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A word on Safety to begin.

In a previous editorial, I reminded everyone how important safety is as a Colas value and recalled our ambitions in this area.

To help us achieve our goal of being an industry benchmark, I do ask each and every one of you to intensify the efforts you have made since the roll-out of the exceptional campaign last year.

Beyond Global Safety Weeks, we need to demonstrate our commitment to the cause on a daily basis, relentlessly pursuing our safety objectives on all fronts.

The global economic environment remains challenging.

Since the first quarter of 2014, Colas’ French roads businesses have been faced with a sudden slowdown in the market, due particularly to local government changes following elections, reductions in government subsidies allocated to local communities and the shelving of an eco-tax on heavy trucks destined to fund infrastructure projects.

On the international stage, our sales have grown at varying rates depending on the country and geographic zone.

Today, the Group’s work-on-hand is high but marked by significant disparity between French and international/overseas Colas companies and an increase set aside for years subsequent to 2014.

The Colas Group is solid.

The French Roads business has an extraordinary capacity to adapt. It has weathered crises in the past. At the end of 2012, in anticipation of a slowdown in the roads activity, we opted for a radical overhaul of our model, with the transition from sixteen to seven subsidiaries. The introduction of this new organizational structure was a complete success thanks to the efforts of everyone concerned. But we must remain vigilant and responsive in order to adapt to evolving market conditions.

Colas’ network outside France accounts for 47% of the Group’s business. The diverse nature of our operations across 50 countries on 5 continents enables us to better spread our risks. Furthermore, successes in some zones can help offset difficulties in others, as different market characteristics come into play, although globalization has to some extent narrowed the gap in growth between economies.

The complementary nature of our businesses represents another major asset for Colas. The railroad activity is thriving in a dynamic sector and contributing to the Group’s growth.

The road ahead is likely to be a hard one. But I’m convinced we will succeed.
From Thailand to the United States via the United Kingdom, Hungary, Burkina Faso and France…
a rapid trip around the world to see the Group’s jobsites, work in progress and finished projects.

Lying on the southeast coast of New Caledonia, also known as the “forgotten coast”, Ouinné bay can only be reached by sea or air. SMGM began mining nickel there in the 1960s. An air strip paved with coral and a surface dressing linking Quiné to the capital Nouméa was built in the 1970s. The runway was in need of renovation to allow it to accommodate helicopters making emergency landings. A genuine logistical and technical challenge for Colas Nouvelle-Calédonie’s teams, who had to transport 1,800 tons of high modulus asphalt concrete, manufactured at a facility located 10 hours from the site. A 600-ton barge, two tug boats and eight trucks with heated tippers were required. In order to be able to apply the asphalt mix correctly, Colas Nouvelle-Calédonie used Chemoran’s CWM additive in its warm asphalt, designed to provide optimal workability to a temperature of 120°C.
Novacol® at the foot of Mont Ventoux

Between May and June, around thirty employees from Colas Midi-Méditerranée’s Sorgues profit center renovated 7 km of pavement at the foot of Mont Ventoux (southeast France), using the Novacol® process. This environmentally-friendly in-situ cold treatment technique involves milling the existing pavement surface, measuring out and adding an emulsion, then mixing the ingredients together to form the new base course or binder course. It offers numerous benefits, including energy savings, the elimination of the need to transport materials to landfill, the use of fewer aggregates and the fact that roads can be reopened to traffic quickly. The teams employed the technique over a 43,000-m² section of roadway before applying the wearing course one month later.
Bangkok: Rama IX bridge gets a makeover

Built at the end of the 1980s, Rama IX bridge in Bangkok has to withstand considerable stresses: temperature, humidity, heavy traffic (up to 50 million vehicles per year). In 2014, Colas’ Thai subsidiary, Thai Slurry Seal, carried out the first phase of the resurfacing of the waterproofing-wearing course structure on this 2 x 3 lane cable-stayed metal bridge. The structure, comprising an anti-corrosive layer, a waterproofing layer and a wearing course, was validated using new equipment at Colas’ Campus for Science and Techniques. A specialist team from Smac was also mobilized for the project, replacing the original liquid-based sealant with a bituminous membrane manufactured by Axter. A global first for Colas on a structure with a metal deck on this scale. The second phase of the renovation is set to begin at the end of 2014.
Launched in 2009, modernization work on the Chatou dam (west of Paris), on the Seine River, is now nearing completion. Following the construction in July 2013 of an entirely automated structure by Bouygues TP on behalf of Voies navigables de France (VNF, the French waterways management company), the former dam, located 50 meters downstream, was gradually dismantled. Teams from Genier-Deforge Ile-de-France, a subsidiary of Colas Ile-de-France Normandie, cleared and demolished 12,000 tons of concrete, an operation hampered by major winter flooding. Special equipment was used for some aspects of the demolition, such as the installation of a 70-meter high crane on a barge moored at the foot of the structure to help remove an imposing 160-ton section. The final phase of the project began mid-September, with landscaping as well as heritage preservation work on the former dam’s turbines.

Royal patronage at Chambord

As part of a skills-based patronage agreement signed between Colas and the Chambord National Estate, teams from Colas Centre-Ouest renovated 6,000 m² of pathways, using the visually appealing Heliocol® process, developed by the Campus for Science and Techniques for the Versailles Estate.
Colas Gabon, supported by the technical expertise of Spac, has carried out its first ever pipeline installation project, on behalf of Total Gabon in Africa. This 17 km-long oil and gas pipeline will feed into the new power plant in Port-Gentil, the country’s economic capital. The project also includes the rerouting of the gas pipelines supplying industrial facilities located in urban zones and the creation of new links between production and transformation sites. Located on swampland, the site required 80,000 m³ of sand-fill for the tracks running the length of the pipeline route and 7 km of steel fencing along the protection corridor. Before lowering the pipes into the trench, 2,000 points were welded in particularly challenging weather conditions, due to the heat and humidity.

Throughout the work, Colas Gabon was able to draw on Spac’s customer knowledge as well as its expertise in the field of pipeline installation. Perfect synergy!
Cycling the length of the Rhône River, from the shores of Lake Geneva to the beaches of the Mediterranean: the ViaRhôna, a cycle path stretching 819 km and crossing ten French departments, will turn this dream into a reality, encouraging low-impact tourism. Colas Rhône-Alpes Auvergne’s Valence profit center worked on three sections of the future cycle route in the Ardèche region of southeast France, one between Sarras and Glun, a second between Soyons and La Voulte, and the third between Viviers and Bourg-Saint-Andéol. Given that the track runs through an environmentally sensitive area, the Ardèche council wanted to ensure that the surfacing would blend with the rural character of the existing landscapes. An ochre/yellow surface dressing fitted the bill. 360 tons of emulsion were needed to cover the 35 km of cycle path, representing a total surface area of 105,000 m².

A skatepark in Saint-Orens-de-Gameville

The town of Saint-Orens-de-Gameville (Haute Garonne, southwest France) boasts a brand new skatepark as part of the 9,000 m² recreational and sports complex created on the shores of the Marciaissonne River. Colas Sud-Ouest’s Saint Gaudens profit center performed the earthworks, constructed the curved and inclined sections and laid the concrete paving.
Back in April, the Qwartz shopping mall opened its doors in Villeneuve-la-Garenne, a suburb to the west of Paris. With 400 meters of façade overlooking the Seine River, the building’s architecture combines light and transparency. Two Smac profit centers spent a year and a half working on the project. Teams from Buc were in charge of waterproofing the roofs and terraces, employing three different techniques: pavers on paving supports for the terraces, wood veneer surfacing for the pedestrian access areas and a Baryphalte®-type self-protected mastic asphalt surfacing for the vehicle access roads. The Sarcelles profit center was responsible for the 35,000 m² of steel and green roofing, as well as paneling 16,000 m² of façades. The latter included 7,500 m² of iridescent polycarbonate panels, allowing the building to change color – from gray to purple – depending on the viewing angle and light. At the same time, Colas Ile-de-France Normandie’s Screg Hauts-de-Seine/Paris profit center applied the asphalt mix required for the 86,000 m² of outside access routes. The project was delivered on schedule to the immense satisfaction of the customer and local residents.
A new lease on life for the Budapest tramway

The Hungarian subsidiaries Colas Alterra and Colas Ut are part of a consortium with A-Hid Epito working on the renovation and extension of line 1 of the Budapest tramway, a 13.6-km route running north to south through the city. Colas Alterra is tasked with renovating the tracks, switches and crossings, the reconstruction of the electric traction systems, the installation of new elevators and escalators, as well as the construction of passenger platforms at 15 stations. Colas Ut is responsible for paving 30,000 m² along the entire route. The work is taking place on one of the city’s biggest thoroughfares and teams are pulling out all the stops to minimize inconvenience to users. Launched in August 2013, the upgrading work is set to be completed at the start of 2015.
The town of Saint-Paul boasts a brand new media library: a 30 x 30 meter cube, built by teams from GTOI’s Bâtiment Sud center. This unusual construction stands out due to its height, its aluminum shade-screened façade, as well as its steel bracing structure, designed to take into account the risk of earthquakes.
A consortium comprising Aximum (project leader), Colas Ile-de-France Normandie and Colas Major Projects is carrying out upgrading work on Highway A6. The work involves the refurbishment of a section of concrete pavement, the upgrading of safety and protection systems to current standards and the landscaping of the median strip to allow for the widening of emergency lanes. The project, concerning a 16-km section between Lisses and Saint-Germain-sur-Ecole to the south of Paris, will mobilize 40 of the Group’s employees in 2014 and 2015. Renovation work was launched on Highway A6 three years ago to improve user safety and comfort and reduce noise pollution for local residents. In 2012, Colas teams in Ile-de-France had already worked on several projects on the same highway (fifty-year old concrete slabs replaced, resurfacing work, landscaping of the median strip, temporary and permanent road markings, etc.).

Synergies on Highway A6

Colgrill R® hits the runway at Beauvais Airport

Back in June, Colas Nord-Picardie’s Beauvais, Senlis, Amiens, Valenciennes, Ham and Condren profit centers worked for four days and four nights renovating the secondary runway, the Whisky taxiway and aprons at terminal 1 at the Beauvais Airport, located to the north of Paris. The Colgrill R® pavement reinforcement process was used over an area of more than 30,000 m². Aximum’s teams then spent thirty-six hours applying new road markings.
Awarded a contract to renovate the badly damaged flooring at a logistics hub in Croissy-Beaubourg (Seine-et-Marne, east of Paris), Colas Est’s Doubs profit center opted to use Latexfalt®. Made up of hard rock and cement aggregates combined with a bitumen emulsion, Latexfalt® is cold bituminous industrial slab flooring with a number of unique characteristics including the absence of joints, thicknesses ranging from 15 to 25 mm, rapid return to normal operations (four days), etc. More economical than traditional resin surfacing, Latexfalt® is also more resistant to heavy traffic use and is perfectly suited to factories and logistics hubs. To avoid disruption to business on the site, the teams were split into two, with the night shift preparing the terrain (dust protection using tarps, milling, cleaning of machines, etc.) and the day shift applying the Latexfalt®.

Waterproofing the Axter Ltd way

England’s port city of Southampton has been carrying out major renovations in the heart of its historic district. As part of the construction of a residential complex – Admiral’s Quay – made up of three buildings, linked by broad terraces offering green spaces and restaurants, Axter Ltd, a Smac subsidiary, employed its Wilotekt-Plus® waterproofing process, ideally suited to areas of heavy use.
Chaville: the Route des Gardes renovated

In May, teams from Colas Ile-de-France Normandie’s Sacer Champigny-sur-Marne profit center renovated the wearing course of the Route des Gardes (route 181), in Chaville, a suburb to the west of Paris. 5,000 m² of very high performance asphalt concrete was applied to improve skid resistance, drainage and frost resistance. Work on the 800-meter section of road was carried out over two nights.
To successfully deliver several major projects in the northwest of the island continent, Colas’ Australian subsidiaries have played the synergy card. For the rehabilitation of the Broome Airport runway in October 2013, for example, Tropic Asphalts manufactured the 22,000 tons of asphalt mixes needed for the job using a mobile plant brought in from Hobart, Tasmania (4,500 km away), where it had also been used for a runway renovation. The special binder was supplied and transported by Sami Bitumen Technologies from Perth by road train. And, finally, Colas West Australia (formerly RNR Contracting) contributed its logistics expertise as well as its truck fleet for transporting materials by road. In another example of synergy between subsidiaries, at the end of 2013, Colas West Australia worked in partnership with Sami Bitumen Technologies on the renovation of 250 km of roads in the regions of Kimberley and Pilbara. A success that led to the subsidiary securing a new contract relating to a 250-km network of roads, rehabilitated between March and June 2014.
Highway A26: Colfibre® has the edge

Carried out in June, the Highway A26 project – north of Reims – brought together teams from Colas Major Projects, Colas Est and Colas Nord-Picardie for the renovation of a 10-km section of road, between the Guignicourt interchange and the toll gate at Courcy, in northeast France. Teams began by milling the surfaces to a depth of 10 cm before breaking up the concrete slabs on the slow lane. They then applied 110,000 m² of Colfibre® to waterproof the structure. Composed of a layer of chopped fiberglass inserted between two layers of binder applied in emulsion form, Colfibre® is an innovative, economical and easy-to-apply process designed to help prevent cracking. The technique was preferred to micro surfacing given the tight schedule teams had to work to. Asphalt mix was then applied to finish the job. The project mobilized around one hundred employees from the three subsidiaries combined. Another 12-km section of road will be renovated in 2015.

Colas Rail in Kuala Lumpur

Colas Rail Asia is part of a consortium responsible for extending a 17.7-km section of the Kelana Jaya Line, a light rail transit system linking Kuala Lumpur’s northern and southern suburbs with the downtown area. On the agenda: the design-construction, supply and integration of the entire transport system, excluding signaling equipment and civil engineering works. This is Colas Rail’s first ever contract in Asia.
Highway A1: night owls at work

In May and June of this year, three teams from Colas Vaud and Pittet-Chatelan worked nights renovating an 18-km section of Swiss Highway A1 between Berne and Yverdon-les-Bains. The first team milled the existing wearing course to a depth of 5 cm. The second team then applied a waterproofing membrane to the milled surface to delay the onset of cracking. Finally, a third team applied a new wearing course. In total, 200,000 m² of road was resurfaced by some 80 employees. In 2014, two further highway projects were awarded to Colas Suisse teams, one in Geneva and the other in Valais, between Bex and Martigny.

LGV SEA railroad: the expertise of Colas Major Projects

Colas Major Projects teams are currently building 30 km of extruded concrete trapezoidal trenches, as part of the high-speed South Europe Atlantic railroad (LGV SEA) project, between the French towns of Tours and Bordeaux. Colas Centre-Ouest’s Tours and Châtellerault profit centers have been subcontracted by DTP to work on the collectors.
It is a genuine marathon below the sea! In the first quarter of 2014, teams from Colas Rail’s Fresnes-sur-Escaut ITE Center began working on the renewal of 100 km of rail track in the Channel Tunnel, an operation set to last until the end of 2016. To avoid disrupting this strategic link between France and England, train services are only suspended on Friday, Saturday and Sunday evenings: teams therefore have just five hours to carry out the work, in 1,080-meter sections. A small window of opportunity, programmed down to the minute. This is the third time that Colas Rail, a partner of Eurotunnel since 1999, has been involved in a project of this scale, excluding maintenance contracts. A technical challenge on a prestigious line, demonstrating once again the subsidiary’s expertise. Carrying more than 10 million passengers annually, the Eurotunnel Shuttle service is one of the most heavily used railroads in Europe.
To improve traffic conditions and safety on Route RD 1206 in the French Alps, the Rhône-Alpes Regional Department for the Environment, Planning and Housing (DREAL) decided to upgrade the structure to a four-lane road between the carrefour des Chasseurs intersection and Machilly. The project, launched in July 2013 for delivery at the end of 2014, is being carried out by a consortium made up of Perrier TP (Colas Rhône-Alpes Auvergne) and DTP Terrassement (Bouygues Construction) for the earthworks and networks, Colas Rhône-Alpes Auvergne’s Vallée de l’Arve profit center for the asphalt mixes and Aximum for the signaling and the noise barriers. In addition to widening the 5.5-km section between the carrefour des Chasseurs intersection and the échangeur des Framboises interchange to four lanes, the work - which is being carried out with the road open to traffic - includes compliance operations on the Machilly bypass as well as the creation of a 3-meter wide 1.5-km emergency lane. In total, the project will have required 105,000 m³ of earthworks, 90,000 m³ of fill, 90,000 tons of asphalt mix and 2,500 meters of noise barriers.
Opened in July, the Banfora-Sindou road, in the southeast of Burkina Faso, was built by Colas Afrique as part of the cooperation program between the American and Burkina Faso governments. Stretching for 50 km and crossing four major swamp zones, the project required 600,000 m³ of earthworks, 280,000 m³ of materials and 380,000 m² of double course surface dressing. A total of 68 road crossing structures were also built, as well as a toll plaza/weigh station. Teams were also responsible for the signs and road marking. Compliance with environmental standards was a priority throughout the project: all the quarries were replanted once operations had been completed to ensure their return to crop use in this agricultural region and numerous trees were planted. The project, located in the area of the country that receives the heaviest rainfall, had to be suspended for three months during the rainy season.

A solid base for a wind farm in Colorado

As part of the wind farm development project in Colorado’s Spring Canyon region, the American subsidiary Simon Contractors supplied more than 18,000 m³ of concrete for the construction of the wind turbine bases.

On the Banfora to Sindou road

UNITED STATES

ROUTES No. 33 – October 2014
Since April 2013, Colas Ltd has been responsible for renovating and maintaining more than 250 kilometers of roads in central London within the framework of an eight-year contract secured as part of a consortium. A prestigious reference, once again allowing the subsidiary to promote its expertise in long-term road maintenance contracts. We report from the heart of the British capital.
BROMPTON ROAD
CVU, a joint venture comprising Colas Ltd, VolkerHighways and URS, is maintaining and improving Central London’s streets as part of an 8-year contract.
London, a city that never sleeps. It’s midnight. Roadworks are under way outside the imposing façade of Harrods, the capital’s famously chic department store located on Brompton Road, in Knightsbridge. Site machinery goes back and forth. Buses, taxis and cars crawl along in single file. “More than 28 million journeys are made every day in London and 86% of them are by road”, explains David Craik, Executive Director, Colas Ltd. “Traffic in the city is extremely dense, due to the sheer concentration of business and tourist activities. Users need a well-maintained network and fully integrated transport infrastructures. This network, managed by Transport for London, is currently divided into four zones, each covered by a specific contract. At the end of 2012, the contract relating to the central area of the city, called Central London, was secured by CVU, a joint venture made up of Colas Ltd, Volker-Highways and URS.”

**Transforming London’s streets**

Since April 1, 2013, as part of the CVU joint venture, Colas Ltd - Colas’ British subsidiary - has been contributing to the renovation and maintenance of more than 250 kilometers of roads in the heart of central London (see map p.27). The eight-year contract covers the improvement and maintenance of roads, sidewalks and curbs, including road surfaces, traffic signs, street lighting, road safety features, drainage, earthworks, landscaping, bridges and other civil engineering structures, as well as urban furniture. Additional services are also provided under the terms of the contract, such as winter maintenance, emergency call-outs, street cleaning, traffic management, design and inspection.
services (safety, bridges and other structures), together with specific services associated with major events such as the London marathon. “The global contract represents a total of around £420 million, i.e. €520 million, of which 40% goes to Colas Ltd”, adds David Craik. “This contract is a unique opportunity to promote our expertise, particularly in the field of long-term road maintenance contracts (see p.30), as well as our innovation culture. Cooperation between the three joint venture partners is crucial at every level. Together, we deal with the same problems every day, we develop a common culture hinged around the same values – particularly when it comes to safety – and we share the same objective: to transform London’s streets.”

Adapting and integrating into the life of the city

Bank Junction. This intersection in the “City”, located right in the heart of London’s historic and financial district, is the point where nine streets converge. More than 25,000 people pass through here every day. Between July and November 2013, teams from CVU were asked to replace and modernize the traffic lights and road markings. A genuine challenge, given the volume of traffic and various constraints, such as the presence of the London Underground’s Central Line just a few meters below the surface... Work on the subterranean networks and signaling infrastructures had to be carried out manually to a depth of just 300 mm to avoid undermining the below-ground structures.

“Cooperation between the three joint venture partners is crucial. Together, we deal with the same problems every day, we develop a common culture hinged around the same values and we share the same objective: to transform London’s streets.”

David Craik, Executive Director, Colas Ltd
Another constraint to be taken into account was the Lord Mayor’s Show, traditionally held on the second Saturday in November with some 6,000 people taking part. A festival of color, costume and music, the parade moves slowly along a 5-km route through the streets of the City of London, from Mansion House to the banks of the Thames. “Transport for London insists that the scheduling of any work is meticulously planned and that deadlines are met”, underlines David Craik. “Work cannot be allowed to cause disruption to traffic and it has to integrate seamlessly into the life of the British capital, taking account of the numerous events that take place each year: the marathon, the veterans’ parade, etc.”
In Central London, there are close to 40,000 call-out requests every year, which are prioritized depending on their degree of urgency, with the most urgent attended to within the hour.
Working under close scrutiny

“Day and night, CVU’s teams are kept busy maintaining the network”, continues David Craik. “It’s a real challenge to carry out work without closing the roads to traffic. We have to intervene quickly, implement an effective logistics organization and work well as a team in order to minimize traffic disruption and inconvenience to residents.” Performance criteria are set out in the contract, particularly relating to road availability. Work is therefore carried out between 10.30 a.m. and 3.30 p.m. or at night between 9 p.m. and 6 a.m. to avoid traffic disruption and prevent jams. CVU’s teams operate from a control center in a main depot at Canning Town and two satellite depots at Croydon and at Park Royal. In order to ensure rapid and effective call outs, the center is operational round the clock, 7 days a week. In Central London, there are close to 40,000 call-out requests every year. These interventions are prioritized depending on their degree of urgency, with the most urgent attended to within the hour.

Innovating and improving

Another objective of the contract is to improve safety and road access for users. CVU deploys the full range of its innovative and creative capacities to provide its customer with solutions. For the marking of cycle paths, for example, on the London cycleways, CVU is working with Aximum, Colas’ road marking subsidiary, to develop a blue-colored surfacing. Innovative
techniques are also employed to meet a variety of other objectives: cold mix asphalt techniques to reduce the energy impact of the work carried out, noise reducing mixes to minimize traffic noise pollution. Sometimes, the quest for innovation and improvement goes well beyond the techniques employed. Back in June, to mark world environment day, CVU’s network and inspection teams were quite happy to don their hard hats and high-visibility jackets and take to the streets of central London on self-service Barclays Bikes.* Objective: to put themselves in the place of the cyclists who ride through the center of the capital every day, allowing them to get a feel for the impact of road defects and sharing the space with other types of vehicles.

In terms of the environment, CVU has worked with The Edible Bus Stop TM Ltd, an organization responsible for turning derelict public spaces into community gardens. In April 2014, for example, CVU created community vegetable gardens in West Norwood, Croydon. Finally, as a member of The London Tree Officers Association (LTOA), CVU is helping to protect the capital’s trees, particularly via awareness-raising in initiatives targeting its teams and subcontractors.

Innovation, integration and cooperation underpin the work carried out by CVU’s teams to transform London’s streets.

*CVU has installed almost 180 self-service bicycle docking stations (“Barclays Cycle Hire”) in London.
Each year, teams from CVU apply 25,000 m² of asphalt mix, including low temperature and noise-reducing designs.
Sector managers, design office managers, site managers, quality environment officers… They all do their jobs with enthusiasm and have decided to share their daily routine and projects with us.

After securing a college degree in vocational chemistry, Anna Huguet moved on to a work/study masters program in materials chemistry with Colas Rhône-Alpes Auvergne. There she developed innovative mixes and studied the thermal cracking of binders. “At the end of my work/study program, Colas offered me the chance to go an international experience placement in Mauritius.” Anna was responsible for industry technical support and optimizing the lab’s quality service. After a year, the company hired her, sending her out into the field – the Terre-Rouge-Verdun highway project – for some hands-on experience as lab manager. In 2013, she joined GTOI’s teams, on Reunion Island, to work on the Roland-Garros airport runway renovation project. She set up the mobile lab for the project and it’s also her job to schedule work inspections, technical monitoring, etc. “The sheer volume of work involved in this type of project and the need to meet stringent airport standards mean we have to carry out numerous checks and controls. But it’s a great learning experience and really interesting. Thanks to Colas, I’ve been able to pursue my career outside mainland France.”
ARNAUT PERRAULT
SECTOR MANAGER
GREATER PARIS AREA
COLAS ENVIRONNEMENT
FRANCE

A Master’s student in physical chemistry, processes and energy (specializing in processes for environmental quality), Arnault was looking for his final internship before graduating. So he went along to Pollutec, the exhibition for environment and energy professionals held in Lyon. It was there that he discovered the activities of Colas Environnement, a subsidiary specializing in soil remediation. He joined the company for an initial six-month period and at the end of 2006 was offered a permanent position as project manager in Lyon. There he was responsible for estimating bids and managing projects throughout France. In 2009, Arnault was asked to set up Colas Environnement’s Paris office. His remit includes overseeing four employees, administrative and accounting management (customer invoicing) and commercial relations. In 2012, he delegated the operational side of the business to a project manager in order to be able to provide greater focus on developing the company. In addition to drawing up technical and financial proposals for projects, Arnault shares his time between team management, technical development and QHSE missions (Quality, Health, Safety and Environment). Colas Environnement is certified MASE, ISO 9001, ISO 14001 and OHSAS 18001.
Getting to know the Group through mobility

MAXIME BEL
ADMINISTRATIVE AND ACCOUNTING MANAGER
SPAC
FRANCE

“Being mobile is all about being open-minded”; emphasizes Maxime Bel when describing his career path. Born in Grenoble, he has always had a thirst for change and is quick to seize any opportunity to discover a new country or job. Following an internship in Newcastle, England, and a student exchange at Dartmouth in the USA, he returned to France to study for a Master's degree in international business. He was then hired by Mazars in Paris, as an auditor. The experience reinforced his enthusiasm for auditing as well as working as part of a team. His next move was to Colas' head office in Boulogne, where he was offered a post as internal auditor, a job involving frequent overseas travel. From France to Australia, via Canada and Romania, he suggested improvement processes to subsidiaries, while reminding them of the internal control measures and procedures for the Group as a whole. In 2013, he contacted the Group’s mobility office (see p. 55). “In January 2014, I joined Spac’s teams on the Arc de Dierrey pipeline project, as administrative and accounting manager.” His advice for a successful mobility experience? Have a well-defined plan in mind but remain open to all opportunities. “Although I was interested in working outside France, location was never a be-all and end-all.”
SEVERINE HYENNE
QUALITY AND ENVIRONMENT OFFICER
COLAS EST FRANCE

A psychology student, Séverine Hyenne first discovered the Group in 1996, joining Colas Est’s Sego profit center as a temporary replacement. The job was far-removed from her study field and she had to quickly familiarize herself with a range of tasks, including secretarial duties, customer invoicing, etc. In 1998, she worked on a factory extension project in Lure (Haute-Saône, eastern France), where she was responsible for typing up reports, safety and dispatching. Then, her profit center manager, who was transferred to the SNEL profit center in Dijon, asked her to replace his secretary for a two-year period. After that, she took up a supplier accounting position, before joining the human resources department where she was responsible for payroll. February 2014 brought yet another change in direction. Séverine was appointed quality and environment officer for the Burgundy and Franche-Comté regions in eastern France. A link between the subsidiary’s head office and the profit centers, she ensures compliance with environmental regulations and carries out quality monitoring. “I’ve been able to move up the ladder thanks to knowledge acquired in the field, contact with colleagues who have passed on their expertise and passion for the job, and the confidence they had in me. Every new job is like a new beginning!”

“Colas had confidence in me and gave me an opportunity”
Having joined Smac’s Vitrolles profit center in 2007 as a construction engineer, in 2011, Samir Boukricha was seconded to Sofima – the Moroccan company specializing in roof works, cladding, and waterproofing – with a view to a potential future acquisition. “I was sent on a reconnaissance mission, to understand how the company worked, where it was located, its market, etc. My dual French-Moroccan background was a major advantage.” The Group went on to acquire Sofima and Samir was appointed operations manager. “As well as overseeing projects – from the design phase right through to post-delivery payment – I’m responsible for managing human resources. It’s an extremely thorough management school”, he adds. Samir is also in charge of setting up the Group’s safety and management procedures within the subsidiary.

An extraordinary variety of missions and challenges, all tackled with enthusiasm. “In my previous role in France I covered just one region. Now I cover an entire country, sometimes travelling 1,000 km between two jobsites! But I love what I do and I am always 100% committed.”
“I always value the work of others”

FRANÇOIS VACHON
PRESIDENT
SINTRA
CANADA

“My father worked for the Group and offered me my first summer job when I was just 13 years old”, recalls François Vachon. Before being appointed President of the Quebec subsidiary Sintra, at the end of 2013, he had held every construction job imaginable in Colas’ other Canadian entities: worker, foreman, surveyor in the northwest of the country, project manager with Terus Construction in British Columbia, profit center manager and then general manager of Wapiti Gravel Suppliers in Alberta. “In 2011, having spent close to twenty years out west, I was appointed ColasCanada’s Vice-President for Construction and Manufacturing. And now here I am at the helm of Sintra.” His goals? To develop partnerships, cross-functionality, to give responsibility to every employee, irrespective of his or her position in the hierarchy, and to improve communication: “It’s vital to share information and good practices”. A strategy that fits squarely with his vision for Sintra: “we need to explore new markets and anticipate changes.” A new president, confident in the future and for whom “the Group’s strengths lie in its local businesses and the talented men and women working for it.”
“Every project is different”

DIDIER MILLE
FOREMAN
COLAS MIDI-MEDITERRANEE
FRANCE

“I’ve been in the public works sector for thirty years now and I wouldn’t want to do anything else!” When Didier Mille talks about his work, he’s really describing his passion. After a variety of jobs, Didier joined the Group in 2002 as a grader operator for Colas Midi-Méditerranée’s Istres profit center. Even today, he recalls with pride the Paul Ricard race track rehabilitation project in Le Castellet, in southern France. His professional aptitude combined with his motivation soon helped him rise up through the ranks to the position of foreman. It’s a role that requires adaptability. “One day I’m on a road project, the next week it could be earthworks and the following month it could be networks… Suffice to say, there’s no routine here!” Like the very best orchestra conductors, Didier Mille knows exactly how to keep everything moving in time. “I make sure that everyone knows what they’re supposed to be doing and that they have everything they need to work as efficiently as possible to make sure a project is delivered on schedule.” When he’s not working, Didier loves mountain biking, either alone or with his friends. “It’s the best way to unwind and enjoy the great outdoors!”
Insight into field realities and customer needs

ALEXANDRA MESUREUR
DESIGN OFFICE EXECUTIVE
COLAS NORD-PICARDIE
FRANCE

After seven years in roads and utilities project management in Lille, Alexandra Mesureur joined Colas Nord-Picardie’s Lens profit center in 2008, as a design office technician. There, she worked with the design office manager on estimates and technical designs used in the bidding process. In 2011, the reorganization of the profit center into several geographic sectors brought her closer to the operational side of the business and gave her greater autonomy. “I work alongside the sector manager, which helps me better understand what is really going on in the field and the specific needs of customers. Contact with site foremen keeps me up-to-date with a project’s progress and any problems they are encountering.” Daily feedback that means Alexandra can make sure her work in the design office is always as relevant as possible. “I’ve also had the opportunity to take part in bidding processes for some major contracts, such as the Douai tramway and the Highway A1 renovation project. I’m learning all the time thanks to these experiences, contacts and interactions and I’m gaining an insight into the Group’s other business lines.”

ROUTES No. 33 – October 2014
There is nothing standard about the résumé of Grenoble-born Romain Termoz, who has never set foot inside an engineering school. “Having graduated with a master’s degree in economics, I went to Corsica with the air force, before heading off to Vietnam. I’ve been here ever since!” Romain joined Colas Vietnam in 2000 before being appointed Deputy General Manager of ADCo, the subsidiary acquired in 2005. What makes us stand out in this market? “We’re not builders, we’re suppliers”, he points out. “We’re pioneers in the field of PMB*, a special bitumen used in the construction of airport runways, bridges, roads, etc.” With more than 200 customers and 180 employees, safety is a major priority for Romain Termoz. “I’m safety officer for all Colas’ entities in Asia. As a supplier, we need to be beyond reproach when it comes to road safety”, he emphasizes. The subsidiary is growing in stature today, with five or six large-scale projects per year. ADCo is becoming increasingly firmly integrated into the local landscape: “We draw on the Group’s expertise to provide appropriate solutions for the application of our bitumen products in international projects such as the Ho Chi Minh City airport or Hué airport, in the center of the country.”

* Polymer Modified Bitumen
Stop off in Tomago, in New South Wales, southeastern Australia, and you may well bump into Glenn Wells. Passionate about his work, this self-taught character is responsible for Tropic Asphalts’ asphalt plant in the region. But Glenn’s early career had nothing to do with asphalt mix. He started out at the age of 15 in ground maintenance at North Wyong golf club, some one hundred kilometers north of Sydney. Six years later, he moved into the civil engineering sector, before setting up a building painting business. It wasn’t until 2006 that Glenn joined Tropic Asphalts. “Quite a change”, he recalls. He climbed up every step of the ladder, one by one. “When the company created the Newcastle asphalt plant, I helped with the foundations and the construction of the building.” A few months later, he was appointed production manager. “It’s now a thriving SME, with a monthly output of between 15,000 and 20,000 tons”, he enthuses. What motivates him? “It’s a business full of challenges”, explains Glenn. “There can be as many as three or four teams working at any one time on various projects and we have to be able to supply them continuously. That means we spend a lot of time out on the road.” Luckily for Glenn he doesn’t have far to go to relax after a hard day’s work. The Pacific Ocean is just 25 km away… ■
Equipment: Horizon 2020

With close to 65,000 machines and vehicles along with industrial plant in the 1,400 production sites worldwide, the impact of the equipment on costs, techniques, energy and safety is far from insignificant for the Group. The Mat 2020 innovation and harmonization project, launched in June 2013 aims to make sure equipment is included in the drive to reinforce Colas’ competitiveness. Here’s how.

Between bulldozers, excavators, graders, loaders, pavers, spreaders, compactors, rollers, trucks, low loaders, road-marking machines, vans, and passenger vehicles... as well as locomotives, wagons, barges and bitumen tankers, equipment at Colas includes around 65,000 machines and vehicles. Not forgetting, of course, the Group’s industrial plant at its 1,400 production sites worldwide (crushing plants, emulsion plants, asphalt plants, concrete plants, road sign plants, waterproofing membrane manufacturing plants, etc.). The 5,000 people employed in equipment operations around the world are responsible for managing this vast resource: acquisitions, hiring, maintenance, repairs and re-sale. With one overriding objective: to provide the operational side of the business with perfectly functioning equipment so that work can be carried out in the best possible conditions.

Harmonize and optimize

“Every two euros of revenue represents a euro invested in equipment“, explains Christophe Liénard, Colas Equipment and Innovation Manager. “That requires a strategy, control and performance indicators.” The Group’s decentralized organizational structure (800 business units in 50 countries on five continents), the multitude of suppliers, the increasingly complex nature of machines as technology evolves, and safety and environmental issues are all factors that have to be taken into...
> account within the Group’s overall equipment strategy. The objective of the Mat 2020 project, launched in 2013, is to harmonize and optimize the equipment pool, thereby turning it into a competitive advantage. The project also incorporates changes to equipment management brought about by other Group projects currently in the development stage or already rolled out, such as Cleanergie, Copernic* and Innovation**. The Cleanergie program, for example, designed to cut Colas’ energy bill by 15% over the period 2012-2015, has led to a reduction in the fuel consumption of machines and vehicles, a decrease in the temperature of burners in asphalt plants, etc. Electronic transmission technology has been fitted to 10,500 machines and vehicles, providing details of their position and information about engine performance. In addition, trials are carried out on hybrid and electric vehicles.

**A competitive advantage**

The Mat 2020 project was launched at the Equipment conference in June 2013. The objective is to turn equipment into a genuine competitive advantage for the Group. “We identified a number of priorities: to measure and improve the performance of

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<th>KEY FIGURES</th>
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<th>OPTIMIZING THE MACHINERY FLEET</th>
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<tr>
<td>65,000 machines and vehicles, including:</td>
<td>1,400 production sites, with industrial plant:</td>
<td>&gt; 10,500 connected machines:</td>
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<td>1,000 earthworks machines</td>
<td>707 crushing plants</td>
<td>• either via the incorporation of data acquisition and transmission technology;</td>
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<td>4,900 application machines</td>
<td>138 emulsion plants</td>
<td>• or via manufacturers’ “server to server” mode telematics.</td>
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<td>5,000 compactors</td>
<td>566 asphalt plants</td>
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<td>7,400 loading and lifting machines</td>
<td>205 concrete plants</td>
<td>to reduce fuel consumption by 40 million liters and reduce the carbon footprint by 100,000 tons.</td>
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<td>16,500 transport and light-duty vehicles</td>
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operating equipment, promote energy savings, optimize and harmonize our maintenance and spare parts purchasing procedures, as well as our supplier relations, reinforce technological and regulatory intelligence activities and speed up our innovation process*, continues Christophe Liénard. “The human resources aspect of equipment operations was also examined, particularly in terms of the need to promote cross-disciplinary expertise, experience sharing and the passing on of know-how.” The project is structured around five priority areas and five teams representing Colas’ different operating countries have drawn up a transformation plan (see box opposite). Presented at the 2014 ITEM (Innovations Techniques Equipment Meeting) event in June, some action plans are already being tested within the Group. “The project’s success depends on the sharing of good practices and the active commitment of everyone concerned”, concludes Christophe Liénard. See you in 2020! ■

* The objective of the Copernic project, launched at the end of 2013, is to overhaul Colas Group’s processes, management methods and administration and IT systems.

** See p. 46.

1. OPERATING PERFORMANCE
Objective: to ensure we are equipped to measure the operating performance of machines. Four action levers have been defined: optimize dispatching to make better use of equipment, with the creation of a network of dispatchers and the roll-out of software; optimize the maintenance policy to increase equipment availability (software roll-out); acquire performance measurement tools (efficiency, productivity, suitability) for the operator and introduce the widespread use of onboard telematics; homogenize financial reporting.

2. PROCUREMENT AND LOGISTICS
After identifying the main areas of expenditure in terms of purchases and associated services (maintenance, wearing parts), and carrying out a satisfaction survey among workshop managers vis-à-vis suppliers, the working group defined several actions to improve purchasing processes and obtain the best value for money in terms of quality/performance/price: reduce the number of suppliers (for a given service, it is possible to be more efficient with fewer suppliers); implement framework agreements with supplier networks; anticipate spare part orders; harmonize investment requests for new equipment to optimize volume negotiations with suppliers, etc.

3. EQUIPMENT AND INDUSTRIES
To improve the performance of strategic industrial facilities, three action levers have been identified: experience sharing; installation performance measurement; harmonization of maintenance policy.

4. TALENT MANAGEMENT
Objective: ensure the right balance between current skills and needs and make sure skills evolve in line with technological progress and changes to equipment management.

5. EQUIPMENT STRATEGY
This working group focused on four themes. The first theme consists in creating a competitive advantage at workshop level via the definition of an optimized workshop. The second theme concerns the development of equipment innovation with local industrial partners (Co-Novation). The third theme relates to investments and the criteria that should always guide investment decisions. Finally, the fourth theme is dedicated to safety: to reinforce the contribution of the equipment department to Ergomat to encourage manufacturers to incorporate more safety features in their equipment.

MAT 2020: FIVE PRIORITY AREAS

1. OPERATING PERFORMANCE

2. PROCUREMENT AND LOGISTICS

3. EQUIPMENT AND INDUSTRIES

4. TALENT MANAGEMENT

5. EQUIPMENT STRATEGY

The objective of the Copernic project, launched at the end of 2013, is to overhaul Colas Group’s processes, management methods and administration and IT systems.
In 2013, Hervé Le Bouc launched the Innovation Project. The objective: to make innovation a genuine Colas value and a competitive edge. For Christophe Liénard, Equipment and Innovation Manager, “the idea is to set up a structured approach based on intelligence-gathering, prospective analysis and outside partnerships. To be relevant, innovation needs to be customer-focused, represent a significant challenge for the Group and fit squarely within the broad lines of the company’s development strategy. It has to reflect market and environmental changes, concentrating particularly on the development of global offers - with cross-business offers combined with associated services - and solutions that increasingly take into account renewable energies, green chemistry, chemical risk issues, and the emergence of new technologies and other social networks.” This project is designed to mobilize and channel the talents of each employee, the ultimate goal being to enhance the Group’s innovation capacity as a whole.

A Group-wide mapping project was created to determine and assess innovative projects. Initially trialed in three subsidiaries, the mapping exercise was then extended throughout every Colas company. Around one hundred projects emerged as a result. In parallel, four strategic innovation priorities were defined: “new services and products”, “the environment”, “the digital transformation” and “working better together”. In January 2014, the Group’s innovation governance body, the Colas Innovation Board (CIB), chaired by Hervé Le Bouc, was set up to manage the project.

In September 2014, a Group Innovation Contest was launched, focusing on the theme of “Digital Transformation”. All Colas employees worldwide are invited to participate, by submitting innovative ideas that use new technologies, aiming to provide a competitive edge with customers, participate in the drive to foster responsible development and/or improve in-house performance.
The Cleanergie project was launched to generate energy savings for the Group. Colas is now fully equipped to manage energy consumption.

Progress report on the Cleanergie project

Launched at the end of 2011, the Cleanergie program aims to cut the Group’s energy bill some 15% by 2015. Significant and sustainable energy savings, improved energy efficiency and cost reductions underpin the program. The first phase was dedicated to itemizing energy-related expenditure (fuel volume, asphalt-plant burner consumption, etc.) so that the global energy bill could then be evaluated. For Daniel Ducroix, Cleanergie Project Manager, “it is crucial that we measure consumption and savings accurately if we are to achieve the Group’s improvement objectives”. Given the highly decentralized nature of Colas’ organizational structure, considerable time has been spent setting up common and coherent data-entry processes and ensuring the reliability of the data gathered. “Today, we are finally able to obtain an accurate and auditable picture of our energy bill. We have the tools required to move on to the second phase and manage our consumption. Our success will depend on our capacity to pool all of the good practices that exist throughout our global network”, concludes Daniel Ducroix.
The catalogue of the Colas France Road companies’ products and solutions has been revamped and now contains some fifty products.

In mid-June, Colas France launched a new range of products and solutions for its customers. The simplified and streamlined catalogue contains some fifty products, organized into four broad families. The watchwords underpinning them? Attractiveness, performance, the environment and savings. Interview with Thierry Méline, who chairs the working group that spent nearly a year and a half on the project.

Why did you overhaul the Colas France product portfolio?

Thierry Méline: The product portfolio harmonization has been carried out as part of the reorganization of the French roads business. Previously, each of the three brands – Colas, Sacer and Screg – had its own catalogue, representing close to 200 products in total. Following the brands’ merger into a single brand – Colas –, it was vital to carry out a comprehensive review and deliver a new, updated Colas France catalogue. The main challenge was to retain the breadth of our offer, delivering the essence of each technique and each process to ensure customer satisfaction.

How did you decide to proceed?

T. M.: We adopted a two-tiered approach. As soon as the reorganization was announced, the technical network set about defining which products should be retained in terms of performance and industrialization, i.e., ease of production and manufacturing cost on an industrial scale. A working group made up of around ten people from support (commercial,
EASYCOLD® BÉTON BITUMINEUX À L’ÉMULSION POUR COUCHE DE ROULEMENT, EST LA SOLUTION ENVIRONNEMENTALE DE RÉFÉRENCE POUR L’ENTRETIEN DE VOS VOIRIES À MOINDRE COÛT. IL ASSURE DURABLEMENT LA SÉCURITÉ ET LE CONFORT DES USAGERS.

COLCLAIR® ÉLABORÉ À PARTIR D’UN LIANT DE SYNTHÈSE, PERMET DE RÉALISER DES REVÊTEMENTS DE COULEUR NATURELLE OU VIVE. IL PARTICIPE À LA POLITIQUE D’EMBELLISSEMENT DE VOS SITES URBAINS AINSI QU’À L’AMÉLIORATION DU CONFORT VISUEL ET DE LA SÉCURITÉ DE VOS CONCITOYENS.

COLBIFIBRE® EST UN TRAITEMENT DE SURFACE RÉALISÉ À FROID, QUI ASSOCIE UN ENDUIT SUPERFICIEL MONOCOUCHE FIBRÉ ET UN ENROBÉ COULÉ FIBRÉ. IL VOUS PERMET D’ASSURER LA CONSERVATION DE VOTRE PATRIMOINE ROUTIER DANS LE CADRE DE BUDGETS CONTRAINTS.

In 2014 and 2015, three flagship products will be promoted: Easycold®, Colclair® and Colbifibre®.

Can you outline the main changes in the catalogue?
T. M.: The 200 products that existed previously have been whittled down to around fifty. They have been divided into four broad families, underpinned by four promises, in line with customer expectations: Colas Nature (“acting in favor of the environment”), Colas Harmony (“making for better city living”), Colas Premium (“boosting performance”) and Colas Essential (“controlling costs”).

Have the product names changed?
T. M.: Current products have kept the same name. The choice of names for new products will be examined by a dedicated working group. The objective is to harmonize our catalogue as time goes on.

What supporting measures have been implemented internally to accompany the change?
T. M.: At the start of June, operatives were sent details about the new product offer. The technical department launched internal training courses to explain the new ranges. Eventually, training programs will be overhauled. A product guide presenting each family of products has been finalized.

A communication campaign aimed at customers has also been rolled out...
T. M.: In mid-June, an external communication campaign was launched, promoting three flagship products for 2014 and 2015: Colbifibre®, Colclair® and Easycold® (the new name for Compomac® wearing course asphalt mixes). The new graphic identity of these three products was presented in advertisements, published in Le Moniteur trade magazine in June and July. New leaflets, posters and various other communication tools have also been created.

How would you like to conclude?
T. M.: This new, more streamlined range of products and solutions reflects, once again, Colas’ capacity to adapt. It allows us to be more efficient and more flexible with a view to better meeting customer needs. Finally, it helps reinforce the new image and unity of Colas France.
With the new range of Neocol® emulsions, it is now possible to produce surface dressings for use on roads that carry heavy traffic. Several local communities in France have already opted for this technique, which is associated with substantial savings in terms of maintenance.

The Colas’ Campus for Science and Techniques (CST), working in partnership with Colas Rhône-Alpes Auvergne, has developed a new range of high performance modified emulsions for surface dressings. Thanks to Neocol® emulsions, the use of surface dressings, previously reserved for roads with low to moderate traffic, has now been extended to roads carrying heavy traffic. The result of a judicious blend of specially selected polymers and the Emulcol® process, these emulsions rapidly deliver enhanced mechanical performances to resist wear and tear caused by heavy traffic (up to 750 heavy trucks per day). Several trial sections were tested in 2011 and 2012 in the Puy-de-Dôme and Cantal regions of central France. Then, in June 2013, the subsidiary delivered its first 8,000-m² project on an 800-meter section of road in the Cantal region subject to heavy traffic use. In 2013, in France, a total of 30,000 m² of surface dressings for heavy traffic was applied by Colas, using Neocol® high-performance emulsions. As budgets continue to undergo cuts, this maintenance technique makes it possible to extend the life of a road surface at a reduced cost, restoring skid resistance and impermeability until more permanent repairs can be carried out.
Led by Aximum with the support of the Campus for Science and Techniques, the Roadsense project is designed to optimize audio tactile line markings to prevent drivers from veering off the road.

Veering off the road due to a lapse in concentration is the leading cause of fatal accidents involving motorists in France. The purpose of the Roadsense project, led by Aximum with the support of the Campus for Science and Techniques (CST), is to optimize audio tactile line markings (ATLM), already used in a number of countries. These positive-relief (rumble strips) or negative-relief (milled into the pavement) devices installed along the roadside need to be designed in such a way as to deliver warning sounds within the vehicle that are effective enough to alert tired or inattentive drivers as quickly as possible. The project’s objective has been met. The experiment, conducted in three partner French departments, demonstrated that Roadsense’s optimized ATLMs trigger reactions in motorists that are faster and more appropriate to the situations encountered. The systematic use of this device on the secondary road network in France could save between 100 and 200 lives per year. Another step in the right direction for road safety.
Colas Ile-de-France Normandie’s Drainage and Environment Division (DAE) specializes in the trenchless control, maintenance and rehabilitation of sewage, rainwater run-off and industrial wastewater networks. A subsidiary of Colas Ile-de-France Normandie, the DAE (Drainage and Environment Division) carries out the trenchless control, maintenance and rehabilitation of sewage, rainwater run-off and industrial wastewater networks. The advantage of this specialized technique is that it minimizes the inconvenience caused to residents. “The condition of the networks is inspected using a camera”, explains Philippe Ducros, DAE profit center manager. Introduced via manholes, a robot travels down the pipes to identify weak points and leaks. “Repairs are then carried out by inserting resin sleeves, which are pulled or inverted then hardened using hot water or ultraviolet light.” Based in the Paris region, the DAE employs 50 people and operates throughout France in partnership with local agencies. Notable references include projects carried out at the Chinon and Dampierre nuclear power plants. DAE has also just had the maintenance contract for the drainage networks in Nancy, in northeastern France, extended for a period of four years.
On May 22, in Lyon, Colas Group signed a national partnership agreement with the French National Coordination and Assessment Committee of the GEIQs (French Employers’ Group for Integration and Qualification). Regional agreements will now follow, with a first regional partnership agreement signed between Colas Rhône-Alpes Auvergne and six public works sector GEIQs with territorial jurisdiction. Objective: to reinforce links between the Group’s entities and GEIQs – particularly those in the public works sector – with a view to facilitating the integration of the long-term unemployed, offering them support and vocational training. A first in the country in the public works sector, this agreement with the GEIQs complements the partnership agreement signed in 2012 between Colas Group and the Adecco Insertion network. Through these different agreements, Colas is developing the tools required to offer unemployed people – especially social clause beneficiaries – genuine integration opportunities, underpinned by training leading to a qualification and hence a long-term job. In 2013, Colas signed more than 100 contracts with GEIQs and delivered more than 500,000 integration hours.
Participants from 11 countries in Europe and Africa took part in the first Colas European University, examining the theme of “Management and leadership in a changing world.”

Back in February, a new training program known as Colas European University was launched in Budapest, Hungary. Objective: to bring together non-French speaking managers from the Group’s various entities – and hence different cultures – and train them. The first intake was made up of 15 participants from 11 countries and two continents (Europe and Africa). Aimed at profit-center managers and administrative department heads, the session focused on the theme of “Management and leadership in a changing world.” Participants were asked to reflect on Colas’ Entrepreneurial, Innovative and Pioneering, and Responsible corporate values, from the point of view of managing change and embracing diversity (in terms of language, culture, activity and experience). Delivered in English and lasting five days, the training course was structured around theoretical aspects, giving participants the relevant management tools, and sequences dedicated to testimonies and experience-sharing. The Colas European University also gives employees the opportunity to develop their networks. Further sessions have already been scheduled for 2015.
The Nomades intranet covers everything Colas employees need to know about internal mobility opportunities and the process involved.

**Mobility: an HR development tool**

Actively encouraged by the Group, mobility represents an integral part of career development. Inter-profession, inter- or intra-subsidiary, geographic and/or functional, initiated by the employee or the company, mobility matches aspirations with opportunities. “The Group’s mobility unit coordinates the entire process*, providing internal resources both in France and elsewhere in the world”, explains Valérie Batton, Group Mobility Manager. “Anticipation is crucial: the sooner we are made aware of an employee’s desire to take up a mobility opportunity, the easier it is for us to find suitable solutions.” The first task for a manager is to discuss the issue with the employee during the annual performance review. The employee can connect to e-colas’ Nomades intranet and make contact with his/her human resources department for guidance. “As far as employees are concerned, mobility is beneficial in a number of ways, helping them to further their careers, develop their expertise, demonstrate their capacity to adapt, etc.”, continues Valérie Batton. For the company, mobility is a way of mixing experience, expertise and backgrounds, promoting cross-functionality, reinforcing a common culture and establishing employee loyalty. The best ambassadors for mobility? “The men and women at Colas who are living the experience!”

* Excluding intra-subsidiary mobility, under the responsibility of the subsidiaries’ RH departments.
Awards, challenges, conferences, inaugurations, tradeshows…
Some images of the Group’s events in France and around the world.

AMICO PREVIEW
On June 4 and 5, an exhibition of works by employees, former employees and their families was organized by Amico (Colas association of former employees) at Colas’ head office in Boulogne.
LEMURS’ PARK
Since 2006, Colas Madagascar has been supporting the Lemurs’ Park lemur reserve, organizing biodiversity awareness sessions for elementary school children from Antananarivo. More than 20,000 children have already benefitted.

STUDENTS’ NIGHT OUT
With a view to discovering the Group from an unexpected perspective, more than 300 students from ten graduate engineering and business schools in the Paris region were invited to the “Borderline” dance production. Students also got the opportunity to meet Colas employees during the evening.
Colas has launched “Angry Roads”, a new student competition aimed at creating a network between students from target schools and the Group’s employees. Fun and quirky, this inter-school competition gives the roads subsidiaries taking part the chance to present their activities and give students an insight into the technical nature of their businesses.

Colas has launched a new initiative aimed at recently hired young managers. The first Colas Integration Day, combining group presentations with fun activities, brought together 24 participants from all of the Group’s French subsidiaries.
THE WASHBURNE INNOVATION AWARD FOR EQUAL OPPORTUNITIES

In June, Colas was the recipient of the Washburne Innovation award for equal opportunities, at a ceremony held at the American Embassy in France. Madame George Pau-Langevin, Minister of French Overseas Territories, presented the award to Philippe Tournier, the Group’s HR Manager.

SUSTAINABLE AND RESPONSIBLE PURCHASING AWARD 2014

Colas won the 2014 Purchasing award, in the sustainable and responsible purchasing category for its new line of work clothes manufactured according to fair trade principles (organic fair trade cotton from Mali, recycled polyester, etc.).
OPERATION COMPOMAC®

Colas Est’s Aube profit center, in northeastern France, held a demonstration day to show off road maintenance techniques: cold-mix asphalt and the close-graded storable cold mix Compomac®.

COLBIFIBRE® CAMPAIGN

To demonstrate Colbifibre® reinforced crack-resistant complex in action, Colas Nord-Picardie’s Amiens and Abbeville profit centers organized a site visit to the Route 938 project, in the Somme region of northern France.
SAFETY WEEK 2014
First launched in 2013, this year’s Global Safety Week was dedicated to employee safety on jobsites open to traffic. The event, held between June 16 and June 20, mobilized 61,000 employees around the message: “But who keeps US safe?” Objective: to raise awareness among employees – particularly profit center managers and site managers – of the specific safety issues concerning employees operating on such sites.

GTOI LIGHTS UP SAINT-PIERRE
The Lighting competition run by the French Union of Electrical and Climatic Engineering Companies (Serce)/Philips Lighting singled out the lighting project performed by GTOI at the Ravine Blanche urban regeneration area – including the church – in Saint-Pierre, on Reunion Island.
ENVIRONMENT CONFERENCE
Following Cincinnati (USA) in 2012, Colas’ Environment Conference was held in Brussels on June 11 and 12. James Clark, professor of chemistry and director of the green chemistry center of excellence at the University of York (UK), closed the first day’s proceedings.

ROAD SAFETY AWARD
Spac’s Port-de-Bouc profit center won Colas’ 2013 road safety award in France.
PUBLIC TRANSPORT 2014
At the 2014 Public Transport European Mobility Exhibition, Colas presented its complete service offer in the field of transport systems and urban development. The spotlight was also on the Furet (non-intrusive urban networks and works) project, launched in 2009, aimed at ensuring the discreet integration of construction sites within urban areas.

INAUGURATION OF THE TIPCO LAB IN THAILAND
Located in Prapadaeng (Bangkok), Tipco’s new lab is responsible for R&D and technical support activities as well as partnerships with outside research bodies for the Asia zone.
Highway A63, A MAJOR ASSET

Yesterday’s inauguration of the appropriately named “Autoroute des Landes” (the Landes regional highway) was an opportunity to promote its benefits for the area. A regional spokesman pointed out that “the benefit for the region can already be seen in the construction of new industrial zones and business parks”, and that, bearing in mind the impact on tourism, this highway was undoubtedly “a major asset, and not only for the Landes region.”

NEW COASTAL ROAD: THE PROJECT BEGINS

Following the laying of the first accropode block at the end of 2013, the new “route du Littoral” coastal road on Reunion Island has entered the construction phase.

L2 Loop

Work on the L2 Loop, at a standstill for almost three years, is set to start again. Three years to put together a public-private partnership (worth 620 million euros) awarded by the French government to a consortium made up of Bouygues, Colas Midi-Méditerranée, Spie Batignolles, Egis, Meridiam, Caisse des dépôts et consignation) to complete the work initially launched in 1993.

PARTICLE PRACTICE

(...) Branscome concrete, Essroc Cement prove the economy of $30,000/YD. concrete in radiation shielding.

THE DUST MANAGEMENT PLAN IMPROVES THE ENVIRONMENT INSIDE THE EL TENIENTE MINE

(...) The application of a bitumen emulsion with a view to reducing dust began in May; this pilot initiative leads to an average reduction of between 90% and 95%. South African company Dust-A-Side is responsible for the process, as part of its maintenance contract for the roads in the main galleries.
COLAS GROUP LOOKS AFTER ITS INTERNS

(...) Colas has pre-empted potential changes to French law governing the treatment of interns, currently being debated in the French parliament. “We pamper our interns!” boasts Cédric Mendes, recruitment and schools relations manager. “An internship is primarily a pre-recruitment tool.” The objective: to identify high potential people and tackle recruitment problems. (...)

COLAS AND ICAM GROUP RENEW THEIR PARTNERSHIP

(...) Responsibility, collective success: once again, these core values underpin the renewed partnership between Colas Group, the transport infrastructure construction and maintenance specialists, and ICAM Group, made up of nine engineering schools. The partnership agreement with ICAM, signed on June 23, reaffirms Colas’ commitment to its strategy of establishing closer links with targeted engineering schools. (...)

COLAS GABON: A NEW INTERNAL TRAINING CONCEPT AIMED AT EMPLOYEES

(...) When Hervé Le Bouc took over at the helm of the Colas Foundation, created by his predecessor Alain Dupont 23 years ago, he continued in a similar cultural vein but didn’t stop there. The foundation, dedicated to contemporary painting, now boasts a collection of 300 works. It is one of the biggest corporate collections, “and we’re extremely proud of it”, continues Hervé Le Bouc. “It’s important for us to contribute to the emergence of talented young artists and show off their work to our employees as well as our customers and visitors alike.” (...)

Hervé Le Bouc encourages initiatives aimed at Colas’ employees. Three years ago, for example, the Group organized visits to artists’ studios as well as quarterly conferences on painting. “We attach a great deal of importance to dialogue and knowledge transfer, essential values in Colas’ history.” Vectors that Hervé Le Bouc was eager to channel towards supporting cultural heritage via the signing of a first skills-based sponsorship agreement with the Château de Versailles in 2010. The mission? To renovate the prestigious alleyways in the grounds of the Château. “This type of project represents a perfect showcase for our expertise and technologies.” (...)

TOURS-BASED SES UNVEILS ITS SELF-SUFFICIENT ILLUMINATED ROAD SIGN

Coupled with a solar generator, Optima is an LED illuminated road sign designed by SES for a project conducted by the S2E2 (Sciences and electric energy systems) competitiveness cluster. Intended for use on roads located some distance from the electric grid, Optima operates in all weathers. A battery takes over when there is insufficient light to power the solar cells. The prototype even connects to a hydrogen battery. (...)
COLAS ON STAGE
Colas supports TOROBAKA, Akram Khan’s latest production in collaboration with the Seville-born choreographer Israel Galván.

The choreography, presented for the first time in June in Grenoble, brings together flamenco and kathak (traditional Indian dance).
Colas Circle
Lorànt Deutsch
“An understanding of the origin of roads provides a mirror of the history of man.”

Colas Life
“On the Road to School”
Panorama of projects.

Colas Foundation
Eric Allain
“The road can be tamed; it’s a question of how to go about it.”
Do what extent can the road be perceived as reflecting and revealing the course of history? Last April, at the Colas Circle, Lorànt Deutsch discussed his fascination with the roads of France and the secrets they divulge. Interview.

Following your book about the Paris subway, you turned your attention to the history of France via its roads. What was your inspiration? Lorànt Deutsch: I’ve been fascinated by roads for as far back as I can remember. My parents had an old Renault R30 and we went everywhere in it. As we advanced through changing landscapes there came a succession of town names, place names, topologies, bends and straight lines. They were all different, yet, at the same time, my head was filled with the same questions. Why was such and such a village called that? Why does the road go through here, why doesn’t it go through that village? Why does it link two towns in this way rather than that way? The road tells us a lot about our own identity and where we have come from. Taking to the road is a journey in both space and time. The history of

Lorànt Deutsch

“An understanding of the origin of roads provides a mirror of the history of man.”
our country is unveiled before our eyes. It's an enthralling and marvelous journey. The road represents movement, migration, civilizations discovering each other. I didn't want to talk about the techniques of road construction but rather the sense of the road, its role, its mission, the way that it brings us all together and enables us to go back in time to the very beginning of our history.

Where did your journey to the past take you to?
L. D.: One of the fascinating things about the road is that it allows us to date the history of France. We owe the first road – legendary – to Greek mythology in “The Twelve Labors of Heracles”. To link Spain to Italy, the heroes followed the Mediterranean coast line of what is now Southern France. The Greeks called it the Heraclean Way. The Romans renamed the route the Via Domitia, now Highway A9 as far as Arles. It is the first road mentioned, set in literature. From a legend emerged a historic reality. This Heraclean Way is the oldest of all our roads because over the course of time we have simply reused what already existed in the first place.

The road is an open book on our history, witness to the major cycles of history that have shaped France. Can you give us an example?
L. D.: As soon as you take to the road, history is all around you. Let’s take the example of the 11th century, the era of feudalism, when centralized authority coexisted with local lords. Each had his own laws, own currency, own lands. They fought over fields or a few acres of land. Everything was fragmented, contested. And there is a road in France that reveals all of this: Route 20. This old Roman links Paris to Orléans and like all self-respecting Roman roads it had to be absolutely straight. After Étampes, to the south, the road bends to the west, for no reason today whatsoever. It bypasses the village of Méréville. In the 11th century, the lord of Méréville contested the royal authority of Louis VI, readily defying the king’s representatives. So Louis VI decided to build his own road and bypass Méréville to reach Orléans. Route 20 is a reminder to us of what happened back then and still bears the scars of the entrenched feudalism that existed.

You also talk about the road as a tool for bringing down borders.
L. D.: I believe that it is the only thing capable of bringing down borders and bringing everyone closer together. The best example remains the Channel Tunnel. We have overcome the natural border between us and our centuries-old enemy, England. So yes, the road can bring down borders.

Have you ever thought about what the road will be like 500 years from now?
L. D.: No and I wouldn’t dare. Forty years ago, people imagined cars flying through space and today we see people travelling about on scooters. So I’m not going to try to predict anything because I don’t know what the future holds. I’ll leave that to the engineers and specialists. I’m very happy to follow them down these new roads.

BIOGRAPHY
Eclectic and atypical actor and writer, Lorànt Deutsch started out as a soccer player. He joined the Nantes soccer team and spent two years on a sports studies program before heading off to university in Paris. He graduated from the Sorbonne with a degree in philosophy and oriental languages. At the same time, he was also studying theater. His acting career began in 1998, with the film Le Ciel, les Oiseaux… et ta Mère! This was followed by Jet Set, Bienvenue chez les Rozes (Welcome to the Rozes) and Ripoux 3 (The rotten cops 3). In 2003, for his roles in Le Raid and 3 zéros, Lorànt Deutsch won a best male newcomer Golden Star film award and the 2003 César award for best male hope. He also won the Étoiles de la presse award and the Jean Gabin award in 2004. After five years of research and writing, he published Métronome, l’histoire de France au rythme du métro parisien (2009), followed by Hexagone, sur les routes de l’histoire de France (2013).
In 2010, via Colas Life, Colas launched its corporate solidarity program known as “On the Road to School”. The program aims to promote children’s access to education in the countries where Colas operates. An original initiative underpinned by the active participation of the Group’s employees – on a voluntary basis – accompanied by their children. In four years, six projects have been organized, in countries ranging from the USA to Togo, via France and Croatia. In 2014, the Group also provided additional support to associations.

USA

The project: to work alongside The Detroit Partnership (DP), an association that provides educational support for children from Detroit’s underprivileged districts.

The city of Detroit, in Michigan, is bankrupt. As a result, numerous public services have been withdrawn and many schools shut down. Today, the city’s population is half that of thirty years ago and the unemployment rate is hovering around the 40% mark. Despite all this, initiatives designed to improve the day-to-day lives of residents and get the city back on its feet again are popping up all over town. The Detroit Partnership, for example, is an organization that gets students from the University of Michigan to offer educational support to children from underprivileged districts of the city. In 2013, Colas Life signed a two-year partnership agreement with the association to provide funding for students attending tutoring courses and to cover their travel expenses. Each year, the DP also organizes a solidarity day known as DP Day (boarding up abandoned homes, district clean-ups, etc.). In 2013, Barrett Paving Materials Michigan, Colas’ American subsidiary, sent fifteen volunteer employees to help the association.

In 2014, Colas continued its partnership with the association, helping to provide funding for weekly educational support activities within Detroit’s various communities. For the 15th DP Day event, Barrett Paving Materials Michigan rallied the support of 45 employees to help board up and secure abandoned homes in southwest Detroit and make the road to school safer for local children.
TOGO

The project: to help child workers from Hanoukopé market in Lomé find the road to school.

Hanoukopé market is one of the biggest in Lomé, Togo’s capital. The stalls are usually run by women known as mamas but they are sometimes held by children as young as five. So, in 2006, the Carmelite nuns from the Védruna charity opened the Kekeli center inside the market, the aim being to protect, safeguard the well-being and promote the reintegration into school of children working on the market, as well as child victims of violence and sexual abuse. In 2011, Colas decided to support the center’s activities, providing funding to help with the running costs for a one-year period. The center raises awareness among the adults running the markets about how important it is for the children to go to school. It offers a range of educational, recreational and cultural activities, including a library, literacy lessons and painting workshops. The center is also a place where children can talk about their problems. At the end of 2011, the relocation of the market had an impact on the support work being carried out with the market’s population: the number of child workers and women taking part in the center’s activities fell, mainly due to the distance they needed to travel to get there.

To overcome the problem and move closer to the children and the market’s community, the Kekeli center built a new building at the new market known as the “espace Miledu” (the Miledu space, or “space where you are together”). In 2014, Colas helped to fit the new center out, with school equipment, toilets/wash rooms, etc.

CROATIA

The project: to support two NGOs working to ensure access to education for all communities in Croatia.

In Croatia, Colas Life opted to support Suncokret and Vimio. These two local NGOs were created at the end of the war in the former Yugoslavia (1991-1999), the aim being to contribute to the reconstruction of the country through education. Created in 1998 to promote reconciliation between the various war-ravaged communities, Suncokret opened a community center in Gvozd (south of Zagreb). The center is the base for activities designed to mobilize, reintegrate and revitalize this rural region. In 1999, Vimio was the first ever multi-ethnic NGO in Vukovar, eastern Croatia. Its mission is to improve education by giving extra training to teachers and to provide children with direct support from pre-school age right up to their teenage years. Colas supported Vimio’s “Let’s do it together” project in which Serbian and Croatian children are taught together in order to promote ethnic equality and multicultural exchange.

In 2014, Colas is helping to fund new educational activities in Gvozd.

VIETNAM

The project: to improve living conditions for schoolchildren in the mountainous regions of northern Vietnam.

In Vietnam, Enfants & Développement (E&D, Children and Development) managed the “Child Friendly Communities and Districts” This first project supported by Colas Life and focusing on children’s rights was designed to improve access to education for minority populations in the north of the country. A number of initiatives have been implemented, both in schools and within the community itself: rehabilitation of schools, nutritional education for mothers, awareness of children’s rights, the provision of annual medical check-ups and family-oriented awareness-raising initiatives relating to violence towards children. Another of the project’s focuses is preserving the culture of the region’s numerous ethnic minorities. In 2011, E&D transferred its activities to the districts of Bac Ha and Si Ma Cai, bringing to an end the association’s long-standing contribution in Northern Vietnam.
The project: to support the action of the Ecole à l’Hôpital (School at Hospital) association to help sick children continue their schooling.

Created in 1929 by Marie-Louise Imbert, a professor of philosophy, the Ecole à l’Hôpital (School at Hospital) association provides free one-to-one lessons delivered by volunteer teachers, in partnership with the French Department of Education. In 2012, Colas Life joined forces with the association to help children in hospital in the Seine-et-Marne and Essonne regions near Paris, unable to attend normal school.

Colas renewed its commitment alongside the association in 2014, helping to fund the activities of volunteer teachers (particularly operating costs, such as transport and phone expenses).

The project: to refurbish a school with a view to improving the learning environment for the children of Tiriguioute.

Between July 2011 and June 2012, Colas and the GoodPlanet foundation renovated a school in Skoura, in Morocco’s High Atlas Mountains. In this extremely arid part of the country, they focused their attention on Tiriguioute School. Run-down and unfit for purpose, pupils were forced to put up with uncomfortable surroundings and extremes of temperature, summer and winter. Three classrooms, a room for preschool children and cloakrooms were built with mud bricks (adobe), using traditional local methods. One of the major advantages with these new buildings is that they provide thermal and acoustic comfort thanks to a system of natural ventilation and their orientation. Colas’ Moroccan subsidiary also supported the project by building a sports field within the school grounds. A local association, made up of parents and teachers, is responsible for managing the school.

FRANCE

MOROCCO

Did you know?

Operation “Greetings cards”

In 2014, the Group launched a “Greetings cards” initiative: for every card sent by the Group’s subsidiaries, Colas donated 1 euro to charities or NGOs supported by the “On the Road to School” program.

International Human Solidarity Day

For the third year running, to coincide with International Human Solidarity Day in December, the Group’s employees made donations to help improve the daily lives of children targeted by the “On the Road to School” program.

Zoom on…

Heroes’ Race

In June 2014, the Group’s employees took part in “La Course des Héros” (Heroes’ Race) in support of the French “School at Hospital” association. To run in the 6-km race, each participant had to raise 250 euros for a charity of his/her choice from friends, family and colleagues, etc.

To find out more

www.ontheroadtoschool.com
How did you approach this commission from the Colas Foundation?

Eric Allain: To start with there was a degree of apprehension. I was worried about disappointing, not doing it credit. The commission raised a lot of questions and all the more so since the theme was pretty broad: the road. The first images that immediately pop into my mind about roads are traffic jams, service stations, interchanges, site machinery… But that would have been too obvious. There was no risk involved there. I opted for the theme of accidents to raise awareness about the dangers that exist on the road.

Your colors, the title “The final journey”, those are quite explicite choices…

E. A.: My inspiration comes from the everyday. I often depict objects nearing the end of life and try to resurrect them. I hesitated for a long time before opting for the accident theme because it can be too shocking. Taking to the road, for example, inspires a degree of fear within me: the fear of leaving my home and having an accident.

But the road can be tamed; it’s a question of how to go about it. So I decided to forge ahead with the idea, it’s very important to me to raise awareness. The colors used in this painting – red, black and gray – are a recurrent feature in my work. The red symbolizes life and the black symbolizes the dark side of the individual. When both sit side by side the resulting image can indeed be sad.

Can you explain your technique to us?

E. A.: I always start with a photograph and produce a relatively faithful copy. I then deconstruct it using the tools a builder uses (spatula, trowel), to give it resonance, a life of its own. I don’t want the image to be set fast. I proceed with little strokes, either from bottom to top, to give the impression of decay, or sideways, to give the impression of flight and movement. Recently, I have been zooming in more on the image in order to make the perception of others less easy. Viewers’ eyes are drawn right into the canvas, allowing them to interpret the work in their own way, based on their own history, codes and experiences.

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