two – was an advantage. So it was decided he would be taught English and French from an early age, something that has always proved useful throughout his career. In 1978, Vojtech joined the Slovakian civil engineering company Inzinierske Stavby (now ISK) as an IT engineer. He worked on a computer aided design (CAD) software program, upgrading and improving it over time on the basis of customer requirements. His adaptability combined with the fact that he spoke three languages soon caught the eye of the company's marketing department and he was subsequently appointed International Relations Manager, tasked with developing ISK's business around the world. It was during this time that he also set up the local branch of the EAPA (European Asphalt Pavement Association) which he chaired for ten years. In 2005, ISK joined the Colas Group and the company refocused its activities on Slovakia. Vojtech was appointed Equipment Manager: “we had to sort, repair, purchase, organize and change our approach in order to establish a modern, environmentally-friendly equipment pool that was safe for everyone”. Mission accomplished thanks to his experience and his capacity to constantly reinvent himself.
“Forty years in quarrying”

JEAN-PAUL FORMENT
PROFIT CENTER MANAGER
COLAS SUD-OUEST
FRANCE

It’s never easy to sum up a career. But Jean-Paul Forment does so in three symbolic figures.

40. “I’ve spent forty years in quarries.” Having trained as an electrical and mechanical engineer, in 1974, he was hired as an administration officer in the weigh bridge at the Jû-Belloc quarry in the Gers region of southwestern France, acquired by Colas in 1992. Over the course of time he worked in technical sales and sales management, before being made site manager and ultimately profit center manager. “The business has changed a lot in the forty years I’ve been in it. It’s become far more complex and the regulations are constantly evolving. But that’s what makes it so interesting.”

5. Today, Jean-Paul juggles his time between five quarries and gravel pits located in two regions, the Hautes-Pyrénées and the Haute-Garonne. Fifty employees work in the teams under him. His secret? “I place a lot of trust in those around me, but primarily I have to be well organized in order to manage the various sites for which I am responsible in the best possible way.”

0. From his home in the Gers region, Jean-Paul Forment clocks up a lot of miles every year at the wheel of his car. “In 40 years, I’ve never caused a single accident, never had a speeding ticket and never lost any points from my driving license!” he boasts proudly.
HONORINE VALLETTE
LABORATORY SUPERVISOR
RESIPOLY CHRYSOR (SMAC)
FRANCE

Born into a family of civil engineering entrepreneurs, Honorine Vallette has followed in her forefathers' footsteps, all the while opting for an original route: chemical engineering applied to construction. The practical training she received opened the door to a position with Résipoly Chrysor, a Smac subsidiary specializing in resins for floor coverings. As a laboratory supervisor, she is responsible for developing resins and other products for a variety of uses: flooring, the protection and repair of concrete, parking lot sealants, etc. Although Honorine doesn't actually handle the products herself anymore, her job is no less exciting. She has a team of seven people working under her and divides her time between a variety of tasks: regulatory and strategic monitoring, orientation of research on the basis of usage, compliance and profitability considerations, prospection to identify the raw materials of the future, etc. Her role carries with it numerous other responsibilities: “Résipoly Chrysor has always strived to ensure its products are environmentally-friendly with no risk to health. The concept of bio-sourcing*, for example, is very much in vogue, but it is important to make sure the industrial use of such materials is not detrimental to agricultural production. I have a duty to remain pragmatic and responsible in everything I do.”

* Biosourced materials are derived from biomass, of either plant or animal origin.
Internships pave the way to **successful integration**

**ALLAN KINDRAT**
**PROJECT MANAGER**
**TERUS CONSTRUCTION CANADA**

From 2008 to 2013, Allan Kindrat spent every summer working for Terus Construction, a ColasCanada subsidiary based in British Columbia, as part of the Student Partner Program initiative. Through the program, companies offer financial support to motivated students and provide them with in-house training. Once these young professionals have completed their studies, they are offered the chance to join the company that trained them. Graduating as a civil engineer in December 2013, Allan joined the Canadian subsidiary as a Junior Lab Technician. He is currently a project manager in Prince Rupert, a small port town in the province. “My job involves a variety of different things: I deal with budgets for future projects, organize safety meetings, liaise with subcontractors, keep an eye on costs, etc. It’s a rewarding, gratifying and stimulating job and I love it. I work with different people and enjoy learning alongside them.” A well-informed globe-trotter, Allan loves to travel. In the future he hopes he will get the opportunity to discover new horizons through the Group. “I’m extremely grateful for the support Terus Construction has given me, and I hope that one day Colas will be proud of the work I’ve accomplished”, he concludes.
“I have grown with SAMI”

AZEEM REMTULLA
GENERAL MANAGER
SAMI BITUMEN TECHNOLOGIES
AUSTRALIA

At the age of 56, Azeem Remtulla has just celebrated 30 years with SAMI Bitumen Technologies. “I joined the company as a research engineer back in 1983 after leaving the UK for Australia”, he explains. “I had a variety of technical and operational roles over the years, before becoming General Manager in 2006. I’m responsible for managing the company’s manufacturing, import and R&D operations, as well as for determining company strategy.” Azeem spends his days working with a team of specialists who help him find commercial, logistical and technical solutions. “Over the course of my thirty-year career, I’ve witnessed some major changes in road technology. I’ve grown with SAMI. From a single site in Sydney, the company now has four specialty bitumen manufacturing facilities and four bitumen import terminals. I’m very proud of how far this company has come. It now handles complex operations in strategic locations across the country and, in the space of just a few years, has become the road technology leader in Australia.”

*A Colas company in Australia specializing in the marketing of bitumen and the production of special bitumen binders.*
“My skills are now recognized”

ALBINO MOREIRA
SITE SUPERVISOR
COLAS ILE-DE-FRANCE NORMANDIE FRANCE

Born in Alfaitues, in Portugal, Albino Moreira moved to France at the age of 25. He joined Colas Ile-de-France Normandie’s Seine-Saint-Denis profit center in 1987 and has been there ever since. From builder, he was promoted to foreman and then site supervisor in 2013. His exemplary background combined with his managerial qualities enabled him to take advantage of Colas Ile-de-France Normandie’s work experience accreditation program*, launched in 2012. The process began with an oral assessment to define his skills, after which he was given a list of subjects to prepare. These included drainage, platforms and soil treatment. Albino Moreira spent a year compiling a report detailing his day-to-day work and experience acquired on the various jobsites. He successfully defended his report and was awarded a vocational training certificate in public works civil engineering. What does he think looking back at his adventure? “By taking care of the administrative side of things, the company allowed me to focus entirely on my report. Six other employees were also taking part in the program with me. Our motto was always to start and finish the adventure together.” Albino would do it all again in a flash. He’s already planning to share his experience with others.

*The work experience accreditation system in France allows anyone, regardless of age, qualifications and status, to gain accreditation for work experience acquired in order to obtain a professional certificate.
“Have you heard of Troissereux, in the Oise?”, smiles Fabrice Monnaert from behind his desk. “It’s a 25-year public-private partnership (PPP) contract we signed in January 2014.” Winning the contract was a real coup for Colas’ PPP and major project development, financial and legal teams. Fabrice was appointed manager of the Group’s PPP and Major Project Development Department last summer. Yet there was nothing to suggest this HEI Engineering School graduate would end up working for Colas. In 1998, he was hired by Bouygues Construction as a works engineer, remaining there until 2003 when he was taken on by an SME to manage its housing and office construction programs. It was during this period that he crossed paths with Colas, when he was involved in a property search and project management support contract for the construction of Echangeur Nord-Picardie. In 2008, he joined the Group’s Major Project Division to carry out a review of the global management of Colas parent company’s real estate properties. Two years later, he was appointed PPP project supervisor. Today, on behalf of Colas, he manages project development with all the players involved in the process leading to the signing of a PPP contract. “Contracts of this type require specialist technical, legal and financial expertise. Global thinking, creativity and an alert mind are thus essential to my role.”
In July 2013, Jérôme Dambricourt was appointed manager of the Saint-Omer profit center, in the Nord-Pas-de-Calais region of northern France, after a rather out-of-the-ordinary career path. He joined Colas Nord-Picardie in 1987 as a works center administration manager, remaining in the job for nearly ten years. In 1996, he was promoted to a managerial role at the subsidiary's head office, responsible for reporting, management control, budget monitoring, etc. “It was getting to the point where I felt I had done everything I could do in my role and I needed a new challenge: working in the field.” So, in the year he turned 40, Jérôme decided to change track, spending six months as a site supervisor in Saint-Omer, followed by three years as a project manager in Lens. He then moved on to become operations manager and subsequently general manager of the Desbarbieux profit center, in Roubaix, in 2005. “Such a radical change in career can be a little daunting, but I was lucky enough to be working with teams who were real professionals and to be supported by skilled workers who were more than happy to pass on their expertise.” His advice? “Feel free to bring up the subject of mobility when you go for your annual performance review. And once you’ve set off on the adventure, listen, watch and process what is going on, rather than attempt to impose. I also drew on my administrative experience.”
CST
missions and developments

Created in 2000 in Magny-les-Hameaux, near Paris, the Colas Campus for Science and Techniques (CST) is the world’s largest private research and development center in the road industry. At the end of September 2013, the CST organized an open house event for partners, suppliers and Colas employees. Here’s a close look at the hub of R&D and techniques in Colas.
agny-les-Hameaux, in the Yvelines area to the southwest of Paris, is home to a campus that is unique in terms of its scope, high-level expertise, cutting-edge equipment and influence: the CST, Colas’ Campus for Science and Techniques. The engineers and technicians based at the site put their research capacity and expertise to work for the benefit of all of the Group’s companies on all five continents.

The spearhead of R&D and technical support

The hub of Colas’ technical network in France and around the world*, the CST occupies a unique position within the Group, with two main missions. Firstly, it is responsible for conducting research on products and processes, working in partnership with the subsidiaries’ technical departments, in line with Colas’ operational constraints and its overall strategy. Secondly, the CST provides subsidiaries with technical support, expertise and advice. “Every year, we handle close to 1,000 individual requests and test 150 tons of materials”, says Philippe Raffin, the Group’s Technical, Research and Development Manager and Head of the CST.

The campus also has a number of other roles: prospective analysis regarding future technologies, the dissemination of information, standards and technical articles to subsidiaries covering all of the Group’s business lines, internal training delivered to technical network employees, and the representation of Colas within national and international standards bodies.

Finally, the CST’s resources support the Group’s overall innovation policy, mobilizing the multidisciplinary expertise required to develop new processes for other departments such as, for example, the Environment, Equipment, and Innovation departments.

A cutting-edge expertise platform

To fulfill their roles effectively, the CST’s 90 full-time employees work within three distinct divisions. The Laboratories division consists of six specialist units (asphalt mixes, cold techniques, composite road surfaces, hydraulic materials and binders, road chemistry, materials and products), supported by expertise in the field of processes and oil products. Secondly, the Expertise and Documentation Center (CED) is run by a team of road engineering experts, with specialist knowledge of transport infrastructure design. The Center is supported by a Metrology department. It is also responsible for disseminating technical information (internal expertise, standards, patents, etc.) via its intranet site, Coltec (http://coltec).

> THE CAMPUS FOR SCIENCE AND TECHNIQUES (CST)

90
full-time employees, including some 50 researchers, engineers and technicians

3
divisions: Laboratories, the Expertise and Documentation Center (CED), Civil Engineering

1,000
requests handled every year: 150 tons of materials tested, including 200 products and 120 different bitumens

* Including 1,000 researchers, engineers and technicians in the Group’s 50 certified laboratories and CST.
accessible to all Group employees. And thirdly, the Civil Engineering division is dedicated to engineering relating to major structures — bridges and tunnels — and geotechnics.

“Thanks to its expertise and permanent contact with what is happening on the ground, the CST plays a pivotal role when it comes to building on high-level expertise and transferring knowledge to operational entities. It represents a genuine expertise platform at the heart of the Group’s technical network,” explains Philippe Raffin.

Site redevelopment

Back in September of last year, the CST completed its transformation, following two years of reorganization. “The purpose of the restructuring program was to achieve functional efficiency”, recalls Philippe Raffin. New premises were built to house the measurement and Ecoliant metrology activities, as well as the equipment required for the deployment of future expertise. Work was also carried out to optimize movements relating to the transport of heavy loads and improve the ergonomic design of specific workstations. All of the equipment present on the site now complies with the latest safety standards. Finally, the “special products” activity has been transferred to the Trappes site, not far from Magny-les-Hameaux.

New equipment

The CST has also acquired two new cutting-edge pieces of equipment: a multi-trial hydraulic press and a circular wheel track tester. Operational since 2013, the former has already been used to help validate a structure destined for the surface course of the Rama IX bridge in Thailand. In particular, teams will be using the tool to study the behavior of asphalt mixes at low temperatures (thermal test restrained specimen) as well as cracking, the ultimate goal being to develop more durable formulations. The circular wheel track tester, designed to simulate mechanical stresses on road marking products, is powerful enough to allow teams to have numerous samples rotating at speeds of up to 90 km/h.

“As a result of the restructuring operation and the acquisition of this new equipment, the Campus is now well placed to meet the challenges of the future”, concludes Philippe Raffin.

THE 5TH GENERATION ROAD

Through the eyes of Philippe Raffin, Group Technical, Research and Development Manager, and Head of the CST

“From mule tracks to highways, four generations of roads have emerged over the course of time, reflecting the technological advances of their era and improving access to mobility for the masses throughout the world. Today, society is evolving towards the increased use of renewable energies, electric and communicating vehicles and even autonomous vehicles. There is also a growing demand for new services. In turn, these changes require appropriate infrastructures, incorporating innovative technologies in the field of transport network construction. We are talking here about the 5th generation road. This road will comprise sensors, cells and electrical networks, to enable: • traffic optimization; • road surface analysis, with a view to planning maintenance operations; • electricity production using the traffic on the road (piezoelectricity) or the sun (photovoltaic), which can then be used to supply electric vehicles via recharging points or the road itself; • the provision of real-time information relating to grip as a function of climate, etc.”

The CST is actively monitoring all of these developments. Many of these avenues remain hampered by the current state of technology; we still need to invent technologies (sensors, photovoltaic cells, communication and electricity network) capable of standing up to the constant stresses to which roads are submitted (traffic, climate, etc.), and satisfying optimum safety conditions. And any reflection process needs to be hinged around long-term economic viability.”
CST open house event:
Guided tour and five workshops

Last September, Colas’ Campus for Science and Techniques welcomed 500 people to its site for its first open house event. Split into groups of 20, visitors were given a guided tour of the site, and a series of R&D workshops were held presenting the themes of safety, the environment, design, etc. Exhibition stands had also been set up on the Campus square to give visitors an overview of the Group’s other areas of expertise, particularly in the fields of civil engineering, geotechnics, road equipment, pipelines and railroad infrastructures.
Metrology, noun: the science of measurement.

“Our job is to go out to all the Group’s laboratories and operations to verify the accuracy of their measurement tools: press, weighing scales, screens, thermometers… We offer a comprehensive catalogue of services, covering all the equipment used”, explains Sébastien Denaës, Head of Metrology at CST. For the purposes of the tour, the department had organized the presentation of a mobile lab for the verification of on-site screens, a module for measuring the dynamic forces in traffic simulators, a module for measuring the internal angle for a gyratory shear compactor (making it possible to characterize the compacting of an asphalt mix) and a pendulum friction tester (to measure surface adhesion). “Visitors were impressed by the Group’s extensive expertise in the field of metrology. Customers – local councils, highways department laboratories, etc. – were also astonished to discover that we check their equipment too!”

The art of measurement

The Cold Techniques Department studies techniques based on bitumen emulsions: surface dressings, micro-surfacing, etc. These can be used in a broad variety of environments and are extremely versatile, making them ideal for road network maintenance.

For the open house event, the “cold techniques” workshop resembled a lesson in molecular cuisine. The first experiment involved the manufacture of two samples of micro-surfacing, from two emulsions with different formulations. The aim was to demonstrate the need to take into account the aggregates, bitumen and weather conditions when formulating emulsions, irrespective of the road technique. As a fun way to illustrate the research aspects, a second demonstration, inspired by molecular cuisine, consisted in encapsulating emulsion in a rigid envelope. Emulsion was drawn up into a dropper and drops were then squeezed out into a solution. Bubbles formed instantly on contact. The emulsion, protected by an envelope, looked just like… bitumen caviar, a demonstration that went over well with visitors!

Bitumen… caviar
The “noise-reducing asphalt mix” workshop presented Nanosoft® and Rugosoft®, two products developed by the CST to reduce noise pollution from traffic in residential areas. Sébastien Quigniot, a technician in the Asphalt Mix department, underlined the importance of the size and number of air voids present between the aggregates contained in the mix. “The smaller the spaces between the aggregates, the greater the noise trapping effect.” Armed with this knowledge, it is possible to reduce traffic noise by 9 decibels and thereby cut noise pollution 8-fold, while maintaining practical properties such as skid resistance and surface drainability. Visitors were reminded that these two products are currently being tested on an experimental platform set up on a section of the Paris ring road.

For more than ten years now, the CST has been working on synthetic (non-bituminous) binders. The “plant binders” workshop held as part of the open house initiative was a great chance to put this range in the spotlight. For Graziella Durand, manager of CST’s Road Chemistry laboratory, the binders offer a number of advantages: “First of all, they are esthetically pleasing. Translucent, they bring out the natural color of the aggregates used. They can also be easily colored in order to differentiate between road surfaces and hence improve safety. Finally, the use of bio-sourced raw materials makes the product environmentally-friendly”. A fun activity was organized to allow visitors to test the performance of these binders: elasticity, aging, etc.
Colas has launched a major project aimed at radically overhauling its processes, management methods and administration and IT systems. Known as Copernic, the ambitious program is part of the Group’s wider initiative to optimize its organizational structure with a view to better anticipating future opportunities and challenges and making the company more competitive. Copernic is an all-embracing project covering everything from operations to reporting and IT systems.

**Ambitious objectives**

The first objective is to streamline, harmonize and optimize the organizational structure, operating methods, processes and management and IT systems, all of which have become cumbersome, heterogeneous and complex over the years. The second objective is to improve the reliability of information required for effective decision-making. And thirdly, the project is designed to increase productivity and reduce costs: there are a number of areas where substantial savings can be made. As Hervé Le Bouc, Colas’ Chairman and CEO explains: “Copernic is designed to reinforce consistency, rigor and transparency within the Group. Once it has been rolled out, we will have a much simpler organizational structure. Our costs and risks will have been reduced and the information we have will be more reliable, leading to greater efficiency and better decision-making. The success of this project is crucial to the future of Colas as a major international group.”

**First concrete initiatives in 2014**

“Management initiated a comprehensive strategic planning exercise in the months beforehand, setting out a vision and defining the founding principles of the project”, explains Olivier Grévoz, Project Manager. The Copernic project got off to a start at the end of 2013 with the formation of a full-time, dedicated team. The first task in 2014 is to define objectives as well as organizational methods and processes. This first phase is fundamental. In France, themed workshops – purchasing, jobsites, equipment, industries, finance – with operational representatives from each subsidiary have been organized on the ground to gather information about...
user needs and develop solutions that can be adapted to the future management system, which will be selected during the course of 2014. Already in this first quarter, the first concrete initiatives have been launched by the Roads business in France to pave the way for the implementation of the new processes and management methods. “Copernic is likely to have a significant impact, because ultimately Colas will have one shared global management system. We will need to bring in the very latest generation of tools.” The new processes and management methods as well as the supporting IT systems will be rolled out in 2016, before being extended overseas for the start of 2017. By 2018, Colas will have completed its Copernican Revolution!

“Copernic is set to reinforce consistency, rigor and transparency within the Group. Once it has been rolled out, we will have a much simpler organizational structure. Our costs and risks will have been reduced and the information we have will be more reliable, leading to greater efficiency and better decision-making. The success of this project is crucial to the future of Colas as a major international group.”

HERVE LE BOUC, CHAIRMAN AND CEO OF COLAS
Five posters depicting some of the Group’s employees around the world were sent out to all subsidiaries back in the fall of 2013 to illustrate how everyone has made Safety Attitude’s “zero accident” target their own.

At the end of September, Colas’ global safety campaign, launched back in January 2013, entered its third and final phase of the year. In a video filmed on the ground and sent out to employees by email, Hervé Le Bouc reiterated his personal commitment to the cause. Five posters depicting employees from around the world who have adopted the Safety Attitude were also distributed. The objective was to encourage everyone working for the Group to take individual responsibility for the safety culture, through the exemplary behavior and active involvement of management. Finally, a tool for the sharing of best practices, aimed at safety officers, has been available since the start of 2014. “The safety figures for 2013 are encouraging and vindicate the initiatives we have implemented”, explains Hugues Decoudun, Prevention, Health and Workplace Environment Manager. “It is clear that the campaign has reinforced management’s own commitment to safety.” And Jean-Yves Bignon, Risk and Insurance Manager was keen to add this: “Safety Attitude marked a turning point in the Group’s approach to health and safety, both on jobsites and out on the road. The campaign will continue in 2014, building on initiatives begun in 2013: safety meetings, starters, etc.” Global Safety Week is already marked on everyone’s calendar from June 16 to June 22, 2014.
In June 2013, the 10 managers of the first intake to the Northern Europe Club (NEC) program were awarded their diplomas, in the presence of the CEOs of the 5 Northern European subsidiaries and Aximum.

The Northern Europe Club (NEC) kicks off

Created in 2011, the Northern Europe Club (NEC) now comprises some twenty managers from the Northern European subsidiaries and Aximum. Appointed by the subsidiaries’ CEOs, NEC members are asked to consider strategies designed to help develop synergies between the zone’s 5 countries (Belgium, Switzerland, United Kingdom, Ireland and Denmark), as well as with Aximum. “These countries have different languages, different currencies, different markets”, explains Frédéric Roussel, Deputy Managing Director for northern Europe. “The lack of synergies was a real issue.” Four avenues for development underpin the program: open-mindedness, mobility, the sharing of good practices and the construction of a common identity. Each intake spends two years working on a specific theme and presents its solutions to a committee. Once validated, the solutions are rolled out. All the discussions are held in English. “The NEC program gives the managers involved the chance to discover the Group’s wealth, capacities and different corporate cultures with a view to considering how best to exploit the strengths identified. It also allows them to develop a durable network and take part in a strategic reflection process on regional issues.”
The Colas diamond illustrates Colas Campus’ role as a creator of cohesion. The black bands symbolize all of the Group’s activities. The handwritten script underlines the human dimension of the internal training school. The motto “du savoir à l’action” (“from knowledge to action”) is a reference to the operational objective of the course programs.

In 2014, Colas Campus, the Group’s internal training program in France, will be sporting a brand new graphic identity. The new logo, accompanied by the motto “du savoir à l’action” (“from knowledge to action”), is designed to emphasize the school’s prime objective, namely to deliver programs with a resolutely operational focus. “We wanted to take advantage of the reorganization of the road business in France to clarify the role of Colas Campus and raise its profile”, explains Laurent Saada, a training supervisor in the Human Resources Department.*To give our people the tools they need to optimize their own performance and development, training programs are individually tailored. They are also continuously reviewed so that they can be adjusted and adapted to changes taking place within and outside the company”, explains Philippe Morvan, Group Training and Skills Development Manager. All the course programs – “sales”, “team management” and “construction techniques and processes” – as well as the University phase 2 have been redesigned to reflect the Group’s new organizational structure and the evolving challenges. In 2013, Colas Campus hosted 4,500 employees (skilled workers, foremen, technicians and supervisors, managers), with 156 training programs and 430 sessions in France. ■
In La Châtre, in the Indre area of central France, Segec operates a plant dedicated to the production of prefabricated reinforced concrete panels.

Spac, which specializes in the construction and maintenance of transport and fluid distribution infrastructures, boasts complementary expertise, particularly in the field of civil engineering. Its subsidiary Segec, located in La Châtre, near Châteauroux, in the Indre area of central France, operates a plant dedicated to the production of prefabricated reinforced concrete panels. The activity enables the company to offer competitive solutions - both in terms of costs and timescales - for contracts requiring reinforced concrete structures won by Spac or Colas’ other subsidiaries in the group’s traditional markets. For example, for the contract for the renovation of airfield infrastructures and the construction of the aprons required to accommodate the new military airbus, A400M, at the Bricy airbase, in the Loiret area of central France, the DTP, Bouygues TP, Colas Centre-Ouest and Spac consortium asked Segec to handle the prefabrication and on-site construction of underground chambers. These structures, each weighing between 6 and 25 tons, have to be flawlessly designed to ensure they can withstand the weight of 137-tons of aircraft, channeled through its fourteen wheels. In all, over 42 underground chambers will be delivered.
Colas Rail’s Pôle Sud-Est, located in Grenay, southeastern France, comprises a rail maintenance workshop, a storage facility and offices. It also runs a training school dedicated to railway activities.

At the start of November 2013, Colas Rail opened its new southeastern regional hub, located in Grenay, in the Isère area. The aim of the project, launched in 2009, was to bring together seven profit centers (GTR, Technifer, Bourrage-traction, Caténaire Est, Matériel; Signalement et Voie Sud-Est) to improve working conditions for the region’s employees and relieve congestion at the Mureaux site, in the Yvelines area southwest of Paris. Three buildings now occupy the newly developed 55,000-m² site: a rail maintenance workshop joined to the RFF network (French Rail Network), a rail equipment storage facility (tracks, overhead catenary, etc.) managed by the Technifer subsidiary and offices with High Environmental Quality (HEQ®) and French Low Energy Consumption Building (BBC-Effinergie) certification. The site also boasts a newly created rail training center delivering courses that cover all aspects of Colas’ rail businesses (track laying, overhead catenary installation, locomotive driving). As Patrick Guénolé, Chairman and CEO of Colas Rail, puts it, “pôle Sud-Est is now a showcase for Colas Rail’s businesses and expertise.”
In 2013, teams from Colas Geneva cleaned 250,000 m² of tunnels throughout the cantons of Geneva and Vaud, using a washing truck specifically designed for the purpose by Colas Suisse's Equipment Department.

In 2012, Colas Suisse's Equipment Department set about designing a fully mechanized tunnel washing truck, on behalf of its subsidiary Colas Geneva. Built to market specifications, this unique truck is fitted with eight brushes activated by just two operators. It is capable of cleaning a tunnel from top to bottom, end to end: side walls, ceiling arches, electromechanical equipment, turbines, cameras, message panels, vertical road signs, etc… nothing is missed! Taking up just a single lane and covering up to 2.5 km/hour, this innovative truck works quickly in optimum safety conditions, day and night. What’s more, it is extremely water-efficient and does not use any detergent. The machine is Suva-compliant* and has EC certification (Euro 5). In 2013, teams from Colas Geneva used the machine to clean 250,000 m² of tunnels, in the cantons of Geneva and Vaud. Colas Geneva plans to offer this “technology” to other Swiss cantons, as well as France, in partnership with Aximum Signalisation, which provides equipment for a number of tunnels and could use it as an opportunity to broaden its service offer.

*Swiss national workplace accident insurance fund.
In the fall of 2013, a press campaign was launched to coincide with the reorganization of Colas’ roads business in France*. The visual identity highlights the diversity of the business and the density of the network.

**Colas on the campaign trail**

With the reorganization of Colas’ roads business in France*, which came into effect on January 1, 2013, the Group required a brand new communication initiative, aimed at both external and internal publics. The first task was to create a new visual identity. “Dynamic and modern, the graphic design can be easily adopted by the road subsidiaries and on all communication tools”, explains the Group’s Communications Department. At the beginning of October, an advertising campaign was launched in the trade press and on a number of websites. Centered on the concept of proximity as illustrated by the catchline “Colas, au plus près de vos projets” (“Colas, your local partner worldwide”), this campaign ran until the end of December. The national ad depicts a map of France with photos showing some of the projects carried out by Colas subsidiaries. It underlines the diversity of activities and the density of the Colas network across the country. The subsidiaries’ ads portray the same theme, supported by regional maps depicting jobsites of more local interest. And lastly, a dedicated corporate film was made. To see it, go to www.colas-france.fr or www.mediatheque.colas.com.

*Seven regional companies operating under a single brand - Colas.
The Colas media library gives employees access to thousands of images and videos, together with numerous Group publications and logos.

**Exploring the Colas media library**

In 2011, the Group’s Communications Department set up a digital media library with a view to giving all employees, in France and around the world, access to a vast database. Comprising a photo library, video library, document library and logo library, the Colas “médi@thèque” collates a mass of data illustrating the company’s activities and projects on a single dedicated web portal. The portal contains 80,000 images (jobsite photos, portraits, etc.), 1,000 videos (corporate films and films covering jobsites, products, corporate citizenship initiatives, etc.), numerous publications (annual reports, in-house magazines, corporate and commercial brochures, etc.), as well as all the logos associated with Colas, its subsidiaries and its brands. This extraordinary compendium of resources embodies the Group’s heritage. Once employees have signed up and received an access code, they can consult, download and order documents online. They can also share them by email via the download links. If you want to join the 1,500 employees already signed up to this user-friendly communication tool, simply go to www.mediatheque.colas.com.
Awards, inauguration, trade shows…
Some images of the Group’s events in France and around the world.

THE ROAD AND YOU
This photo of Route 190 at the entrance to Death Valley, California taken by Thomas Verotte, a development supervisor at the CST, was the winning entry in the first “La Route et Vous” (“The Road and You”) competition, in the photo/drawing category, organized on www.colas-france.fr.
THE WINNER IS...
Colas’ second corporate film festival, “THE stagiaire”, closed on November 6, 2013 with the awards ceremony held at the Elysées Biarritz, in Paris. The five winning interns each won a trip to a movie industry mecca.

SKILLED WORKERS GUILD CLASS OF 2013
Back in November, Hervé Le Bouc played host to the 70 newest members to the Colas Skilled Workers Guild at company head office.
1ST ACCROPODE ON REUNION ISLAND

Construction work on the "Nouvelle Route du Littoral" coastal road on Reunion Island, being carried out by a consortium led by GTOI (principal), was officially launched on December 20, 2013, with the symbolic laying of the dike road’s first accropode block.

WELCOME TO LA CHAUMIERE

The La Chaumière quarry, owned by Mauritian subsidiary Gamma Materials Ltd, held an open house event for customers and local residents to show them the site’s activities.
FIMBACTE: TWO AWARDS
At the construction and environment sector’s Fimbacte festival, Colas tied for the Gold trophy award in the corporate category for “The Year in Review 2012”. It also won the creativity award for the launch of WIZ, the company’s social network.

COLAS FOUNDATION
On October 22, 2013, the Foundation held a preview of its work at head office in Boulogne. The winning artists attended the event.
At the 18th French Mayors and Local Authorities Exhibition (SMCL) held in Paris at the Porte de Versailles exhibition center, the Group showcased its products, processes and equipment.
24th FRENCH NATIONAL PUBLIC TRANSPORT MEETINGS
The Colas Group presented its entire range of products and services in the field of transport systems and urban development at the event held in Bordeaux. One of the highlights of the day was the visit of French Transport Minister Frédéric Cuvillier to the Colas stand.

INTERNATIONAL PPP MEETINGS
Taking part in the International Public-Private Partnership Meetings for the first time, Colas presented its expertise and know-how in the field of major complex projects structured around concession, PPP (public-private partnership) / PFI (Private Finance Initiative) or MAC (Management Agent Contractors) contracts.
In 2013, 17 new works of art were added to the Foundation's collection.
Colas Circle
Dom Le Gal
“The Rule of Saint Benedict is an incredibly modern managerial model.”

The road through the eyes of…
Jean-Charles Rédélé recounts the Alpine legend.

Colas Foundation
Jean-Xavier Renaud
“Roads are a political issue, central to regional development.”
Dom Le Gal

“The Rule of Saint Benedict is an incredibly modern managerial model.”

Monk, cellalist at the Saint-Wandrille Benedictine Abbey and Chairman of Ascendi (the company responsible for the monastery’s economic activities), Dom Le Gal drew inspiration from the Rule of Saint Benedict when defining his fundamentals of management. What is the best way to do things well? A few answers emerged from the latest Colas Circle.

What is the Rule of Saint Benedict?

Dom Le Gal: Within the world of the Benedictine monastery, it refers to the principles of a religious life. The Rule of Saint Benedict sets out 73 chapters as a guide for monastic living: the balance between work, prayer and relaxation, the art of governing a human community, attention to each individual for the good of all, the way decisions are made, etc. It’s an incredibly modern managerial model, offering the individual perspectives for personal and professional accomplishment that go beyond the financial. By substituting “employee” for “brother” and “manager” for “abbot”, these precepts can by transposed to the corporate environment and used as the basis for rules of management, keeping in mind that every transposition has its limits.

A management manual? How did you reach this “revelation”?

D. L. G.: I joined the monastery at 19 and knew absolutely nothing about management. And when the
abbot asked me to manage the Abbey’s economic activities, I’d never before held a position of responsibility over a community of people. Now, in the day-to-day economic life of a monastery, there are men, women and monks! We have the same problems here as any other company outside the monastery: management, administrative, quality, customer relations, suppliers. So I went to a business school to consult various management manuals. When I got back to the monastery, it seemed to me that the Rule of Saint Benedict was the ideal management tool. It concisely sets out working instructions and procedures.

What are the management fundamentals inspired by this rule?

D. L. G.: The underlying principle, not clearly stipulated yet experienced when living the Rule, is one of subsidiarity. Individuals should be allowed to do what they are capable of doing. But for this to happen, you have to know the person. A job interview is an opportunity to discover the quality of the human being before the quality of the expertise. Secondly, according to the principle of assistance, managers need to do their jobs to allow others to do theirs. The principle of substitution - i.e. support - also applies, to compensate for any failures. Lastly, when we speak of delegation the idea is not to simply confer part of one’s power but also to recognize the knowledge and quality of the individual to whom one has confided a mission on which he or she can highlight his or her own expertise.

In this model, what role should the manager play?

D. L. G.: The basis of cenobitic life in the monastery is community, a rule, an abbot. In a community governed by rule, the latter only makes sense if it is embodied by a person. In the case of a company, that someone is the manager. The manager represents the correlation between words and actions. He is the person with the vision, it is he who provides the motivation, he who guides. He is a peaceful man, which is not to say he flees conflict. Because conflict is a source of improvement, provided it is handled properly. The manager is also a hands-on individual. All managers have the power to serve or the power to dominate. True power is the power to serve. The paradox is that the more power one has, the more obedient one has to be.

All managers must therefore lead by example. They must listen to those around them and show compassion, uncovering in those working with them capacities and gifts they were unaware of themselves.

You say that listening, silence, and obedience underpin the day-to-day life of the company…

D. L. G.: It’s the second triad of the Rule of Saint Benedict. Our meetings are based on an approved agenda and cannot exceed two hours. Prior and consecutive periods of silence are required for all meetings. When we don’t agree, we take it in turns to speak, without interrupting. Listening breeds respect and the decisions ultimately reached are therefore accepted and applied by everyone. Silence leaves room for intelligence. How can you listen without silence?

You also emphasize the importance of giving.

D. L. G.: If we were to retain just one triad, it would be that of the gift, forgiveness and communion. These are the driving forces behind continuous improvement. The gift is received, accepted and passed on. Without a gift, there can be no passing on. When we give, we pass on, we enhance what we’ve received. Without forgiveness, there can be no unity within the group. Forgiveness, given and received, goes well beyond the right to make a mistake. A mistake may be considered as a first step to improvement, to innovation, offering each individual with the opportunity to be creative. And there can be no communion without gift or forgiveness.

SAINT-WANDRILLE ABBEY

Saint-Wandrille abbey was founded in 649 in Normandy. The monks there began producing and selling candles – “cires de Saint-Wandrille” – in 1937. At the end of the 1990s, the monastery moved into micrographs before becoming a digital studio. Ascendi was created in 2001 as the umbrella company for all the abbey’s economic activities, generating the income required for the upkeep of a listed building and the day-to-day living expenses of a community of thirty monks. In 2003, Ascendi launched a capital investment business based on a set of principles: rigorous ethics placing people at the heart of an entrepreneurial project, a meaningful management approach with respect for the dignity of the individual, be they employees, customers, suppliers or shareholders.
The Alpine legend, as told by Jean-Charles Rédélé

The history of the road is also the history of the car and motor racing. Jean-Charles Rédélé, the 2002 French historic rally champion (driving a Berlinetta), tells the story of the Alpine, the legendary racing car created by his father, Jean Rédélé.

My father, Jean Rédélé, was one of the main protagonists behind the post-war revival of French motor racing. Born in Dieppe in 1922, he graduated from the HEC management school in Paris before returning to his native city to become the youngest ever Renault dealer at that particular time. He went on to create the Alpine brand. With a passion for motor racing, in the 1950s, he entered the Dieppe Rally with a 4CV, winning his category. He continued to enjoy numerous successes at the wheel of his little Renault, constantly improving the vehicle over the course of time.

But he actually wanted to build his own car. He believed that the 4CV would be an interesting starting point from which to construct an extremely powerful vehicle. Prior to designing the first Alpines, using the newly developed material, polyester, which had the advantage of being light, my father had asked Italian designer Giovanni Michelotti to build three coupés from aluminum. But he wasn't entirely happy with the results and so he turned instead to Chappe and Gessalin, French bodywork manufacturers specializing in polyester. The partnership led to the development of the 1967. Three Alpine-Renault A210 vehicles finishing the Le Mans 24 Hours race.
first Alpine vehicle in 1955, the A 106, which borrowed the 4CV’s platform and mechanics. Soon afterwards, it was officially presented at Renault headquarters before being exhibited at the Paris Motor Show. Conscious of the importance of motor racing, my father entered his Alpines in a range of disciplines, ensuring wide-spread publicity for the new kid on the block.

As a new decade was about to begin, he launched a number of major projects – industrial and racing – including the licensed manufacturing of Alpines in several countries. In 1960, a new car was released - the A 108 -, followed two years later by the legendary A 110 Berlinetta. In the field of motorsport, he launched two programs: the construction of prototypes – which continued until 1969 – and the construction of a single seater. Successes came thick and fast and sales increased. A new plant was opened in the Eure-et-Loir area, southwest of Paris, followed by another one in Dieppe in 1969. The two sites, employing 350 people, produced more than 1,000 cars per year. For Alpine, the 1970 season ended on a high note because, in eastern Europe, the Bulgarian driver Tchoubrikov won his first national championship and Jean-Claude Andruet won two rally drivers’ championships (champion of France and Europe). And 1971 began with the extraordinary treble achieved by the A 110s at the Monte-Carlo rally.

This amazing début was followed by several successes leading to victory in the international rally manufacturers’ championship. On the track, the Alpine single-seaters were crowned F3 and Formula Renault champions of France. On the production side, the new Alpine - the A 310 - was unveiled in Geneva, while the A 110 continued to improve mechanically. Just as it had two years earlier, the 1973 season began with the Alpine treble at Monte-Carlo, and Alpine were crowned world rally champions in 1973. It was also the year which saw the revival of sports prototype competition. 1974 saw the A 310 making its rally début while Alpine were European champions in the 2 L category. It wasn’t until 1977 and the 6-cylinder version of the A 310 that an official Alpine won another championship. Herbert Grünsteidl and Jean Ragnotti, both at the wheel of an A 310 V6, were respectively rallycross champions of Europe and France, while Guy Fréquelin was crowned French rally champion at the wheel of an Alpine.

At the end of the year, the A 110 was withdrawn. The end of an era. Jean Rédélé sold his shares in Alpine to Renault. 1978 saw victory for Alpine with Didier Pironi and Jean-Pierre Jaussaud at the Le Mans 24 Hours race. Renault stopped the production of Alpines in 1995 with the A 610, before announcing the brand would be revived in 2012. Back on the motorsport circuit in 2013, Alpine took part in the European ELMS championship for the first time and won.”

“As a child, we went to the Dieppe plant every weekend. I would climb into the prototypes. That’s where it all began.”
Jean-Xavier Renaud

“Roads are a political issue, central to regional development”

How did you feel about being commissioned by Colas?
Jean-Xavier Renaud: I don’t often accept commissions. But I was familiar with the Colas Group. When I was studying, one of the subsidiaries had provided us with rollers for the creation of large-format engravings. So I decided to apply. My work is often perceived as violent or satirical. So when the Colas Foundation selected me they were taking a risk! It was a demonstration of their open-mindedness and taste for diversity. As a city councilor, currently on the campaign trail in Hauteville-Lompnes, in the Ain region of eastern France, I immediately grasped the political dimension of the road theme and assimilated the economic and social issues represented by transport infrastructures.

Why did you opt to paint a road in a poor state of repair?
J.-X. R.: It’s a mountain road, close to where I live. After all the winter snowfalls and numerous salting operations, the road surface deteriorates. Every spring, a significant proportion of the local authority budget is spent on road repairs. I wanted to pay tribute to the work carried out - behind the scenes, just like an artist - by Colas.

Why is the road blocked by a boulder?
J.-X. R.: The Hauteville quarries are an integral part of the local economic fabric. Boulders are sometimes used as makeshift sign posts to block roads that are impassable. The trucks that transport the boulders actually cause some of the damage to the roads and yet they also bring in the materials needed to repair them. In my paintings, I portray the paradoxes generated by our political and economic decisions.
Bastien Hardy, Thomas Bullard,
Sébastien Gauthier, Thomas Lemoine,
David Robinet, Eric Pintoux,
Christian Gugenberger, Daniel Muller,
Yannick Treger, Mathieu Herbert,
Laurent Mathon, Johanna Basili,
Francis Larrieu, Christophe Fontaine,
Julien Verdier, Vivien Pouchout,
Bruno Yklong, Marc Michaud,
Stéphane Baudu, Etienne Richard,
Fabrice Brugière, Eric Ehresam,
Guillaume Hodebourg, Boris Grintal,
Peter Sebesteny, Karol Zeidler,
Ben Grimmelt, Philippe Commarmond,
Quentin Retoux, Benoît Louault,
John Vicars, James Coupin,
Vincent Grosco, Marc Maranzana,
Yves Léger, Jean-Xavier Renaud,
Béatrice Abeille-Robin, Jean-Jacques Mancel
(Berlinoise magazine), Thierry Defrene,
Olivier Grévoz, Christophe Varsi,
Philippe Corbel.
Jean-Xavier Renaud
"La route"
2013