En route

Madagascar

On the runway at Ivato and Nosy Be
event
06 > Colas Team Cup: faster and stronger together.

site-seeing
12 > From Vietnam to the United States via Qatar, Hungary and France… a rapid trip around the world to see the Group’s job sites, work in progress and finished projects.

nen route
32 > On the runway at Ivato and Nosy Be
Present on the Red Island for more than 60 years, Colas Madagascar is currently carrying out modernization work at Antananarivo airport (Ivato) and Nosy Be airport (Fascène). En route.

40 > Commercial Strategy: the Key Accounts approach
In 2017, Colas launched two logistics platform construction projects in France for the Lidl supermarket chain. These two projects are part of a unique commercial strategy implemented by Colas France aimed at “Key Account” customers.

Cover photo: Ring-tailed lemur in the southern savannahs of Madagascar.
They all do their jobs with enthusiasm and have decided to share their daily routine and projects with us. Employee profiles.

"Reinventing ourselves".

Major projects, acquisition, innovation, human resources, etc. A look at recent months in the life of the Group.

Inauguration, festival, awards, trade show… Some images of the Group’s events in France and around the world.

Colonel Pinard Legry: “The French Foreign Legion is more than a social body: it’s an invaluable tool in the fight against terrorism”.

Julie Andrieu: “When you’re out on the road, you have to learn to look”.

Colas Foundation: Nazanin Pouyandeh.
The year 2018 should follow in the wake of 2017 when, for the first time in ten years, carried by more favorable winds, Colas was back on the track to growth.

Last year, revenue jumped by 7% at constant scope and exchange rates. There was a recovery in the roads market, particularly in France, with the launch of new tram and bus rapid transit projects, the second highway investment plan and the Grand Paris development projects, and in central Europe, where the year brought major road and highway projects funded by the European Union. In 2018, the majority of Colas’ markets should remain buoyant.

Showing a marked increase of 9% at constant exchange rates, work-on-hand at the end of December 2017 included major contracts around the world, such as the M30 and M25 motorway projects in Hungary, the southwest section of the Calgary ring road in Alberta, Canada, airports in Madagascar, railroad renewal and maintenance in France and the United Kingdom as well as metros in Hanoi and Jakarta. In 2018, there are a number of new major project opportunities on the horizon. The ramp-up of Colas Projects, to support operational subsidiaries, should offer a springboard for many more successes.

On another positive note, Colas’ external growth drive has returned. Last year, there were numerous acquisitions in France and around the world, particularly concerning materials and activities related to our core business, but also in the road works sector with a recent acquisition in Australia. A major acquisition deal signed in Canada last August - the biggest in our history in North America - was finalized at the end of February 2018: the complementarity that exists between the road construction and bitumen distribution group Miller McAsphalt and Colas Canada marks the start of a new chapter in the development of our North American foothold.

I offer a very warm welcome to all of you who have joined us at Colas.

I invite you all to embrace the values - being Entrepreneurial, Pioneering and Innovative, Responsible and showing Solidarity - that must continue to guide everything we do, with a particular focus on safety and ethics.

I also invite you to channel your talent into the enrichment of our global collective expertise. Fashioned by almost a century of experience, know-how and renewed innovative momentum, as demonstrated last fall with the launch of the Flowell dynamic signaling solution aimed at optimizing the sharing of public space, this renowned expertise is what sets us apart. It is also a source of considerable pride for the Group’s employees all around the globe who are working together to build Colas’ future, helping it to fulfill its mission, namely to promote infrastructure solutions supporting sustainable mobility.
The finals of the Colas Team Cup, Colas Group’s first internal international sports challenge, took place on February 7 and 8 in Paris. We look back at an event that reflects the values of going beyond one’s own limits, team spirit and solidarity.
Wrapped up in their coats, participants mill around the grounds of the Insep*, decorated in the colors of the Colas Team Cup. Paris hadn’t seen snow like this in many a year! Yet nothing was going to stop the employees who had qualified for the very first finals of this new competition, and certainly not the surprise northern front and the white winter blanket covering all in its path, even the soccer fields. Their focus was very firmly on the last chapter of an adventure that started just over a year ago: the finals of the Colas Team Cup.

Opening ceremony
Picture the scene: a cheerful hurly burly of participants proudly displaying the flags of their geographic zone. 270 employees representing 24 nationalities are present, having made it through qualifying tournaments organized in Colas’ twelve regions around the world, from North America to Asia and France. “Today is a special day. You are the first competitors to take part in the finals of our first Colas Team Cup”, greets Hervé Le Bouc, Colas’ Chairman and CEO, live from the meeting of the Group’s top managers being held at the same time. A solemn moment for the participants gathered, and “an event that had been eagerly anticipated for the past six months”, enthuses Ryan, a runner representing North America. Individuals and teams begin their final warm-up routines. The competitors collect their thoughts and silence falls. At the sound of the starting whistle, runners and soccer players are off.

American relay
On the Maigrot indoor athletics track, runners forge ahead, eager to pass the precious baton. For the finals of the Colas Team Cup, the running race takes the form of an American relay. Five competitors from the same zone run 1,000 meters, then 800 meters, then 600 routes...
and fast. After a group phase involving all zones on the first day, the women’s team from Rhône-Alpes Auvergne and the men's team representing the Centre-Ouest zone emerge as winners. “We came, we ran, we conquered”, boast the winners. “Everyone gave their all out on the track”, underlines Nicolas, representing the Midi-Méditerranée zone.

5-a-side soccer

Between step-overs, nutmegs and decisive passes, more than 300 goals were scored by the 17 teams taking part in the two-day tournament. Quite a statistic considering the conditions facing the players as they battled against the elements and freezing temperatures on a field freshly cleared of snow. Former soccer international and Colas Team Cup sponsor Jean-Pierre Papin and the sun both put in surprise appearances, warming the atmosphere fieldside to support the teams.

“There are a lot of similarities and common values between sport and business: sharing, cohesion and team spirit.”

Jean-Pierre Papin, former French soccer international and sponsor of the Colas Team Cup
still left in the competition for the final. At the end of a closely-fought match, Team Midi-Med emerged on top. Marseille came to Paris and won! “This was a tournament of discoveries: colleagues we would never have met otherwise, France for some and snow for others!” underlines Jean-Christophe, goalkeeper for Gabon’s Gunners FC.

Human adventure
At the end of two days of fierce competition, participants mounting the podium all received a medal. “Handshakes all round, encouragement between sportsmen and women from a broad variety of backgrounds... This competition was all about camaraderie, mutual support and team spirit”, points out Chaiwat Srivalwat, Managing Director Tasco. Beyond the competition itself, the Colas Team Cup fulfilled its objectives: to bring together employees and perpetuate the

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1 5-a-side soccer qualifying tournament – Northern Europe zone.
2 Five-a-side soccer qualifying tournament – Africa/Maghreb/Middle-East zone (here in Morocco).
3 Budapest Marathon – Central Europe zone.
4 5-a-side soccer qualifying tournament – Central Europe zone.
5 5-a-side soccer qualifying tournament – Americas zone.
6”Magny Running” on Wattway, 1st timed race on the Wattway solar road, organized on October 1, 2017 for the Ile-de-France Normandie zone.
1 Women’s running race – Colas Team Cup finals.
2 5-a-side soccer qualifying match.
3 Colas Madagascar 5-a-side soccer team – Caribbean – French Guiana/Indian Ocean zone.
4 The “Centre-Ouest” team wins the men’s running race final.
5 “Team Midi Med” wins the 5-a-side soccer final.
6 The “Rhône-Alpes Auvergne” team wins the women’s running race final.
7 Men’s running race – Colas Team Cup finals.
8 5-a-side soccer final.
9 Women’s “Asian Tigers” race team – Asia-Oceania zone.
10 “Gunners FC” 5-a-side soccer team, Africa zone.
tradition of conviviality so characteristic of Colas. “Organizing these Olympics was a daring gamble and it paid off”, explains Philippe Tournier, Colas HR Manager. This competition is a perfect illustration of the pride employees feel in belonging to the Group.”

And the final word goes to Géraldine Oury, Events manager and Colas Team Cup project manager: “The success of this event is the participants’ success. Over the months leading up to the finals and during the finals themselves, they brought the Colas Team Cup to life, transforming the competition into a fabulous human adventure.” Put a date in your diaries for the second edition.

* The French National Sport, Assessment and Performance Institute, sports excellence center, in Vincennes, near Paris.

> KEY FIGURES

- **3,000** participants including 270 employees taking part in the finals
- **> 20** nationalities represented
- **2** sports: 5-a-side soccer and running
- **> 25,000** photos posted to Instagram
- **> 53,000** messages of support on the competition website
From Vietnam to the United States via Qatar, Hungary and France... A rapid trip around the world to see the Group’s job sites, work in progress and finished projects.

As part of the “plan Vélo” cycling program launched by Paris City Council, aimed at tripling the number of journeys made by bicycle in the French capital by 2020, a new cycle path has just been inaugurated. The 1.5-km path runs along the avenue de la Grande-Armée, between Porte Maillot and the Arc de Triomphe. Marking operations on the granite paving were carried out by teams from Aximum’s Paris site. To meet the specifications laid down by the City of Paris, the Rocaline strip solution, manufactured by Aximum Marking Products, was chosen. The product’s skid-resistant properties make it an ideal solution for cycle paths. Development work on the avenue de la Grande-Armée continued with the upgrading of marking on pedestrian crossings. This is an extremely busy road in the French capital, which cyclists can now use in complete safety.
City center renovation project

Colas Sud-Ouest carried out redevelopment work on a pedestrian street in the town of Auch, as part of the town’s “downtown” public space renovation project. After carrying out network upgrading work, teams from Auch’s profit center laid 2,500 m² of gneiss (colored rock from the Massif Central mountains) paving stones and Alicante marble limestone, a visually attractive surfacing solution with skid-resistant properties.
At the end of 2017, Colas Midi-Méditerranée’s Fréjus profit center completed work launched back in May on a “green route”. Reserved for cyclists and pedestrians, the “Vigne à vélo” route (cycle path through the vineyards) has three metal and wooden bridges along the way. Installing these 8-ton structures was a two-phase operation, carried out in the summer and in December, requiring the use of a 180-ton crane. Lifting operations proved particularly challenging due to difficulties accessing the site, the need to protect vegetation and the alluvial nature of the terrain, making the river banks unstable. Teams installed micro-piles to stabilize the structures. Delivered in December, the three bridges over the river Argens blend harmoniously into the natural landscape of the Pays de la Dracénie region.
Between October 2016 and June 2017, teams from Colas Centre-Ouest’s Guingamp and Côte d’Émeraude profit centers were mobilized in the port of Saint-Malo to carry out extension work on the Lamennais quayside. Created a few years ago with dredging sand taken from the port’s various basins, the zone, covering an area of almost 20,000 m², has been turned into a storage area to accompany the development of the site’s activities. The project involved earthworks, specific structures, deep networks, soil treatment and the application of mixes. Teams were faced with two major challenges, namely the heavily polluted nature of the excavated materials, laden with chloride, and the management of the water table level, regulated by locks. Colas, working closely with the harbor master and the chamber of commerce, was able to install the rainwater control and hydrocarbon separation structures, under the guidance of Colas’ Campus for Science and Techniques. Bouygues Energies and Services contributed its expertise for the lighting across the site.
Colas’ Colas & Vous offer, launched in 2016, is aimed at private individuals wishing to develop and spruce up their outside spaces. In Saône-et-Loire, central eastern France, the Colas & Vous team from the Montceau-les-Mines profit center (Colas Rhône-Alpes Auvergne) was mobilized for a project at the château de Saint-Aubin. The objective? To restore a mineral appearance to the courtyard of this 18th-century building. The Heliocol® solution was chosen to resurface the area, covering some 1,000 m². A first for the subsidiary and the 12 employees responsible for applying this visually attractive process aimed at delivering a long-lasting, comfortable surface for pedestrians to walk around on. Considerable preparation went into the project, which was carried out in record time (just two days). From the pathways at the Château de Versailles to the Maisons-Alfort veterinary school, teams visited a number of projects delivered by Colas Ile-de-France Normandie using Heliocol®. They were able to familiarize themselves with the surfacing solution in practice and get advice. They were also given training in the application technique by Colas’ Campus for Science and Techniques (CST). The commitment of the teams and the pooling of human and technical expertise have restored the courtyard at the château de Saint-Aubin to its former glory.
A “red carpet” in Doha

Manufacture and apply a red mix similar to that used at Buckingham Palace... in Doha? That's exactly what teams from Midmac Colas, a subsidiary of Colas Middle-East, did on the Qatari capital’s most prestigious avenue. This project, unique in the region, required considerable logistics support and a broad range of Colas' expertise. 7,700 tons of aggregates supplied in big bags from the Gouraudière quarry in France and 440 tons of BHNS Bituclair® supplied in barrels from the LMS plant in Vitrolles (France) were transported to La Rochelle for shipping to port Hamad, in Doha. The result? 50,000 m² of red Colclair® containing BHNS Bituclair® applied in 13 days on the road linking Qatar's National Theater to Doha’s Amiri Diwan palace.
Cesty Nitra, a Colas company in Slovakia, is responsible for the infrastructure work at the Jaguar Land Rover plant in Nitra, in the west of the country. The project, conducted jointly with ISK, another Colas company in Slovakia, involves earthworks, 125,000 m² of access roads and parking lots (asphalt mixes), a further 34,000 m² of parking lots (concrete surfacing), barrier fencing and the various networks and services (heating, air conditioning, drinking water, electricity, fire safety, drainage, lighting). To establish a permanent production site and ensure the supply of the substantial quantities of mixes required for this project (60,000 tons), Colas has installed a new asphalt plant in Nitra. Cesty Nitra has been using BIM (Building Information Modeling) for this project, allowing it to be more reactive during the commercial phase, have a better understanding of the impact of the changes suggested by the customer, optimize quantities - and hence prices - and be more efficient during the execution phase. Multicultural teams (Slovakian, French, Romanian, Ukrainian, etc.) – some 400 people and 70 management personnel – have been working shifts seven days a week to deliver the completed project in May 2018.
At the end of 2016, the City Halls of Cannes and Mandelieu, in Alpes-Maritimes, southern France, launched the “BoccaCabana” project. Objective: to redevelop and spruce up the Bocca district. As part of the project, upgrading work was carried out on the nearby Boulevard du Rivage, incorporating the creation of parking spaces and a pedestrian and cycle promenade to the seafront. In May 2017, teams from Colas Midi-Méditerranée’s Cannes profit center were on site to carry out the roads and services work. Their challenge? To be ready for the “BoccaCabana” inauguration at the end of July 2017. 12,000 m² of pavement, 2,500 m² of bike path using Colclair® mix and 1,800 m² of sidewalks were built. Teams from Aximum were responsible for the signs and road markings.
A XXL gas pipeline project

Launched by GRTgaz in early 2017, the “Val de Saône” project concerned the construction of a 190-km long pipeline, running north to south through the Côte d’Or region of eastern France, for the transport of natural gas. Spac, Colas’ networks subsidiary, was part of the consortium awarded the contract for two batches - 39 and 36 km - between the towns of Étrez, in the Ain area, and Palleau, in Saône-et-Loire. Launched simultaneously, the two pipelines (1.20 m diameter) met in the middle. Some 650 people and up to 80 excavators were mobilized for the project, enabling the installations to be delivered in early 2018, in time for commissioning in the spring. Another remarkable feature of the project was the construction of a 30-km barrier fence to protect amphibians in the construction zone.

Route 47: three Colas companies work together

Teams from Colas Út, Colas Közlekedésépít and Colas Hungaria pooled their expertise to win the contract to build a 12.6-km 2-lane section of route 47 in southeastern Hungary. The work will include an underpass, two rail bridges and a new bridge for cyclists and pedestrians. The project, launched in November 2016, will be delivered in the spring of 2018. By the time it is completed, it will have involved 1 million m³ of earthworks, the application of 63,000 metric tons of asphalt mix and almost 30,000 m³ of concrete.
The changing seasons

In Le Grand-Bornand (Haute-Savoie, eastern France), teams from the Annecy (Colas Rhône-Alpes Auvergne) profit center are responsible for maintaining the roads for the municipality and three neighboring towns. Last summer, for example, they carried out road resurfacing and curb repair work to ensure the tourist resort would be ready before the first snowfalls.
Back in July last year, Colas Sud-Ouest organized a site visit in Dordogne to demonstrate an innovative product - Euromac® - used for the first time in the region. This ultra-thin (less than two centimeters) bitumen emulsion-based asphalt concrete is intended for wearing courses. It restores surface characteristics and waterproofs the road. The section can be reopened to traffic just two hours after the completion of compaction operations. Compared to current road building techniques, using traditional hot and cold mix asphalts, this surfacing solution generates savings in terms of materials, transport and energy. In 2016, Euromac® was awarded a prize by the French Roads and Streets Innovation Committee (CIRR).

Colaska delivers the Anchorage airport project

In 2017, Colaska, a subsidiary of Colas Inc., renovated Taxiway Y at Anchorage airport in Alaska. The contract included replacing poor soils with structural fill, planing and milling the existing surface, re-profiling the taxiway, the application of 115,000 metric tons of asphalt mix and the renovation of the drainage systems and taxiway lighting.
A new children's play area for Futuroscope

For many years now, Colas Centre-Ouest has been carrying out projects at the Futuroscope theme park. Back in September, teams from the Châtellerault profit center were on site to prepare the ground for a new children's play area. In addition to the compact nature of the area, teams had to adapt to safety constraints imposed by France’s national security alert system, Vigipirate.
GTR, a Colas company operating in Morocco, is involved in several projects in the port of Tanger-Med’s two free-trade zones. Known as TFZ and TAC, these zones are managed by the Agence Spéciale Tanger Méditerranée (TMSA). Within TFZ (Tanger Free Zone), a practically saturated activity hub, teams from GTR are carrying out road maintenance and development work. The TAC (Tanger Automotive City) zone is thriving and requires significant development work. Here, GTR is carrying out earthworks and roads and service operations on behalf of TMSA. Working alongside two other Colas companies, Colas Emulsions and Concassage.ma (crushing specialist), GTR is also carrying out earthworks and roads and service operations for private companies locating to the zone. The most recent contract secured in the TAC zone concerns an earthworks project representing 400,000 m³ of cut for one of the world’s biggest aluminum rim manufacturers.
Launched in 2014, the transport modernization program in the Pays de Montbéliard agglomeration of eastern France is advancing. At the end of 2016, the first bus rapid transit (BRT) service was inaugurated. Around forty employees from Colas Nord-Est's Belfort profit center worked on the project between the summer of 2015 and the end of 2016. They were faced with two challenges: to complete work on the intersections and roads on time and succeed in maneuvering the trucks and backhoes in an urban environment, causing as little traffic disruption as possible. In 2017, teams created dedicated bus lanes in the Bethoncourt and Grand Charmont sectors of the town. In 2018, work on two sections in Montbéliard is set to begin in the spring, with a second line due to be opened by the end of the year. The some 40 km of BRT lanes will provide links between the main municipalities throughout the agglomeration, facilitating mobility for everyone.
Gone are the days when people had to walk for an hour and a half to go from Chessy to Dampmart, in Seine-et-Marne, near Paris. Pedestrians and cyclists alike can now go from one municipality to the other in just a few minutes, by crossing the bridge linking the Dhuys sculpture garden to the chemin des Tartreux, on either side of the river Marne. Colas Île-de-France Normandie’s Civil Engineering profit center was responsible for building and installing the 130-ton structure. The main technical challenges facing the teams were lifting the bridge over the river and installing it on two reinforced concrete abutments. The operation was carried out using a 600-ton crane, which was able to operate on low load-bearing terrain thanks to a temporary reinforced 80 cm-thick concrete platform, built by Colas Génie Civil’s civil engineering team. The twelve-month project was made even trickier due to its close proximity to the giant sculptures of the Dhuys garden, a protected site. Great care had to be taken to make sure they were not damaged. Painstaking work!
Since 2013, Colas Rail has been leading the consortium building the first two lines (D and E) of the rapid urban railroad network (RFR) in Tunis. The 17.9-km section of track represents Colas Rail’s first contract in Tunisia. The project involves the installation of the tracks, catenary systems, electricity supply and the telesurveillance and data acquisition system, as well as depot equipment and the integration of the system. Part of the network will be brought into service in May 2019 and the entire line will be operational by the end of 2020. In 2017, Colas Rail Tunisia’s teams secured another contract concerning the rehabilitation of a 2-km section of concrete platform on the Tunis light rail system.
Brno, the Czech Republic’s second biggest city, is a true gem of functional architecture, connected to the capital, Prague, by the country’s oldest highway, the D1. Some 100,000 motorists use this major artery every day. To keep traffic flowing freely between the Moravian city and the capital, teams from Colas CZ have been carrying out renovation and widening work on a 6.5-km section of the highway. The project includes earthworks, water drainage systems, road surface rehabilitation (concrete and asphalt mixes), the construction of a new interchange, eight engineering structures and rest areas, the demolition of two footbridges, as well as the application/installation of road markings and signs.

To apply the 38,000 m³ of concrete, Colas CZ acquired a new slip form machine offering a high degree of flexibility in terms of application width. The work launched in March 2017 is scheduled to take 16 months.
Back in November, in the first project of its kind in Vietnam, 3,000 m² of ADGrip® emulsion-based Colmat® micro surfacing was applied on two lanes of Highway 21b in Nam Dinh province. The use of ADGrip®, an emulsion formulated and produced by ADCo, a Vietnamese subsidiary of Tipco Asphalt, enables the rapid hardening of the surface, meaning the road can be reopened to traffic soon after application. Specifically designed to withstand the extremes of the Vietnamese climate (very high heat and humidity) and heavy traffic, the Colmat® ADGrip® solution is ideal to meet the country’s increasing road maintenance needs. This first trial section is set to play an important role in the definition of new technical specifications for the use of micro surfacing in Vietnam.

Race against time on Highway A13

From August 21 to October 25, 2017, teams from Colas Ile-de-France Normandie’s Rouen, Val-de-Reuil and Le Havre profit centers carried out resurfacing work on Highway A13, applying a draining mix on an 11.2-km section of road in Normandy.
In 2018, Spac’s high voltage team is carrying out several large-scale cable pulling projects, including IFA2. This project is aimed at constructing and developing a subsea and underground electricity link between France and England. The interconnection begins in the Caen area and runs through to Merville-Franceville-Plage in Calvados, Normandy, before heading out to sea and reaching land again near Portsmouth. Spac is responsible for unrolling the cables over a 23-km section, via a succession of 2-km “pulls”. A complex operation involving the manipulation of 70-ton reels around which the high-voltage cable is wound. Launched in January 2018, the work is expected to be completed in September 2019. For this project involving around thirty people, Colas Ile-de-France Normandie’s Caen profit center is responsible for opening and closing the network trenches. In 2018, another cable laying project at the entrance to the Channel Tunnel will be carried out with Colas Nord-Est’s Boulogne-sur-Mer profit center.

**THAILAND**

**A high-performance asphalt mix outside the Grand Palace in Bangkok**

In September and October 2017, Thai Slurry Seal (TSS), Colas’ Thai subsidiary, carried out a road renovation project outside the Grand Palace in Bangkok. A team of 30 worked day and night during the rainy season to apply the 6,000 tons of mix required. The high-performance mix used was specially developed by Tipco Asphalt’s R&D center to enable the “smooth” passage of the 222-year-old ceremonial royal chariot during the royal funeral procession of the much beloved late Thai king Bhumibol Adulyadej.
Smac dresses the Arena du Pays d’Aix

Pure lines and ribbons of aluminum rings… Welcome to the Arena du Pays d’Aix multipurpose sports and events stadium. Since the end of 2017, it is behind this protective shell that crowds have been watching the PAUC Handball team play its matches and attending concerts. Building on experiences acquired with projects such as the musée des Confluences in Lyon and the Georges-Frêche high school in Montpellier, Smac’s teams were mobilized for this emblematic project for the region. They were responsible for the concrete waterproofing, the acoustic shell supported by a steel frame, the double-skin acoustic cladding and the architectural façade. The defining moment in the construction of this sports arena came with the installation of the rings, which required more than two years of studies, design and execution.
Present on the Red Island for more than 60 years, Colas Madagascar is currently carrying out modernization work at Antananarivo airport (Ivato) and Nosy Be airport (Fascène).

**On the runway**

at Ivato and Nosy Be
Teams from Colas Madagascar have 25 months to carry out reinforcement and resurfacing work on Ivato airport’s main runway and ensure the technical and environmental compliance of the facilities.
Large orange-gray clouds move across the sky as curtains of rain sweep the horizon. The teams building the future access roads leading to Antananarivo airport (Ivato) have moved their equipment to shelter and are preparing to leave the site before the deluge arrives. It’s the start of the year and the rainy season is well under way. It starts raining at 3 o’clock in the afternoon, often lasting until dawn the following morning. The weather is constantly changing and unpredictable. A range of measures have been taken to avoid floods and protect employees and equipment should torrential rain set in: shelters have been built and make-shift drainage put in place (ditches, pipes, etc.), as well as staggered working hours, with teams on site from 6 o’clock in the morning to get as much done as possible before the rain comes. “In Madagascar, you have to juggle with the seasons and plan work on the basis of the weather”, explains Clément Larher, Colas Madagascar’s site manager at Antananarivo (Ivato) and Nosy Be (Fascène) airports.

A unique project in Madagascar

These two modernization projects are being completed as part of a 28-year concession agreement relating to Madagascar’s two airports (Ivato and Fascène) between RANTO RAMAHARIVO, Design engineer

From screen to reality on the ground

Ranto Ramaharivo has been with Colas Madagascar since 2014, working for the topography and studies department as a design engineer. He came to the profession “quite by chance”. As part of his studies at Madagascar’s Technical Training Institute, he spent time as a company intern, where he got a real taste for construction project pricing. So he decided to specialize, creating plans, diagrams and calculations on his screen. In January 2017, Colas Madagascar seconded him to monitor the two airport projects. Once he’d got over his initial “stage fright”, Ranto readily admits that “this job is both a challenge and a great experience.” He has spent the last year using topographical data and readings to map out the broad lines of the work to be carried out. But he’s never been one to stay behind his computer, often going out to the site. “It’s a source of tremendous satisfaction to see the reality on the ground of something that was nothing more than a computer image”, he explains. Ranto has thus discovered the world of airports and major projects: “I’m extremely proud of what has been achieved, but I’ve learned that there’s still plenty more for me to discover!”
> the concession company Ravinala Airports* of which Colas is a shareholder, and the government of the Republic of Madagascar. The contract covers the renovation and construction of infrastructures (terminal, runways, main networks, treatment plant, etc.) with a view to increasing air traffic and improving the services available to passengers. “Colas Madagascar is contributing its expertise in the fields of runway surface reinforcement, networks and civil engineering.”

**Work completed in record time**

The island of Nosy Be is one of Madagascar’s most popular tourist destinations. Its hotels and resorts are full all year round. Colas Madagascar carried out a number of operations at Fascène airport, reinforcing the runways and taxiways, lining a metal duct, creating new parking areas and building a water treatment plant. The target was to have all the work finished in six months, before the start of the rainy season. “Accessing material and equipment supplies in Madagascar can be quite a challenge. So the first thing we had to do was bring in explosives and crushing equipment to open up a quarry and process the rock on site. We also brought in the two asphalt plants, the binder and emulsion plant and, lastly, the equipment required to apply it all”, explains Alain Chauvet, project manager. Some of the supplies and equipment had to be shipped over from Mainland France, Reunion Island and South Africa. Although Nosy Be lies just 8 km northwest of Madagascar’s coast, the boats bringing in equipment and materials leave from the port of Toamasina, on the main island’s east coast, traveling some 1,500 kilometers to

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**MIADANA RANDRIAMIHOAJAKA, Head of Health, Safety and Environment**

**Making sure everyone is safe and preventing environmental risks**

A geology graduate, Miadana Randriamihoajaka specializes in environmental impact studies. A choice dictated “by a love of nature and a desire to protect people and the environment,” she explains. Following an internship with Colas Madagascar in the industries and quarries department, she joined the company on a permanent contract in 2007 as a Health, Safety and Environment (HSE) engineer. These two airport projects have given Miadana the opportunity to put into practice everything she loves about her job. “Investors are extremely keen to protect the environment and ensure the safety of local residents,” she explains. But her role doesn’t end there. When it comes to job sites, she is responsible for preventing risks and making sure employees are safe. And should any issues arise concerning safety or the protection of the environment, she takes immediate steps to correct them, even temporarily suspending work if necessary. “It’s a real challenge that takes me out of my usual sphere of work. HSE requirements are such that I’m learning all the time.” With, to cap it all, an immense amount of satisfaction to see that everything has gone to plan. No major incidents and not a single complaint from a local resident!
BARGE EXPRESS
To ship the materials and equipment to Nosy Be, Colas Madagascar’s Barge Express made eight return trips between the two islands.

FASCÈNE (NOSY BE) AIRPORT
Teams from Colas Madagascar took just six months to reinforce the runway and taxiways at Nosy Be airport.
reach their destination. Colas Madagascar’s Barge Express made eight return trips between the two islands. The next task was to erect and commission the facilities. This complex process required painstaking preparation and involved months of work by the logistics, operations and equipment departments. Two hundred people worked to make sure the project was delivered on time, with no disruption to air traffic.

**Air traffic maintained throughout the work**

In Antananarivo, earthworks and work on the foundations for the future Ivato airport terminal began as soon as the funding agreement was signed, back in June of last year. The next phase was the construction of a treatment plant and installation of the networks. But the most important aspect of the project is still to come. Work on the 250,000 m² of runways started at the end of March, once the equipment had been brought back from Nosy Be, first by barge and then over land. The convoy had to cover 360 kilometers of narrow, winding mountain roads, a journey of between 15 and 18 hours. But the biggest challenge teams have to cope with is air traffic. Throughout the work, no fewer than 4,500 planes land at or take off from Ivato airport. “Teams work four nights a week and have just ten hours - between 8 p.m. and 6 a.m. - to do what they have to do”, explains Alain Chauvet. Each day, before entering the site, numerous security checks are carried out, with both equipment (between 30 and 40 vehicles) and personnel (around one hundred people) being searched. At 4 o’clock in the morning, teams start leaving the runway, taking care that nothing is left behind. An intensive pace that only leaves between six and seven hours to apply the mixes.

**A project with demanding environmental standards**

Right from the project design phase, the focus has been on the environment and local residents. Nosy Be airport lies on the coast and every effort has been made to protect marine ecosystems and avoid any disturbance caused by barge movements. Conservation measures have been taken to minimize the risks; similar measures are in place at the quarry. Since the rainy season ended, to reach Ivato, the machines - some of which are 18-meters long - have been using small village roads. Once again, every effort has been made to reduce the impact on residents. “We have a very detailed and precise set of specifications, with the monthly monitoring of environmental and societal data, and three-monthly site visits by a technical advisor representing the investors. Although we are accustomed to quality requirements at Colas, it’s an exciting challenge to design and organize a project which such rigorous specifications”, concludes Clément Larher.

> **KEY FIGURES**

| 25 months of work at Ivato (Antananarivo) between June 2017 and mid-2019 | 200 to 250 employees mobilized | 95,000 t of aggregates used at Ivato | 71,000 t of mixes applied at Ivato* |
| 6 months of work at Fascène (Nosy Be) between July 2017 and December 2017 | 50 to 60 machines mobilized | 5,000 t of aggregates used at Fascène | 20,000 t of mixes applied at Fascène* |

* Colas Madagascar manufactures an average of 10,000 to 15,000 tons of asphalt mix each year.

* The concession company Ravinala Airports is made up of ADP group (35%), Bouygues group (20%, via Bouygues Bâtiment International and Colas Madagascar, equal share) and Meridiam (45%).
“In 2017, we doubled our revenue and we have our sights set on a significant increase in 2018”, explains Alain Roger, Colas Madagascar’s industrial building and construction center (CBCI) manager. The reasons for this increase? “The way we operate. We’ve strengthened our commercial links with private partners and we are competitive thanks to our expertise, engineering and equipment. The quality of our work is recognized and sought-after”. In the period 2016-2017, several “reference” projects were completed: the American School, involving rehabilitation work and new construction; a leisure center; housing (the Maki residence and Heritage projects); and offices (the Campus project). For each of these projects, the CBCI, backed by its team of 650 employees, was responsible for the major structural work, joinery, roofing, waterproofing, partition walls, tiling and painting. The stringent specifications required thorough preparation upstream to ship all the materials needed from Mainland France, South Africa and Reunion Island.

The outlook for 2018 is encouraging, with a five-star hotel project and a car showroom. A partnership is also under way with Total relating to the construction of three service stations.
Commercial Strategy
The Key Accounts approach

Vast. As far as the eye can see. People visiting the construction sites in Baziège (Haute-Garonne, southwestern France) and Montchanin (Saône-et-Loire, eastern France) all agree. The surface areas occupied by the sites hosting the two new logistics platforms - 23 hectares for the former and 17 hectares for the latter - are huge! What both sites have in common is the fact that the work, launched in the spring of 2017, is being carried out on behalf of the same supermarket chain - Lidl - and by Colas companies: Colas Sud-Ouest for the Haute-Garonne site and Colas Rhône-Alpes Auvergne for the Saône-et-Loire site.

Logistics platform construction
There is no let-up in activity as diggers and dumper trucks go about their business. Apart from the odd rainy day in December, the weather has been kind, allowing the projects to proceed apace. The volume of earthworks gives a pretty good idea of the sheer scale of these projects. In Baziège, some 500,000 m³ of earth have been cleared and re-used as fill, reaching a height of up to 16 meters, and no materials have been removed from the site to keep truck movements to a minimum, “a solution in line with the environmental certification required by the customer for the operation”, explains Michel Béchu, head of the Key Accounts sales department at Colas Sud-Ouest. In Montchanin, 170,000 m³ of...
In the spring of 2017, teams from Colas Rhône-Alpes Auvergne began working on the construction of the Lidl logistics platform in Montchanin (Saône-et-Loire, eastern France). The work involved the removal of 170,000 m³ of excavated materials.
excavated materials have been removed.

A year after the work was launched, the buildings at both the Baziège and Montchanin sites have almost been completed. Teams are now turning their attention to the access roads within and around the site, parking lots and concrete unloading areas for trucks. The road surfaces have been designed to be able to handle up to 300 trucks per day. "The installation of more than 4 km of drainage networks up to 12 meters below ground at the Baziège site required specific expertise and scheduling", explains Michel Béchu. In Montchanin, "all the teams responsible for drainage and main networks were mobilized to install the 23 km of networks required", specifies Jean-Michel Simonet, Colas Ain, Allier and Saône-et-Loire’s sales representative.

Adapting to the customer’s evolving strategy

The supermarket chain is not a new customer for Colas, with the Group already having been involved in the construction of several of its stores. However, back in 2012, the German group’s French subsidiary changed strategy, targeting an increase in the number and size of stores. As a result of this development strategy, Lidl is either having to adapt logistics platforms where current storage capacities are inadequate for the handling of an ever-growing number of references, or to build new ones from scratch, as in Baziège and Montchanin. “A few years after these changes, Lidl has become one of Colas’ Key Account customers. We wanted to adopt a dedicated commercial approach and adapt our organization to support our customer”, explains Céline Quenech’du, Key Accounts sales manager.

A tailored, customer-focused approach

“The first steps in our Key Accounts approach date back to the early 2000s", explains Céline Quenech’du. “But today, the context has changed and the stakes are different. There is a real trend towards a concentration of players; customers with multiple sites across the national territory with centralized decision-making power...
don’t think twice about consolidating orders in order to reduce their facility construction costs.” They require a dedicated contact, with an understanding of their expectations, habits and way of operating. “They don’t want to feel that Colas’ teams have to get to know them all over again each time a new contract comes along”, explains Michel Béchu. “Nor do they want to waste precious time trying to get in contact with the right person. That’s quite a challenge for a group like Colas, with its dense and extensive network including six roads subsidiaries in France and some 300 profit centers”, adds Céline Quenec'hdu.

Lastly, these Key Account customers, who manage high business volumes, want to control the entire process chain, from initial upstream consultations through to delivery of the completed project. As a result of these requirements, Colas has gradually adapted the way it organizes the whole process. Each French roads subsidiary now has a Key Account sales manager who reports to the commercial director. A national steering committee has also been set up. It brings together commercial managers and directors and monitors ongoing Key Account contracts. The monitoring is tailored, providing a global vision of customers’ activities and more in-depth knowledge of their organization, needs, constraints and imperatives.

**Long-term projects**

While all Key Account customers are demanding, “Lidl group has exceptionally high standards, both technically speaking and in terms of quality”, recognizes Michel Béchu. “Getting the Montchanin project off the ground required months of discussions and fine-tuning before the definitive specifications were finally drawn up. Head office was kept in the loop at all times”, says Philippe Lambert, Colas Rhône-Alpes Auvergne’s sales manager. The idea was to keep the number of points of contact to a minimum. “On the customer side, two project managers were appointed internally, supported by cold-chain and geotechnical experts, while we appointed three people: a design manager, a profit-center manager and a commercial manager. A Lidl operations executive and a Colas senior executive handled the financial negotiations”, continues Philippe Lambert. A similar process was used at Baziège, where, before work began, there were eight months of discussions and “eight different offers on the table, during which time the project evolved and costs fell thanks to the contribution of revised technical solutions”, specifies Michel Béchu.

**A single voice**

Work on both logistics platforms is advancing and the expectations of the customer are clear: the projects need to be perfectly harmonized. The same schedule and the same pace, with identical buildings and the equivalent service provision. “Given these expectations on the part of the customer, regional teams are working in collaborative mode”, specifies Céline Quenec'hdu. “We had to be
A year after the work was launched, the buildings have been completed at the Bazéje and Montchanin sites (photo). Work is now focusing on the construction of the access roads.
“Teams have had to change their habits, work transparently and trust one another.”

singing from the same hymn sheet when it came to technical issues. Price levels had to be consistent between the two projects despite characteristics specific to each of our regions in terms of resources and subsoils”, underlines Jean-Michel Simonet. Colas teams have liaised constantly with each other since work began. Consultations, information, sharing of expertise and feedback have guided weekly exchanges, with reports back to head office where required.

“Teams have had to change their habits, work transparently and trust one another”, observes Céline Quenech’du. “The new and interesting aspect of this project is that we’re discovering new environments and liaising beyond our usual perimeters”, appreciates Philippe Lambert.

Against the backdrop of the consolidation of contracts and the roll-out of multiple sites across the country, “a highly decentralized group like Colas, with its numerous local decision-making centers, can no longer do without cross-functional players to coordinate and manage projects like the Baziège and Montchanin platforms”, concludes Céline Quenech’du. It is up to Key Account managers to make sure teams have access to any data that is useful regarding potential customers. And it is up to everyone to learn and take ownership of the rules of the game. And to build long-term close relationships with Key Account customers. Lidl group has made it clear that it intends to construct further logistics platforms. Moreover, at the end of February, a consortium involving Colas was designated the successful bidder for a new Lidl logistics platform contract in Isère, in eastern France. Colas teams are fully prepared! 

BAZIÈGE LOGISTICS PLATFORM
The construction of Lidl’s logistics platforms in Baziège required the cut and re-use 500,000 m² of soil.
Assistant quarry supervisors, site managers, equipment and depot managers, catenary systems installers… They all do their jobs with enthusiasm and have decided to share their daily routine and projects with us.

Alexandre Salley has always wanted to work outside of Mainland France. As a student at the École des Mines engineering school in Douai, he opted to do his end-of-studies-internship with Colas, in Mayotte... and he stayed. Hired in 2013 as a project engineer, he went on to become head of the Mtsamoudou quarry. In 2015, he moved to the Shawkah quarry in the United Arab Emirates as assistant supervisor. This was the perfect opportunity for the young man. “Production, quality, sales supervision, purchasing… there is nothing routine about my job. I can be doing anything, from designing a blasting program to overseeing the team on the ground. The quarry operates round the clock, 7 days a week. I need to be highly reactive and make decisions very quickly. The biggest challenge is to take onboard all the site’s very strict safety standards and make sure everybody understands and applies them.” Alexandre, now 27, loves the fact that he learns something new every day. “This extremely rewarding experience will serve me throughout my whole career. I hope to carry on traveling to as many exotic places as I can for my work!”

“International mobility is an opportunity”

ALEXANDRE SALLEY
ASSISTANT QUARRY SUPERVISOR
COLAS MIDDLE EAST
UNITED ARAB EMIRATES

Alexandre Salley has always wanted to work outside of Mainland France. As a student at the École des Mines engineering school in Douai, he opted to do his end-of-studies-internship with Colas, in Mayotte... and he stayed. Hired in 2013 as a project engineer, he went on to become head of the Mtsamoudou quarry. In 2015, he moved to the Shawkah quarry in the United Arab Emirates as assistant supervisor. This was the perfect opportunity for the young man. “Production, quality, sales supervision, purchasing... there is nothing routine about my job. I can be doing anything, from designing a blasting program to overseeing the team on the ground. The quarry operates round the clock, 7 days a week. I need to be highly reactive and make decisions very quickly. The biggest challenge is to take onboard all the site's very strict safety standards and make sure everybody understands and applies them.” Alexandre, now 27, loves the fact that he learns something new every day. “This extremely rewarding experience will serve me throughout my whole career. I hope to carry on traveling to as many exotic places as I can for my work!”
The story between Valérie Martin and Colas began back in 1998 with an internship with the SJE profit center (Colas Nord-Est) as part of her civil engineering diploma. Once she graduated, Valérie then started a vocational degree on an apprenticeship basis with Bouygues Construction in Paris, where she handled claims management. “It was a fascinating role that taught me to be rigorous in my work. But the call of my native Jura mountains was too strong. So when a position became vacant at SJE, I applied and was hired on January 1, 2000.” Taken on as site supervisor, she became planning and recruitment manager, and then site manager in 2013, following a two-year stint working as a QSE officer in eastern France. “This experience has taken me to a number of profit centers, allowing me to see how each of them operates. It has broadened my mind: I look at situations from a more global perspective now.” As well as scheduling work, planning technical and human resources and going on site visits, Valérie loves the customer relations aspect of her job. “The people here are very loyal. Being native to the region is an asset”, she underlines. The things she appreciates most about her job are the autonomy it gives her and the fact that there is a good balance between administrative and field aspects. “Colas is very good at placing trust in its employees and valuing individual skills. As a mother of two little girls, I’m able to balance my home life with my work life.”

Colas values individual skills...
In my job, contact with people is vitally important.

BERNARD GRANGE
EQUIPMENT AND DEPOT MANAGER
COLAS SUISSE
SWITZERLAND

“I’ve been crazy about machines since I was a boy”, admits Bernard Grange.

It all began with his grandfather’s tractor, and then at the age of 16 he went to Égletons public works school, where he studied to be a mechanic. This native of the Auvergne region in central France then decided to move to Switzerland. He was hired by Colas as a mechanic and then went on to become workshop manager. Following stints with another company and working for himself, he returned to Colas Suisse, once again as workshop manager. “With my team of mechanics, along with a locksmith, I manage a fleet of about two hundred machines: excavators, trucks, milling machines, graders, pavers, etc.” Bernard is an early bird. A 5 o’clock every morning he opens the door of the workshop and takes advantage of the peace and quiet to do paperwork.

Then it’s non-stop all day long. The workshop is full of machines for maintenance or repair. A call comes in from a job site: a machine has broken down. It’s important to act quickly and send a mechanic out with the right part. A machine cannot be allowed to stand idle. Time is money! “I work with loyal colleagues, some of them are friends, too. What’s important is the trust we have in each other. In my job, contact with people is vitally important.”

ROUTES No. 40 – April 2018
At first sight, a switch from landscape gardening to the demolition business seems pretty unlikely. But that's exactly the career path taken by Élodie Martineau! Initially a garden designer then landscaping project supervisor with Colas, she took time out from her career while on maternity leave. Confined to bed, she spent her days staring out of her window at a demolition site. It was a revelation and new vocation for Élodie, who made up her mind then and there that she wanted to work in “this magical world inhabited by incredibly powerful machines capable of carrying out tasks with an extraordinary degree of precision”. Following the birth of her daughter, Élodie decided “to give it a go” and secured a job with Genier-Deforge, a Colas Ile-de-France Normandie company. For nearly a year and half now, she has been planning and coordinating demolition work with the site manager and the team on the ground. “It’s an extraordinarily stimulating environment and one that’s constantly changing. We aren’t familiar with the building because we weren't the ones who built it. So we have to get to know it and advance one step at a time to avoid taking any risks.” It’s a business unlike any other: “We work hard... and leave an empty space behind us.” But there is no doubt in Élodie’s mind: “excavator operators are true artists!”
I enjoy working hands-on

MILOSLAVA ZRÚSTOVÁ
LABORATORY SUPERVISOR
COLAS CZ
CZECH REPUBLIC

Miloslava Zrustová – better known as Mila – is a familiar face to all her colleagues. That’s because she spends a lot of time out in the field. Since 2003, she has been Laboratory Manager at Colas CZ and happily admits that she loves being out on the roads. “I prefer managing projects on-site rather than looking out my window”, she says. To begin with, lab work focused on testing asphalt mixes, aggregates and binders, but it has gradually expanded to encompass testing of the resistance of concrete to freezing, salt and constant deformation, materials treated with hydraulic binders and emulsions as well as asphalt mixes containing foamed bitumen. “Following the purchase of new equipment last year, we’re now entirely self-sufficient and able to carry out the whole range of tests. In fact, companies from outside the Group now come to us for our services.” These changes really suit her. “I love my job and my company.” And her colleagues clearly appreciate her approach, since she was awarded a “Best Boss Oscar” a few years ago. When not at work, Mila enjoys spending her free time with her two dogs, Aron and Charlie, and listening to rock music.
Promoting Colas’ global dimension

ÉRIC HAENTJENS
GENERAL SECRETARY
COLAS SA
FRANCE

Born near Paris, Éric Haentjens began his career in 1985, in the administrative staff at Bouygues group. Following several years in construction and then the financial department, in 1997, he joined Bouygues Telecom as finance manager. In 2012, he became VP finance, human resources and strategy. “After 19 years in the telecoms sector, the opportunity came along to join Colas as General Secretary. I was 56 and it was like a fresh start. To succeed, you need to have passion.” When he arrived at the company, he spent around 100 hours flying between Colas’ different sites and companies in three months, to discover the Group’s network and the challenges it faces. “In my head, Colas was a construction group, with little connection to industry. I was very surprised by what I discovered. The Colas brand is renowned worldwide, boasting facilities, expertise and patents, well-established positions in the asphalt and aggregates sectors and vast data resources. I was also struck by the commitment and kindness of the Group’s employees.” His principal task now? “To promote Colas’ global dimension with the “One Colas” strategic plan launched at the start of 2018.” An exciting challenge for this sailing enthusiast!
There’s always something new with **catenary systems**

**MARIE-JOSÉ SEZNEC**  
**CATENARY SYSTEMS INSTALLER**  
**COLAS RAIL**  
**FRANCE**

While it was somewhat “by chance” that she became a catenary systems installer, Marie-José Seznec has “always loved anything to do with electricity, lights, plugs and sockets”, managing to blow quite a few fuses at home!

With vocational certificates in electronics and electrics, she worked at various companies in a range of sectors, including farming and food processing… but ultimately the draw of electricity took her to Colas Rail in Brest, where she worked as a temp on a tramway electrification project. She was hired the following year as a catenary systems installer on tramways, TER, and RER regional express railroads. “Catenary systems are fascinating. There’s always something new. You’re constantly learning and even people who have now retired say they still had much to discover!”

The work is never the same. It can range from the electrification of the Le Mans-Rennes high-speed railroad to repairs at the Gare du Nord station in Paris. It can be night work when tracks and catenary systems have to be shut down, or day work when equipment is at a standstill. It’s an environment that suits Marie-José: “I never do the same thing, I never have the feeling of being hemmed in and I love being part of a team.”

Testament to her unerring commitment, Marie-José is one of the few women in Colas to be a member of the Rail Skilled Workers’ Guild (since last year).
Improving living conditions for everyone

MARCEL ALLOU
OPERATIONS MANAGER
COLAS CÔTE D’IVOIRE
IVORY COAST

Marcel Allou joined Colas Côte d’Ivoire a year ago, with a background as diverse as rewarding. Following stints as a research officer with the National Engineering Design Office of the Côte d’Ivoire and a site supervisor with a local company, he became head of the infrastructure department for an agro-industrial group, before joining the country’s road management office as major projects manager. These experiences have given Marcel Allou excellent knowledge of the local environment and contact network. An asset he is delighted to share with Colas. “This role as operations manager is also a challenge. I want to be able to open the door to other talented people in the country.” His work brings Marcel into contact with French expats as well as people from Togo, Benin and Guinea, “an interesting and dynamic cocktail that just makes you want to forge ahead.” He has always been passionate about major projects. But his biggest source of satisfaction is helping to end the isolation of remote villages. “The roads and bridges we build give villagers access to towns and shops. It’s great to be able to help improve the living conditions of residents. Their gratitude and feedback show us that what we do has immediate and palpable impacts. We’re useful for our country’s development.”

"Improving living conditions for everyone"
Procurement strategy “Reinventing ourselves”

Since 2014, as part of the company’s Copernic global transformation project, a Procurement network has been set up within Colas Group. Objective: to improve performance.

Can you just remind us about the objectives behind the creation of a structured Procurement network and give your assessment of its first three years?

Daniel Righetti: The first objective concerns competitiveness. In a challenging economic environment, competitiveness goes hand in hand with cost reductions. Given the volume of external spending associated with our revenue, Procurement represents a major lever for improving the Group’s performance. Three years later and with the backing of the Copernic transformation project and its teams, we’ve entered a different dimension: procurement processes have been extended across most of the Group and are understood and implemented. We’ve launched the global roll-out of Coupa, an e-purchasing tool aimed at enabling operators - and, in the near future, equipment departments and industries - to initiate spending. It’s the first time in the Group that a tool shared by all players guarantees compliance with processes and the separation of powers (the same person is not responsible for defining the need, choosing suppliers, placing the order, receiving the order and making the payment).

How is the Procurement network structured?

D. R.: We opted for an organizational structure that reflects our determination to ensure everyone and all our operations, irrespective of size, benefit from the weight of the Group. We currently have around 200 buyers covering the needs of all our operations. The Group Procurement department oversees the entire network, provides a global vision, validates road maps and manages
cross-functional purchases. It is made up of the Equipment Procurement department (investments, maintenance spending, etc.), the non-Production Procurement department (vehicles, travel, intellectual services, general expenses, etc.), the France Raw Materials Procurement department (procurement of bitumen, energy, hydraulic binders, etc.) and an International Procurement department. In each French and International (excluding North America) subsidiary, a Procurement department implements the Group’s strategy, manages the network of construction-activity buyers and oversees regional purchases at subsidiary level. In profit centers within France, construction-activity buyers implement the network’s road map at profit center level, enforce framework contracts and handle the profit centers’ local purchasing activities.

The COP 2020 Procurement plan was presented at Colas’ first Procurement conference. What are its main priorities?

D. R.: The COP 2020 plan is aimed at reinforcing the professionalization of Procurement, improving Group profitability and contributing to business development. It is hinged around four major priorities, the “4x100”:

• 100% of territories covered with an adapted Procurement organization;
• 100% of all spending implemented in line with the Group’s Procurement processes;
• 100 million euros of cost reductions via new Procurement approaches, the widespread use of total cost of ownership (TCO) analyses, economic model changes and usage and results-based purchasing reasoning;
• 100 million euros of additional business generated by sales to our suppliers who are or who could be our customers. By calculating our main suppliers’ purchases/sales trade balance, we identify potential imbalances and sales potential. This global approach should enable us to take advantage of our Procurement calls for tender to ask suppliers to make purchasing commitments to Colas in three areas: the industrial products we manufacture (bagged aggregates, pre-fabricated concrete elements, asphalt in buckets, road sign products, etc.), quarry products and construction.

What are the Group’s objectives?

D. R.: Hervé Le Bouc’s first ambition is for the Procurement network to cover 100% of external spending. In markets where we have made the most progress, particularly in Mainland France, we ended 2017 with procurement cover amounting to a little over 60% of eligible spending. The cover perimeter evolves each year. For example, for the third year running, the Procurement department, working in partnership with the Equipment department, is launching a consolidated call for tenders at Group level for machines. In 2015, we had invested some 30 million euros; in 2016, a little under 100 million euros (fewer than 600 machines); and at the end of 2017 in excess of 150 million euros (more than 900 machines). In order to cover 100% of external spending, we will have to create added value with all company players and, in order to do so, turn ourselves into genuine internal and external “business partners”. In other words, work together and share with all the company’s functions. We have to reinvent ourselves, construct new solutions, identify good practices and mainstream in order to industrialize what works well in a given place to create a mass effect. The COP 2020 motto is: “Let’s dare to push ourselves beyond our limits to go further.”
FOCUS ON...
PAVING THE WAY TO COLAS PROCUREMENT 2020

Known as COP 2020 (Colas Procurement 2020), the Procurement network’s action plan was presented at the first Procurement conference, held in June last year. Three employees review the key points to emerge from the meeting.
"Nearly 200 buyers from around the world attended the conference"

"I was lucky enough to co-host Colas Group’s first Procurement conference. 186 buyers from around the world came together for the two-day event in Paris. On the first day, the Group’s Procurement managers presented their projects and analyses on the theme: “dare” (procurement, expertise, sharing, value creation, change, performance, innovation). Managers representing other support functions (HR, Finance, Innovation, etc.) were also invited to share their experiences with Procurement. The second day was dedicated to cohesion and team spirit, with the organization of an orienteering course in Paris, followed by seven afternoon workshops (Coupa, Non Production, analysis tools, lead buyers, construction activity buyer road map, equipment and DGI). This conference was an opportunity for everyone to appreciate the progress made since the Procurement department was created in 2014, to have a global vision of our medium-term objectives and to come together and discuss issues that are common to all, despite the diversity of the Group’s businesses and the decentralized organizational structure."

“Specifications, a fundamental component”

"It is undoubtedly the case that specifications represent one of the major areas of progress driven by the Equipment Procurement department. In the past, Colas’ six Roads subsidiaries issued their requirements individually, without functional specifications. It was an oral-based culture, with requests made for brands and references - excavators, compactors, pavers - without necessarily specifying the technical characteristics and without defining the functional need. As a result, synergies between subsidiaries were not optimized. With the new strategy introduced in collaboration with the Equipment department, the procurement and recommendation processes have been separated. Rather than ordering a brand, requesting parties specify their precise needs for each product line. Procurement/equipment teams then work together to launch international calls for tender, centralizing needs from around the world and capitalizing on competition in order to obtain the very best technical-economic offer with the optimal level of service. Then, rather than simply purchasing equipment with no associated strategic interest in terms of ownership, the next step would be, for example, to rent equipment, having taken into account the TCO and notions of return on investment and value creation. The idea is also to think about usage and expected result rather than technical characteristics. Why not purchase ton-miles transported rather than the trucks required to transport these tons over “x” miles?"

"Ready to achieve the objective of covering 100% of spending"

"The highlight of the conference was the presentation of the COP 2020 plan and the formalization of our objective of covering 100% of our spending within the next three years. For our buyers, this announcement is a real trigger and a challenge given the Group’s decentralized organizational structure. In the space of just a few years, we have established a structure that provides a platform for us to be able to achieve this objective. To do so, we have to persuade the departments affected to trust us and explain, for example, that we’re not just purchasing the price of the machine. We also take into account the level of service, fuel consumption and the price of spare parts and associated services. These four pillars cover all of the needs on the ground. Cross-functionality is the key to the success of the COP 2020 plan. It is important for buyers to bear in mind that they are not alone: there are clearly going to be other buyers in the Group with the same needs."

"Specifications, a fundamental component"
Colas Projects: better major projects management

The Colas Projects subsidiary was created in January 2017 to address the Group’s need for an entity specially dedicated to improving the management of major projects. “Colas Projects was created from the merger of Colas Grands Travaux and Colas Grands Travaux International”, explains the new entity’s CEO, Fabrice Monnaert. “Major projects are a key component of the Group’s activities”, he continues. “They represent a strength in terms of winning customers, because they contribute to the development of global and complex solutions.” More generally, major projects are levers for growth in France and around the world, positioning Colas as a global leader in the transport infrastructure construction sector. In terms of human resources, major projects help attract future recruits.

Optimized operating methods
In order to manage major projects efficiently using a cross-functional approach in tandem with the Group’s companies, Colas Projects has adopted agile operating and organizational principles. All projects worth more than 40 million euros are concerned, as well as design-build contracts. An interest committee considers whether or not to approve them, depending on the financial and technical risks identified. In the event of a green light, the project is assigned to an entity operating on the basis of a 70/30 integrated structure, involving the subsidiary or subsidiaries and Colas Projects. During the tenders phase, Colas Projects oversees the project and provides a project manager along with the technical, legal and administrative resources required. During the execution phase, Colas Projects continues to manage the project and supplies the key resources. “Colas Projects is first and foremost a steering aid aimed at improving the management of major projects”, underlines Fabrice Monnaert.

Added value
The strengths of Colas Projects? As far as the CEO is concerned, the new organization leads to “a project management culture and the presence of dedicated employees”. The subsidiary makes it possible to develop specific major projects processes within the Group and brings a methodology based on a global vision and feedback analysis. From the customers’ point of view, they are guaranteed access to a single point of contact from start to finish, representing a centralized team associated with a local presence. During its first year of existence, Colas Projects has been involved in several projects currently in the execution phase. At present more than 40 projects have been identified for tenders to be submitted in 2018.
“Positioned at the crossroads of daily mobility operations, Mobility by Colas is an activator of connected digital innovative mobility services addressing new usages”, explains its manager, Fabrice Luriot. The service offer is hinged around three themes.

The first, called “Integrated and multimodal mobility”, is aimed at making traffic and parking conditions more fluid. Integrated mobility services (Mobility as a service or MaaS) are thus provided across the area for public and private contracting parties. “For example, we’re helping the French TF1 television company to improve access to the La Seine Musicale music and performing arts center, in Boulogne-Billancourt, impacted by one of the Grand Paris development projects. We’re also proposing to pool public and private parking areas across the Paris-Saclay zone.”

The second theme, “Intelligent and connected infrastructure”, is aimed at working on new usages for urban spaces. One of the challenges for Mobility by Colas is to integrate Colas technologies, such as Flowell (read p. 60), or third-party services in order to deliver multimodal and dynamic infrastructures. The third theme, based on digital technology and the use of onboard data, relates to improved road management and user safety. The objective is to provide a recommendation tool for local authorities so they can take action in zones in which near-miss accidents have been detected. This is a first step towards the notion of “high service roads” or asset management. Hence, “the meeting of digital technology and infrastructure allows us to innovate and deliver new mobility usages and services to Colas Group customers”, concludes Fabrice Luriot.
Flowell is a new signaling solution for interactive and dynamic road space management, day to day. Using LEDs integrated into a multilayer substrate of traffic-resistant panels, this road marking technology lights up depending on traffic conditions. Remotely controlled via sensors, thermal detection cameras and a timer setting solution, Flowell rethinks mobility and road safety. Streets, squares and boulevards become modular in real time and as a function of user needs. The solution, which offers the same grip as traditional road surfacing, is applied directly to the existing road surface. Then it's simply a matter of connecting the cables up to the electricity network.

Optimizing the sharing of public space with Flowell

Flowell is a new signaling solution for interactive and dynamic road space management, day to day. Using LEDs integrated into a multilayer substrate of traffic-resistant panels, this road marking technology lights up depending on traffic conditions. Remotely controlled via sensors, thermal detection cameras and a timer setting solution, Flowell rethinks mobility and road safety. Streets, squares and boulevards become modular in real time and as a function of user needs. The solution, which offers the same grip as traditional road surfacing, is applied directly to the existing road surface. Then it's simply a matter of connecting the cables up to the electricity network.

Improving flow and safety
Making pedestrian crossings more visible, transforming spaces reserved for deliveries during the day into parking spaces by night, creating temporary drop-off spaces outside schools, identifying a cycle lane...

The applications are multiple, in both urban and rural areas. Flowell is designed to address two objectives: to improve the management of traffic flow and secure sensitive zones. For example, on a 4-lane route, it will be possible to turn a continuous line into a broken line, in order to improve mobility flow by redistributing the number of lanes allocated in each direction depending on traffic conditions at the time, or...
freeing up a lane usually reserved for priority vehicles. Similarly, zebra lines can be lit up as a bus arrives to warn motorists and users and reduce the risk of accidents.

**Promoting multimodal mobility**

In the context of a growing urbanization, Flowell also provides a concrete response to one of the major challenges of the next few years: how to avoid the saturation of public space brought about by the proliferation of new forms of mobility and the diversification of transport modes. The highly flexible system will enable local authorities to instantly adapt existing zones to optimize the way they are shared, allowing buses, bicycles, cars, pedestrians and trams to cohabit in complete safety. Without having to redesign and rebuild their infrastructures from scratch, they will be able to optimize their potential and accommodate more usages. Public spaces that are more accessible to users, roads that are safer irrespective of the mode of transport, thanks to visible and effective signaling that is more user-friendly, with “soft” visual messages: by making it possible to optimize journeys and promote the notion of living better together, Flowell is also a solution for more serene towns and cities.

**Trials in real conditions**

Developed at Colas’ Campus for Science and Techniques (CST) in partnership with CEA Tech*, the Flowell solution was tested in the laboratory. Two demonstrators, in the form of a continuous/broken line and a pedestrian crossing, were installed at the CST in Magny-les-Hameaux. Presented at the French Mayors and Local Authorities Exhibition in November, the innovation has now entered the trial phase. During this period, several pilot sites will be rolled out to test the solution in real conditions. The objective for the Group is to obtain feedback from local authorities and users concerning the relevance of the applications, their degree of user-friendliness and their integration in the urban environment. A first experimental site on the public roads was inaugurated at the end of December in western France, with a zebra lines at a bus stop that light up to signal the arrival of the school bus. Developed in partnership with public and private players on the ground, Flowell demonstrates Colas’ capacity to bring effective solutions that address mobility issues and to facilitate changes in road usage.

* The “technological research” division of the CEA (The French Alternative Energies and Atomic Energy Commission).

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**DID YOU KNOW?**

Flowell is a portmanteau word combining the words flow and well. The idea is to communicate the notion of free-flowing traffic, thanks to the Colas solution.
In 2017, Colas acquired the British airport maintenance and services specialist, Allied Infrastructure Management Ltd.

Colas Ltd, Colas’ UK subsidiary, bought Allied Infrastructure Management Ltd in 2017. Founded more than 20 years ago, the company is the UK’s leading airport maintenance and services provider, offering complete solutions to protect, maintain and renovate infrastructures. The Manchester-based company employs around one hundred people.

The airport maintenance and services specialist Allied Infrastructure Management Ltd has developed a range of innovative solutions in the field of airport maintenance and services, particularly relating to airfield ground lighting (AGL). Its references include Royal Air Force bases as well as all of the major civil airports including London Heathrow, London Gatwick, London City, Manchester, Birmingham and Leeds Bradford airports. The airport maintenance and services sector is a tough business. Deadlines are often tight and the teams have to be able to operate in high pressure environments. The acquisition allows Colas Ltd to expand its range of products, services and solutions. Allied Infrastructure Management Ltd can offer its specialist services to Colas Group’s subsidiaries. For more information:
rob.brown@alliedinfrastructure.co.uk

New Colas acquisition in the United Kingdom
Colas embraces gender diversity with We!

More than 700 employees (60% men), have already joined We, the Group’s gender diversity network. We sounds like the French word “Oui”, meaning “yes” and is also the first word of the Colas motto, “We open the way.” This network, open to all employees, was created as part of the gender diversity action plan launched in 2017 aimed at attracting, recruiting and retaining more women, particularly in managerial roles (30% women by 2020). Its objectives are to promote gender diversity, internally and externally; to tackle the issue of gender stereotypes and change mentalities; to create links (cross-functional working and reflection groups by business line, personnel development workshops, etc.); and to contribute to the modernization of Colas and the creation of added value.

Being in step with society

“Gender diversity is a lever for attractiveness and performance”, explains Pascale Zurcher, head of Colas’ Diversity Department and Vice-President of the We network. “Recruitment is a challenging area and the Group cannot do without female talent. Acting to promote gender diversity will give Colas an image that is more in step with society and one that more closely reflects customers’ expectations.”

Chaired by Hervé Le Bouc, We is overseen by a committee of five people representing various functions and companies within the Group*. It is then up to network members to promote gender diversity in everything they say and do.

Numerous projects on the table

Throughout the year, the committee will be focusing their efforts on three areas of importance to members: breaking down gender stereotypes, promoting the integration and development of women within Colas Group and valuing the career paths and backgrounds of female employees. 2018 will also be the year in which the We network is rolled out across the Group’s companies, because gender diversity is everyone’s business…

To find out more and sign up: WE@colas.com

* Benoît Chauvin, Deputy Managing Director of Colas in Africa; Delphine Lombard, Communication Manager Colas; Isabelle Tanière, Assistant Operations Supervisor Colas Ile-de-France Normandie; Guillaume Tétiot, Human Resources Manager Aximum. A fifth person will be joining the steering committee.

> ATTRACTION TALENT: AMBASSADORS IN SCHOOLS

Set up in September 2017, the gender diversity ambassador team is made up of some thirty employees, male and female, representing the diversity of profiles and professions at Colas. Their mission is to represent the Group during initiatives aimed at schools and universities (forums, sports tournaments, inter-school competitions, graduate school evening events, etc.) in order to attract new talent, particularly women…
A comprehensive agreement

This agreement covers a broad range of measures designed to ensure that the 33,000 employees concerned find solutions to their own specific needs. Six areas are defined:

- the promotion of well-being at work (teleworking, occasional remote working, the right to disconnect, the prevention of psychosocial risks in policy);
- flexibility with respect to the time savings account (CET);
- work/life balance (maternity, adoption, paternity, parenthood, everyday life);
- solidarity support initiatives (the donation of days off between employees, individual skills sponsorship);
- the promotion of professional equality (tackling discrimination, male/female equality, disability policy);
- the encouragement of direct and collective expression by employees.

The agreement came into force on January 1, 2018. And, as Michel Gentil concludes: “It represents one of the most far-reaching agreements signed by Colas and its representative union organizations. It is set to have a major impact on the Group’s culture, particularly in terms of improving our managerial practices.”

Towards ever greater fulfillment

Colas has long focused on the recognition and fulfillment of its employees (training, skills, remuneration) as well as the way work is organized and working conditions generally, particularly regarding health and safety. By placing the annual performance review at the heart of the relationship between employees and their managers, the Group reached a new milestone with the signing of the 2016 strategic workforce planning agreement. “Having dealt with statutory issues, tackling quality of life was the logical next step, especially given the fact that numerous individual initiatives were already in place. With the agreement, they are set to be extended to reach as many people as possible”, continues Michel Gentil.
In 2013, the Group decided it wanted to launch a new line of workwear for 30,000 employees in an initiative defined by the key words: safety, comfort, quality, modernity and esthetics. So a range of taupe- and orange-colored clothing, styled for both men and women, was designed using organic fair-trade cotton. The new line won a number of awards, including the 2014 Purchasing Trophy and the Janus Industry Label for design excellence. Since the project’s launch, a monitoring committee has been meeting once or twice a year with a view to improving the line on the basis of subsidiary feedback and introducing new products.

In 2016 and 2017, a number of changes were introduced:
• improvements to existing models (change of weave, position of bands, zips, seams, pocket sizes, etc.);
• creation of a line specifically for women;
• the creation of new “pieces”: breathable HV long-sleeved T-shirts, zip-neck fleece, body warmer, trousers for men and women (taupe/HV);
• international roll-out, particularly in Morocco and Madagascar.

The workwear line is evolving

The workwear range at Colas is eco-responsible, fair trade clothing - sporting the Max Havelaar Fair trade label - made from organic cotton grown in Africa, mainly in Mali and Burkina Faso, with no GMOs or pesticides.
Inauguration, festival, awards, trade show...
Some images of the Group's events in France and around the world.

ASSOCIATIONS FESTIVAL
Magic, songs, dance and comic theater. The first final of the Printemps des associations event presided over by Jean-Michel Ribes, French actor, playwright, theater director, producer and scriptwriter had it all. Organized by Colas in 2017, the event is aimed at supporting art societies and performing arts associations in the Group’s partner schools and universities. Following auditions held on student campuses at three engineering schools, Colas selected the three most talented student artists associations. Some 120 students were in attendance to support their colleagues for the final, won by “La Dream’s” (ESTP engineering school).
Back in December, the 7-Eleven local convenience store chain in Japan inaugurated a demonstrator section of Wattway photovoltaic panels outside its flagship store located at the entrance to the company’s head office building in Tokyo. Present for the occasion were Hiroshige Seko, Japan’s Minister for the Economy, Trade and Industry, and Étienne Gaudin, Wattway manager.

GOLDEN ROADS
Four interns and trainees were singled out for new awards at the 6th Golden Roads ceremony, Colas’ student film festival: Charles Santot (intern Colas IDFN construction operations), Off Road award; Clotilde Menet (trainee CST), Regard alternatif (Alternative View) award; Lucas Pierre and Rémi Goossens (Procurement interns GTOI), The Stagiaire award.
BIODIVERSITY IN THE SPOTLIGHT
At the 2017 Companies and Environment Awards ceremony, organized by the French Ministry for the Environment, Energy Transition and Solidarity and Ademe (French Environment and Energy Management Agency), a special award in the “Biodiversity and Companies” category was given to GTOI, Colas’ Reunion Island subsidiary, for its “bubble curtain”, an underwater acoustic screen deployed as part of the island’s new coast road project to protect marine life from noise pollution.

TWO AWARDS AT THE FIMBACTE FESTIVAL
Colas won two awards at the 22nd Construction and Environment sector’s Fimbacte Festival, on October 10 in Paris. The Gold Trophy award for the “We open the way” corporate film (Audiovisual category) went to Magdalena Dulac, Audiovisual Supervisor. The grand jury’s Special Trophy award went to Communication Officer Christelle Lemonnier for the Colas Foundation’s “La Route des Rêves” (The Road of Dreams) 25th anniversary show.
In November, Hervé Le Bouc played host to the 49 new members of Colas’ Skilled Workers Guild at Head Office in Boulogne. This year, for the first time, a woman joined the Rail Skilled Workers Guild (read about Marie-José Seznec, p. 52).

Transinvest Construction, a Colas subsidiary on the island of Mauritius, has opened its first school dedicated to digital technology. Objective: to promote the development of employees through greater autonomy, the acquisition of digital skills and expertise essential to their jobs. At the end of November 2017, the first intake of students received their awards and certificates from the President of Mauritius, her Excellency Dr Ameenah Gurib-Fakim, and Bertrand Hanauer, Manager of Transinvest Construction.
SMCL 2017: FLOWELL UNVEILED
At the French Mayors and Local Authorities Exhibition (SMCL) held at the end of November 2017, Colas presented its road maintenance and preservation products and solutions, as well as its innovations in the field of sustainable mobility. The event was also an opportunity for the Group to unveil Flowell (read p. 60-61), its latest road innovation aimed at optimizing the sharing of public space.

JOBSITE GRAFFITI
To avoid unwanted graffiti appearing on construction trailers across Lyon, Perrier TP came up with an original artistic initiative: a dispatcher from the Colas Rhône-Alpes Auvergne subsidiary produced some drawings that were then copied onto the trailers by La Coulure, an art collective that specializes in murals and graffiti.
CONSTRUCTION WORK BEGINS AT THE ARTOIS PROFIT CENTER

In Noyelles-sous-Lens, Colas Nord-Est’s Artois profit center is getting a makeover. The first stone of the new premises was laid in the presence of Hervé Le Bouc, Chairman and CEO of the Colas Group, elected officials and some of the profit center’s employees in September. The environmentally-friendly facility is a bigger, more functional and more modern single-level building that will provide the 245 employees with an ideal working space.

COLAS IDFN, SPORTS AND CITIZEN INITIATIVES

The Magny Running on Wattway race, organized by Colas Ile-de-France Normandie last October at its Magny-les-Hameaux site, was an opportunity for employees and partner school students to support the Imagine for Margo association. Objective: to raise funds to support childhood and teenage cancer research. In December, Didier Manseau, CEO of Colas IDFN, handed over the funds raised to Patricia Blanc, the association’s president.
MOHAMED HIBER, VIOLIN, YOUNG TALENT 2015/2017
A student at the Munich’s Hochschule School of Music and Theater, Mohamed is dedicating the 2017-2018 season to concerts. In November 2017, he performed Mozart’s Concerto No.5 at the Madrid National Auditorium with Andras Schiff and Queen Sofia Music School’s Freixenet Orchestra. In February 2018, he went on tour performing chamber music in Jerusalem. He will be performing with pianist Reiko Hozu in Agen on August 25. In September, he will be playing in Lisbon, before performing at the Paris Philharmonic and London’s Wigmore Hall. At the same time, he is preparing for the 65th ARD chamber music competition, in Munich.

LAURA SZABO, CELLI, YOUNG TALENT 2017/2018
A student at Munich’s Hochschule School of Music and Theater, Laura Szabo is preparing to take part in the 70th Prague Spring International music competition, to be held in the Czech capital from May 7 to 15, 2018, as well as the 65th ARD chamber music competition, in Munich.
Colas Circle
Colonel Pinard Legry
“The French Foreign Legion is more than a social body: it’s an invaluable tool in the fight against terrorism.”

The road through the eyes of...
Julie Andrieu
“When you’re out on the road, you have to learn to look.”

Colas Foundation
Nazanin Pouyandeh
“Chance is magic in art: each canvas is a unique journey.”
Colonel Pinard Legry

“The French Foreign Legion is more than a social body: it’s an invaluable tool in the fight against terrorism”

On December 5, Colas Circle welcomed Colonel Pinard Legry, commanding officer of the 1st foreign engineer regiment. Accompanied by two of his officers, Captain Merchez and Battalion Commander Vallory, he presented the actions carried out by the Foreign Legion aimed at tackling terrorism.

What is it that characterizes the French Foreign Legion?
Colonel Pinard Legry: This unit, exclusively made up of foreign nationals from all over the world with the exception of its officers, represents a French exception. There are 1,000 men including 50 officers in my regiment, covering more than 100 nationalities. We’re involved in foreign operations as well as operations in France as part of operation Sentinelle.

What are the values championed by the Foreign Legion?
C. P. L.: Equal opportunities and promotion on merit are very important. For example, 10% of our officers are former legionnaires, reflecting the corps’ “social ladder” character. Behind the instructive and educational model is a melting pot of integration founded on four pillars: being faithful to contract and word, honor, solidarity and patriotism. Finally, becoming French is the Holy Grail for legionnaires, usually after a minimum period of between five and seven years.

BIOGRAPHY
Since the end of July 2017, Colonel Olivier Pinard Legry has been commander of the 1st French Foreign Engineer Regiment. An appointment that consecrates the exemplary career to date of this chevalier (knight) of the Legion of Honor, the French National Order of Merit and holder of the Cross for Military Valor with bronze star. After studying at the prestigious Saint-Cyr military academy, he opted to focus on engineering. Posted to the 1st foreign engineer regiment, he climbed up through the ranks, occupying a number of posts and carrying out numerous missions all over the world. He continued his studies, completing an MBA at HEC. He served in the office of the land army chief of staff before taking over the command of his favorite regiment.

What is it that drives people to apply to the Foreign Legion?
C. P. L.: Some are seeking adventure or a structured environment while others are looking for a second chance having been in trouble with the law or had family breakdowns. They undergo rigorous physical, psychological, medical and security tests. On average we accept one in eight applicants. New recruits undergo initial training before being posted to an operational regiment, where they are given additional training, while consolidating their French language skills.
Is the partnership between Colas and your regiment also based on shared values?

C. P. L.: Absolutely, the agreements in place allow us to share experiences in fields such as HR and training. They promote the common values to which we are all attached: openness, discovery and a desire for mutual understanding. This partnership is a source of immense pride for us, as is the fact that Hervé Le Bouc is part of the citizen reserve force. It is also useful in helping - as we’re doing here - to compare the different perspectives of engineers building roads and soldiers returning from the theater of operations.

On that subject, what are the principles that guide your operations?

Battalion Commander Vallory: Primarily coordination and anticipation of the enemy’s intention. Let’s take the example of the operations in Mali since 2014. It aims at restoring stability in the Sahel-Saharan strip. The role of our regiment was to coordinate and implement military engineering resources: training soldiers with respect to danger, the prevention and reduction of risks association with improvised explosive devices (IEDs); the neutralization of devices discovered; proof and evidence gathering. Enemies, who prefer evasion to confrontation, have access to home-made explosive devices and mines, fire rockets and shells and launch suicide vehicles.

You mention enemies. Who are they?

B. C. V.: Although it’s sometimes a little fuzzy, you have to make the distinction between signatory armed groups, who are self-defense militia or armed political movements, and armed terrorist groups, our direct enemies. The latter are capable of blending into the population. They carry out mining operations involving small groups on motorbikes or complex attacks (suicide vehicles, indirect firing and assaults). It is very difficult to identify them as these various groups all wear the same gear and take part in trafficking activities, etc. We’re also involved in operations in Iraq where there were 40,000 Daesh in 2015. Today, there are allegedly between 3,500 and 5,000.

How has this been achieved?

Captain Merchez: France is one of the main contributors to the American-led coalition, with 1,200 soldiers deployed in the Middle East. Our regiment has participated in advisory missions on rolling out military engineering by Irakis and Peshmergas, faced with sometimes complex situations. To defend towns, Daesh booby-traps the approaches with IEDs and uses earth embankments to channel assailants towards areas where they can be attacked by suicide vehicles. In this framework, military engineering opens up routes by clearing mines and destroying barricades, etc. It protects deployments, encircling each unit with earth embankments and neutralizing any IEDs.

To conclude, how is policy coordinated on the ground?

C. P. L.: In Mali, we’re conducting a specifically French operation. The command chain involves all the G5 Sahel (Chad, Niger, Burkina Faso, Mali, Mauritania) political leaders and the ambassadors concerned. Rather than any real hierarchy, it’s all about cooperation. In a multinational operation like Iraq, it’s more complicated due to the number of players involved. Coordination takes place far upstream and involves all of the allies. But the coalition is American led and as such the United States arbitrates and distributes missions between the contributing countries.

PARTNERSHIP BETWEEN COLAS AND THE 1ST FOREIGN ENGINEER REGIMENT

In 2016, Colas signed a three-year partnership agreement with the 1st foreign engineer regiment on the theme “Build to defend, defend to build, share our values”. This partnership is hinged around the sharing of experiences and the exchange of expertise and cultures between officers and Colas Group managers. “Both parties benefit - on both a professional and human level - from this convergence of two worlds and immersion,” underlines Hervé Le Bouc, CEO and Chairman Colas and colonel in the reserve.
assionate about cooking since the age of 21, the journalist and food critic Julie Andrieu offers her perspective of the road, which she associates with the discovery of local cuisine in France.

What does the word “road” conjure up for you?

Julie Andrieu: The first thing that springs to mind is the Beatnik generation when young people went out “on the road” as in Jack Kerouac’s novel. There’s an element of self-surrender in such journeys, an adventure with oneself. You leave your roots behind to discover something new. There’s an idea of freedom, of in-between: between two times, between two places. You’re no longer bound by the perception of yourself based on how others see you. There’s a release, you’re free to assume other identities if you so desire. I was just 17 when I took off to experience just such an adventure, crossing India with just my backpack. I wanted to do some photojournalism. When you’re out on the road, you have to learn to look.

As you travel the length and breadth of France for Les Carnets de Julie, do you associate the road with cooking?

J. A.: I set out to discover local cuisine, the dishes people cook at home rather than gastronomy. Some people travel the road armed with their Michelin guides seeking out starred restaurants. I hit the road to meet people, discover regions,
territories and heritage. I like the idea of transport because it gives me this freedom and passion for discovery.

On the terroir trail across France, what role does cuisine play in each region?

J. A.: Cuisine lies at the confluence of a region's history and geography. I've discovered that, for each terroir, cuisine is often what brings people together. Regional cuisine has nothing to do with chance: its development is linked to geological and geographic factors. Traveling through rural areas I'm always struck by the pride and solidarity inspired in people by their culinary heritage. It provides roots and forms the basis of some immensely strong relationships. Cuisine is built around topography as well as other trades, local crafts, architecture, climate. You find yourself coming into contact with a whole set of ancestral knowledge and know-how, such as glass-blowing and pottery. This dense network of relationships provides the foundations of a regional culture. Cuisine is an integral aspect of heritage, reflected in the fact that French cuisine appears on UNESCO's world intangible heritage list.

If you had to travel a “Road of Flavors”, what region would it take you to?

J. A.: My initial reaction would be to say the South-West. It’s a region I’ve traveled widely and know well and I have ties there. But on reflection, I’d go to Alsace. It’s a land of magnificent landscapes. There’s a warmth in this region with its traditional winstubs similar to the estaminets of Flanders. People gather in these local bar/restaurants to play cards over a drink.

When it comes to cuisine, what changes and trends have marked recent times?

J. A.: Two trends can be seen. On the one hand, cuisine has opened up to far off lands, with “exotic” flavors. On the other hand, there has been a reinforcement of our roots and our knowledge, a determination to have a better understanding of the basic lexicon while incorporating other interpretations.

Gastronomy has now become a fixture on our televisions, with cooking programs, celebrity chefs, etc. Is this set to change the values of cuisine?

J. A.: It’s true that cooking is now very fashionable. When it comes to televised cooking programs, France lagged well behind English-speaking countries. When I started out in this business, after people like the master chef Joël Robuchon and Maitê, there was a space to talk about modern cuisine. There is a growing interest in cooking and its position as a noble craft. Previously, the catering sector was not held in high esteem. TV programs and competitions have perhaps reawakened vocations. Before, cooking was seen as something of a road to nowhere. When I told my grandmother I was going to be hosting a cooking program, she was horrified. Nowadays the business is open to women. Yet there is a form of natural regulation because it’s a tough business. It may be glamorous but you have to be realistic. It’s a demanding business to learn, but not as tough as it was in Thierry Marx’s day. Young people starting out today wouldn’t put up with the same conditions.

Where did this passion for cuisine come from?

J. A.: It actually came about by chance. I was living with a boy who loved good food and cooked very well himself. My mother was no cook and I certainly didn’t get it from her. I bought Michel Guérard’s book on gourmet cuisine and became passionate about how products could be transformed into great dishes. It wasn’t long before people began to congratulate me, which gave me the confidence to continue. I wanted to become a food critic. I joined the Lebey guide team and spent months scouring the restaurants of Paris, incognito. I wasn’t doing television at the time, so nobody knew me. My mother was an actress and I wanted to go into television. I imagined a different slot. Initially I had a lot of rejections. I tried my luck with a new channel dedicated to women, Teva. But, in those early days, cooking was exactly the kind of image of women that Teva didn’t want to portray. However, after three years, Teva agreed to the proposal and that’s when the adventure started. I was given a small slot just before the lunch-time news on TF1, and then France 3 gave me a much bigger slot and I set up my own production company.

What has this passion taught you?

J. A.: I’m learning all the time. I discover how products are grown, how they are rooted in their respective regions. I’m always finding new recipes and testing out new ideas.
Nazanin Pouyandeh

“Chance is magic in art: each canvas is a unique journey”

Why did you accept the Colas Foundation commission?
Nazanin Pouyandeh: I have a great deal of respect for commission work. Painters have often worked this way throughout the history of art: works were consciously aimed at the masses, the people. This is a concept that has all but disappeared. It’s a shame. I like the idea of giving the public access to a work of art. Painting is a window onto the world and shouldn’t be kept behind closed doors.

What does the road represent for you?
N. P.: A journey, either physical or mental, from one place to another, but also the path of the creative process. When I begin a painting, I have a vague idea of where I want to go, then I let myself be guided. One created element leads to another and takes me elsewhere. This road is highly symbolic of the way I work: by association of ideas, its sinuosity led me to the snake.

What inspires your painting?
N. P.: People, their existential preoccupations and primitive impulses like desire, fear, violence and the struggle for survival are at the heart of my work. There is a light and dark in each of us. These opposing forces can be found in my works. I have a constant hunger for images, drawing inspiration from a variety of visual sources - cinematic and pictorial - and all cultures, from Japanese prints to primitive African art, Indian and Persian miniatures and the Italian Renaissance. A citizen of the world, I’m who I am today because of the places I’ve visited. Painting is also a way for me to grasp the unknown, to be open to the world. I believe in the theory of the collective unconscious. My work portrays the images that link us together, wherever we come from.