90 years of Colas adventure
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answers employees’ questions

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   Illustrated interview with the L’École à l’hôpital (School in Hospital) association
“Colas will continue to develop and gain in strength in the coming years, driven by its mission to design and build the sustainable mobility of tomorrow.”

Hervé Le Bouc answers questions from eleven of the Group’s employees.

Hervé Le Bouc, Chairman of Colas
JULIE BOUCKAERT-BIGOT
Head of Communications, Spac, France

DO YOU HAVE PLANS TO DIVERSIFY COLAS ACTIVITIES IN THE NEAR FUTURE?

HLB: There are no plans at present to expand Colas’ range of activities. We are continuing to focus on our three core businesses: road construction and maintenance in the broadest sense, industries – especially aggregates and bitumen – and, lastly, railways. Diversification would only make sense on three conditions. We would need to have access to the talents and skills required for the new activity, develop synergies with Colas’ core businesses, and the activity would have to deliver a profit margin at least equivalent to that of our core business.

There are very few regions in the world where we do not already have a foothold.

AURÉLIEN GRESSE
Administrative and finance manager, Colas Projects, France

IN WHAT REGIONS OF THE WORLD IS COLAS PLANNING TO INVEST OVER THE NEXT FEW YEARS? CAN COLAS STILL BE SEEN AS A FRENCH GROUP?

HLB: Colas is a French Group with a strong international presence. Via our subsidiaries, we are active in more than 50 countries across five continents, and more than half of our business is now conducted outside France. But we are not yet an international group insofar as our human resources remain predominantly local. Our objective is to accelerate their internationalization, with increased employee mobility between countries and continents. Our development strategy is primarily focused on countries and regions where we are already present and where we can expand our market share, by acquiring new companies or internal growth. North America and Europe (excluding France) – which represent a quarter and nearly a fifth of our revenue respectively – and Australia are good examples. We are already the leader in France and so all we can do is “surf” the market. We have long since been present in emerging countries such as India and numerous countries in southeast Asia. We also operate in South Africa, as well as North, West and Central Africa and we entered the Middle East two years ago. And this year, we are starting to invest in South America, where Colas Rail was already present. In fact, there are very few regions in the world where we do not already have a foothold!
MAGALI LAPEYRONIE
R&D project supervisor, Campus for Science and Techniques, France

COLAS IS A MALE-DOMINATED GROUP. WHAT INITIATIVES ARE IN PLACE TO DEVELOP GENDER EQUALITY AND SUPPORT WOMEN IN THEIR CAREERS?

HLB: I am sorry to say that women currently represent only around 11 to 12% of our workforce. Yet women have a full role to play at Colas. The company must reflect society’s diversity as far as possible, particularly when it comes to gender equality. What’s more, in a sector like ours, which is struggling to recruit, it would be a shame to deprive ourselves of half of the available talent! Our gender equality reinforcement strategy is aimed at attracting, recruiting and retaining female talent, and fostering equal treatment and promotion between men and women. Last year, in France we signed an agreement formalizing this approach. Similar undertakings have been introduced elsewhere in the world. Group initiatives aimed at supporting women include the “Female Leadership” course and dedicated mentoring programs, not forgetting our W
turn gender diversity network set up to tackle everyday sexism.

ROD RUSSEL
Mid Ohio Regional Manager, Barrett Paving, USA

DECENTRALIZATION UNDERPINS OUR ORGANIZATIONAL STRUCTURE. IS THAT APPROACH STILL RELEVANT TODAY?

HLB: The nature of Colas’ business has not changed: it is a business based on proximity, involving – apart from major projects – numerous small-scale maintenance contracts or projects to transform existing infrastructures. Projects of this type account for more than 90% of our activity. Our decentralized structure remains absolutely relevant since it keeps us close to customers and in tune with their expectations. It is founded on a close-knit network of local companies with a degree of decision-making autonomy and coordinated on a regional level. Only local teams are able to deliver solutions tailored to the specific geographic, climatic, economic and cultural conditions of a given region. The profit center will thus continue to be an essential link in our organizational structure. It is true that digital technology allows us to centralize some support functions, to network sites and share experiences, expertise and data globally. But the business itself will remain decentralized. Our model has existed for 90 years and is here for the long run.

“Women have a full role to play at Colas.”
Our Group invites its employees to build tomorrow’s mobility.
WHAT MAJOR TECHNOLOGIES WILL HAVE AN IMPACT ON OUR PROFESSIONS IN THE COMING YEARS?

HLB: Digital technology and artificial intelligence are set to have an increasing impact on our businesses. We are already seeing the first changes on the ground, with the use of tablets and smartphones, drones, 3D scanning, connected objects and onboard systems, which enable operatives to better manage and anticipate their actions, whether in terms of preparing and carrying out a project, monitoring the energy efficiency of an asphalt plant, guiding or maintaining a piece of machinery, evaluating material stocks at a quarry, etc. The arrival of 5G, making it possible to gather increasing volumes of data in real time, will accelerate this trend. Automation technologies will make life even easier for everyone, for support functions and operations alike. BIM is enjoying rapid growth, applied to all types of complex road, rail, building and underground projects, with a major impact on customer relations, interactions with partners and project monitoring and maintenance. Beyond this, digital technology paves the way for new activities and businesses, as we have already seen with our innovative mobility solutions. For example, data capture, storage and processing along with the use of artificial intelligence algorithms are driving the transformation of our businesses. They represent a powerful lever for improving our operational excellence and expanding our service range.

WHAT IS THE FUTURE FOR WATTWAY AND OUR OTHER INNOVATIONS?

HLB: Today, Wattway is being trialed at around thirty trial sites at different locations and for a variety of usages. In the short term, it is a niche solution, suitable for small surface areas and specific usages. For example, we will shortly be launching the first stand-alone Wattway generators to supply clean energy for electric bicycle charging stations. Wattway can only be rolled out on a large scale once we have reduced its cost price significantly. Our Flowell dynamic, light-emitting signaling solution is also in the development phase. It is aimed at optimizing the sharing of urban space and improving traffic flow via the dynamic distribution of lanes. It is also used to reinforce road safety. We recently installed it in on several crosswalks in Mandelieu-la-Napoule, in the south of France, in order to make them more visible and safer. In the near future, we will begin marketing the first dynamic crosswalks. Our digital mobility solutions have already enjoyed early successes, with the Moov Hub solution chosen by the Paris-Saclay planning and development authority for smart and pooled parking on its urban campus. More recently, we signed a contract with the Eure-et-Loir regional council relating to the ANAIS preventive road network management solution, which is used to identify road safety warning zones. Every innovation has to go through a maturation period of variable duration before it can be rolled out on a large scale. Our solutions are no different. But I have complete confidence in their medium- and long-term future since they address concrete needs and new usages. This is proved by the interest shown in them by our public and private customers, by users and by leading digital sector players.

I would like to congratulate and thank our teams.
KUN PANUMAS
Site supervisor, TSS-TWS, Thailand

WHAT ARE COLAS’ STRENGTHS? AND WHAT IS THE SECRET OF ITS LONGEVITY?
HLB: Our strengths include our global collective intelligence, in the form of Colas’ 58,000 employees, who share the same history and values, our innovative capacity, our vertical integration and our decentralized organization. In addition to its agility, its sense of adaptability and its determination to aim for excellence at all times, the secret behind Colas’ longevity lies in its permanent capacity to generate the resources to finance its development, acquisitions and internal growth, and continue to invest in R&D. For this durable success, I would like to pay tribute to Colas’ successive management teams and employees who have worked tirelessly over the decades. And I want to congratulate and thank today’s teams. We must continue to recruit and train the talented men and women of tomorrow, so that they can keep on paving the way that has already been 90 years in the making!

CÉCILE DE CARVALHO
Labor law specialist, Colas SA, France

WHAT IS THE BEST MEMORY YOU HAVE OF YOUR TIME WITH COLAS? WHAT IS YOUR BIGGEST SOURCE OF SATISFACTION? WHAT IS THE CHALLENGE YOU ARE MOST PROUD OF?
HLB: My best memory is my first day back at Colas after an absence of more than fifteen years. My biggest source of satisfaction is when I’ve helped people grow and my trust in them has been proved right. And conversely, my greatest disappointment is when I have been proved wrong. And the challenge I’m most proud of is to have placed safety and ethics at the heart of the Group’s values.

JEAN-CHRISTOPHE DEUX
Manager, Caribbean-French Guiana, French Overseas Departments

WHERE DO YOU SEE THE GROUP IN TEN, TWENTY OR THIRTY YEARS? WHERE IS THE COMPETITION COLAS WILL FACE LIKELY TO COME FROM?
HLB: Colas operates on long-term growth markets: mobility infrastructure construction and, above all, maintenance needs are constantly increasing and evolving. The Group will continue to develop and grow in strength. Colas will reinforce its international presence, with a powerful base in North America and an expanded Latin American division. It will continue to be an innovative global leader in its three core businesses: roads, rail and materials (bitumen and aggregates). With the rapid growth of digital technology and artificial intelligence, Colas will take full advantage of the cross-cutting nature of its know-how and operational expertise, the creation of a global database and the new sustainable mobility solutions it will have developed. The Group will have contributed to the creation of the new building blocks underpinning Smart Mobility, which requires safe, sustainable, connected and shared infrastructures. We must not be afraid of competition. Every day for 90 years, we have done battle around the world to secure contracts… provided, of course, that the competition is healthy. We win 25% of the contracts we bid for. That means that we perform well compared to other companies. Obviously, competition can also come from new digital technology players positioning themselves in the Smart Mobility markets. The “uberization” risk exists in every sector, including our own. But, as you have seen, we have already made our mark by developing our own digital mobility solutions. We will be able to forge partnerships with digital sector players, in the form of alliances.

CÉCILE DE CARVALHO
Labor law specialist, Colas SA, France

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90 YEARS OF COLAS HISTORY
We are driven by a mission: to promote and build sustainable mobility. Colas has almost a century of experience in the field and, for 90 years, has been pushing back the technical and technological boundaries to design and create mobility infrastructure and solutions in phase with contemporary challenges.

TO MARK THIS ANNIVERSARY YEAR,
LET’S SHARE COLAS’ HIGHLIGHTS,
PAST, PRESENT AND FUTURE.
FROM 1929 TO TODAY
A LOOK BACK AT 90 YEARS OF HISTORY

1922
Cold Spray bitumen emulsion patent filed in London. (renamed Cold Asphalt in 1924, the abbreviation of which gave the name Colas)

1929
Spraying Cold Asphalt (the name Colas is an abbreviation of Cold Asphalt).

1930
First foothold in North Africa, West Africa and the Caribbean

1934
Share capital wholly owned by Royal Dutch Shell

1948
Henry Forien becomes Chairman

1953
Creation of the Technical Department and the Bonneuil-sur-Marne central laboratory

THE 1920s

THE 1930s

THE 1940s

THE 1939-1945
World War II

1923
Construction of a section of highway considered to be the first in the world (33 km between Milan and Gallarate, Italy)

1929
Building the Fort-de-France airport in Martinique.

1949
Building the Fort-de-France airport in Martinique.

1953 Bonneuil-sur-Marne Central Laboratory, France.
1958 Shell sells the majority of the capital to the Raveau-Cartier family

1959 Georges Raveau becomes Chairman

1959 Acquisition of Somaro (today Aximum), a road safety and signaling specialist

1958 Marseille highway, in France.

1961 Listing on the Paris Stock Exchange

1962 First foothold in Canada: acquisition of a Quebec-based company behind the creation of the first Canadian subsidiary, Sintra

1964 Asphalt mixing plant in Sherbrooke, Quebec, Canada.

1970 Creation of Speig, the IT subsidiary (today Colas Digital Solutions)

1975 Robert Charial becomes Chairman

1970 Founding stake in Cofiroute, a highway concession company for northwestern France

1977 Development of Colflex®, a range of modified bitumen

1973 First oil crisis

1945-1975 Surge in global vehicle production: from 10 million to 30 million cars per year in 30 years’ time

THE 1950s

THE 1960s

THE 1970s
1979
Foothold in the USA: acquisition of assets and subsequent creation of the first American subsidiary, Barrett Paving Materials

1980
Foothold in the Indian Ocean: absorption of GTE (Grands Travaux de l’Est) specialized in road works, civil engineering and building in Reunion Island.

1981
First contract in Asia (Jakarta Airport)

1985
Bouygues becomes the main shareholder via the acquisition of Screg

1987
Alan Dupont becomes Chairman

1988
New slogan: “Colas, the road forward”

1989
Creation of Colas University

1990
Foothold in Asia: creation of joint-venture Wasco in Indonesia

1990
Foothold in Central Europe: acquisition of road companies in Hungary, Romania and the Czech Republic

1979
Second oil crisis

1981
Construction of the Jakarta airport in Indonesia

1989
Construction of a 142-km road in Cameroon

1988
New slogan: “Colas, the road forward”
1992
Creation of the Colas Foundation

1992
Creation of the Skilled Workers Guild and Safety Awards

1992
Acquisition of French road specialist Sacer

1993
Colas acquires Spac, a network and pipeline specialist

1994
Creation of the Innovation Awards

1994
Creation of Colas Environnement et Recyclage

1995
Bouygues increases its stake (from 43% to 60%)

1995
Foothold in Northern Europe: acquisition of Colas Shell subsidiaries in the UK, Denmark and Ireland

1995
Colsoft® wins the Golden Decibel award

1996
M5 Motorway construction/concession contract in Hungary (Bouygues and Colas)

1995
Road in Mauritius

1992-1993
Gulf War

THE 1990s
THE 1990s

1996
Acquisition of Screg road subsidiaries: Colas becomes a leader in France’s road market

1999
Inauguration of Colas’ Campus for Science and Techniques in Magny-les-Hameaux

1999
Acquisition of Smac, a waterproofing specialist

2000
Acquisition of a stake in the share capital of the Thai company Tipco Asphalt, a bitumen distribution specialist

2000
Acquisition of Seco-Rail, a railroad specialist

2000
Acquisition of a stake in the share capital of the Thai company Tipco Asphalt, a bitumen distribution specialist

2003
Development of Vegecol®, the first plant-based road binder

2007
Hervé Le Bouc becomes Chairman

2008
First foothold in Australia: acquisition of SAMI Bitumen Technologies

THE 2000s

2000
Bouygues public exchange offer: Bouygues holds 96% of the Group’s share capital

2003
Development of Vegecol®, the first plant-based road binder

2007
Acquisition of Spie Rail, a railway specialist. The merger with Seco-Rail paves the way for the creation of Colas Rail

2008
First foothold in Australia: acquisition of SAMI Bitumen Technologies

2013
The Colas, Sacer and Screg brands merge to form a single Colas brand

2014
Sale of stake in Cofiroute

2015
Launch of Wattway

1996
Construction of East-European high-speed railway in France

2006
Construction of East-European high-speed railway in France

2009
Construction of East-European high-speed railway in France

2013
The Colas, Sacer and Screg brands merge to form a single Colas brand

2014
Sale of stake in Cofiroute

2015
Launch of Wattway

1999
The world population reaches 6 billion people

2007
Global urban development exceeds 50%
Colas operates on long-term growth markets throughout the world. Needs in mobility infrastructure construction and maintenance are constantly increasing and evolving.

THE 2010s

2015
Launch of Wattway, the world’s first photovoltaic road surfacing

2016
Foothold in the Middle East: acquisition of stakes in six companies in the United Arab Emirates, Oman and Qatar

2017
Creation of Colas Projects, a subsidiary dedicated to major projects

2018
Creation of Mobility by Colas, activator of mobility services based on digital technologies

2018
Acquisition of McAsphalt, a bitumen distribution specialist across Canada

2018
Acquisition, in Canada, of Miller McAsphalt, specialized in roadworks and bitumen distribution

2019
Disposal of Smac

2019
Foothold in South America: signature of purchase agreement for the road activities of Conalvias Construcciones in Peru

2014
Annual global smartphone sales exceed one billion units
IN THE BEGINNING... THERE WAS BITUMEN EMULSION

For Colas, it all began with bitumen emulsion. And today, bitumen remains an essential raw material for the Group’s road business. Over its 90-year history, Colas has gradually established itself across the entire value chain of this key resource. The Group produces, buys, stores, transports, markets and recycles tons of bitumen every year all around the globe.

When a bitumen emulsion patent spawns a leader...
The Colas adventure began back in the 1920s with a revolutionary patent for the Cold Spray process, the first genuinely operational bitumen emulsion developed by two British engineers, Hugh Alan Mackay and George Samuel Hay. It was a French company, Société générale d’entreprises (SGE), that acquired the exclusive license for the process. The name Cold Spray was abandoned in 1924 and replaced by Cold Asphalt, the abbreviation of which gave Colas its name.

**FROM BITUMEN EMULSION TO ROADS**

The first Colas emulsion plant was installed in the French town of Rouen in Normandy, and further units were subsequently commissioned in France and Algeria. In 1929, seeking to exploit the patent, SGE approached Royal Dutch Shell to create Société routière Colas (SRC). The company’s business model was hinged around two activities: road works and bitumen emulsion production. In the 1930s, there was no shortage of opportunities for construction projects. Cars were replacing horse-drawn carriages and France needed to modernize its road network. Compared to tar, a coal derivative, bitumen emulsion emerged as a competitive solution to pave roads: it was cheaper and quicker. It also proved to be more adaptable, thanks to the special products constantly being developed by SRC’s chemical engineers and technicians.

After World War II, Colas is the first in the road sector to roll out modern asphalt plants and pavers. The years have gone by and with every new project, Colas has consolidated its leading position in the road construction sector. Today, the company builds and maintains a wide range of infrastructures: roads and highways, of course, as well as...
airport runways, port and industrial platforms, urban development, bus and tram lanes, bike paths, etc. Irrespective of their scale and complexity, these projects all have one thing in common: bitumen.

A BUSINESS OF ITS OWN RIGHT
While bitumen is naturally present in the environment, global production is primarily artificial, based on an industrial process involving the distillation of crude oil. The resource is therefore vulnerable to economic uncertainties: price fluctuations, supply shortages, etc. For Colas, securing the bitumen supply chain is crucial.

In the early 2000s, the Group developed a bitumen distribution and trade activity in Asia, which in 2008 was expanded out to Australia. In 2007, Colas acquired its first bitumen production unit in Asia. The Kemaman refinery in Malaysia is operated by the Group’s Thai subsidiary Tipco, which markets bitumen across the region using a fleet of bitumen tankers. From the production and distribution of bitumen and bituminous products (emulsions, modified bitumen, etc.) to recycling and asphalt mix paving, the Group is present today throughout the entire bitumen value chain.

McASPHALT, A CHANGE OF SCALE
In 2018, Colas reached a new milestone with the acquisition of McAsphalt, Canada’s leading bitumen distributor. The deal, which consolidated the Group’s already strong positions in southeast Asia and Australia, heralded a real change of scale. Colas is now a major player in bitumen worldwide.

#HISTORY
“Asia is the pioneer in bitumen marketing in the Colas Group.”

JACQUES PASTOR,
Deputy Managing Director, Asia/Oceania

#LEADER
“The acquisition of McAsphalt enables Colas Canada to increase its bitumen storage and distribution capacities across the country.”

LOUIS R. CABAÑA,
Managing Director, North America
A foothold that has grown over time...

EMULSION PLANTS

The Berre plant in southern France was one of the first to be opened by Société routière Colas, back in the 1930s. In 1939, the company already had some 20 plants in France, as well as in Algeria, Morocco, Senegal and Martinique. Today, the Group operates 150 bitumen emulsion plants around the world.

ASPHALT PLANTS

Since its creation, SRC offered an efficient and competitive economic model: asphalt mixes – produced in asphalt plants using Colas emulsion and aggregates – are used to pave roads on maintenance and construction projects. Today, the asphalt plant remains an essential link in the value chain. In 2019, the Group operates 589 stationary asphalt plants.
Colas recovers bitumen from reclaimed asphalt pavement (RAP) when it recycles surface materials on worn roads. In 2018, nearly 300,000 metric tons of bitumen were recovered in this way, i.e., the equivalent of the total bitumen production of a medium-sized refinery.

Colas has been operating the Kemaman bitumen refinery in Malaysia since 2007, with a refining capacity of 30,000 barrels per day. In 2018, 730,000 metric tons of bitumen were produced.

By acquiring and building storage depots, Colas can secure its supply chain and boost its bitumen sales. The Group currently operates 79 bitumen storage terminals around the globe.

As part of its distribution business, to transport bitumen, Colas runs a fleet of 9 bitumen tankers, two river barges and 200 80-metric ton wagons.

... across the entire bitumen value chain


BITUMEN STORAGE

PRODUCTION

RECYCLING

TRANSPORT

By acquiring and building storage depots, Colas can secure its supply chain and boost its bitumen sales. The Group currently operates 79 bitumen storage terminals around the globe.

As part of its distribution business, to transport bitumen, Colas runs a fleet of 9 bitumen tankers, two river barges and 200 80-metric ton wagons.
...THEN CAME THE AGGREGATES

Aggregates, like bitumen, are a key resource for Colas’ construction and maintenance activities. Over the years, Colas has implemented a vertical integration strategy, acquiring a large number of quarries and gravel pits to become one of the world’s ten biggest producers.

Paving the way to secure aggregate supplies since 1960.

It was during the 1960s that Société routière Colas (SRC) began to develop in the quarry sector. The target: to control the availability and quality of supplies at a time of emerging tension in the aggregates market, a key ingredient in the asphalt mix used to build and maintain roads. SRC acquired a stake in two French companies, both quarry operators. The quarry and aggregate segment was new for Colas but was set to become a business in its own right for the company.

INTERNATIONAL NETWORK
Over time, Colas has built strong positions in aggregates by developing its quarry network around the world. In the 1990s, the Group grew stronger in Europe with, among other things, a majority stake in a Hungarian company, which accounts for one third of the entire country’s aggregate production. In 1999, the American subsidiary Sully-Miller acquired a major gravel pit northeast of Los Angeles, California. More recently, in addition to major quarry acquisitions in the United States, Colas has purchased stakes in quarry companies in the Middle East. Since 2016, the Group has operated its largest quarry worldwide in the United Arab Emirates. Colas is now one of the top 10 aggregate producers in the world.

ENVIRONMENT ISSUES
Having acquired aggregate production sites, Colas found itself having to deal with a new set of problems: activity-related nuisances (dust, traffic, noise) and potential harmful impacts on the environment. The company immediately set about developing environmental solutions, formalized at the start of the 2000s as part of a sustainable development policy. Colas implements action plans designed to reduce the environmental impact of its sites and also makes sure they are returned to their original state once operations have been completed. It is also committed to helping preserve and develop biodiversity in its quarries. In addition, the Group endeavors to foster structured dialogue with local residents, to facilitate acceptance of its production sites. Lastly, by recycling and reusing waste and demolition materials from construction and other activities (clinker, glass, porcelain, etc.), Colas reduces the need to open new quarries.
“Colas’ quarries come in all sizes and are dotted around the world: the variety and proximity of our aggregate production sites form one of the Group’s strengths today.”

CHRISTOPHE DA POIAN,
Deputy Managing Director,
Equipment, Materials
REHABILITATION

Former gravel pit at Les Laurons, Alpes-de-Haute-Provence, southeastern France

Once quarrying activities have come to an end or as they advance, quarry and gravel pit sites are gradually returned to their original state. Following its rehabilitation in 2008, the Les Laurons site has been fully returned to nature. In this wetland area, close to the Durance river, today’s visitors can spot beavers, red-crested pochards, grebes, orioles, kingfishers, and more.

FOSTERING

Saint-Paul-d’Abbotsfort sand pit, Quebec, Canada

132 nests were built into the sand pit to house bank swallows, an endangered species that saw its population in Canada drop by 98% over the last 40 years. In addition to providing shelter to the birds, the nests also provide the opportunity for scientists at Quebecoiseaux to observe them.

CONSERVATORY

Norante quarry, Alpes-de-Haute-Provence, southeastern France

At each site, an important animal or plant species has to be protected. At Norante, a conservatory for the Provence black bee was set up in 2016. This sub-species of the European bee, whose numbers have been falling sharply since the early 2000s, has already disappeared from some European countries.

“Colas plays an active role in scientific research and innovation in the field of biodiversity.”
HENRI MOLLERON, Environment Manager
quarries and gravel pits are currently operated by the Group around the world. By sourcing materials as close to job sites as possible, Colas makes savings in terms of transport and carbon-based energy.

2.8 billion metric tons of authorized reserves (Group share). Colas is ranked among the world’s top 10 aggregates producers. Vertically integrated upstream of construction activities, production is also destined for the Group’s external customers. 101 million metric tons (Group share) of aggregates were sold in 2018.

15 million metric tons of materials and aggregates recycled, i.e., the equivalent of 10% of Colas’ total quarry and gravel pit production (avoiding the need for 17 medium-sized quarries) and 15% of Colas’ asphalt mix production. The Group is ranked among the world’s top five recyclers, all sectors combined. By reusing and recycling waste and demolition materials from construction and other activities on its job sites, Colas helps reduce the need to open new quarries, send site waste to landfills and transport materials.

protected species can be found on the Group’s extraction sites. Colas is committed to helping to preserve and develop biodiversity, via two types of initiatives: the protection of species in the Group’s quarries and gravel pits, and active involvement in scientific research and innovation in the field of biodiversity.
ACTIVITIES

FROM ROADS TO MOBILITY

From road construction to digital mobility solutions via railways, Colas has widened its range of expertise over the years. Within a broad definition of Roads as a segment, Colas has branched out into activities relating to its long-standing core business. 

Spotlight on a progressive path to a wider range of business.
Since its creation in 1929, Colas has progressively expanded into complementary activities alongside its core business of road construction. A key competitive advantage, the Group’s business activity now includes all road, airport and railway transport infrastructure.

FROM ROADS IN THE BROADEST SENSE TO RAILWAYS
Colas performs a wide variety of road works: construction and maintenance of roads and highways, airport runways, city streets, urban development, reserved lane public transport (trams, bus rapid transit, etc.), ports, industrial platforms, logistics hubs, shopping malls, parking places, recreational and environmental facilities, civil engineering works, and in some regions, building (including deconstruction). At the end of the 1950s, Société routière Colas (SRC) takes a stake in Somaro, the French leader in the installation of guardrails and road signs, positioning the Group for the first time in a new line of business. In the following decades, the expansion continues through acquisitions of new lines of business: materials, waterproofing, pipelines and, finally, in the early 2000s, railways. Today, the three cornerstone segments of business at Colas are: roads, materials and railways.

A COMPREHENSIVE OFFERING, INCLUDING MOBILITY SERVICES
Colas’ range of solutions covers engineering, finance, construction, maintenance, and services, a segment which will develop in the future with the growth of data. In addition to the great number of small-scale projects that represent the majority of its
business, the Group is capable of managing large and complex projects: public-private partnerships (P3), concessions and long-term maintenance contracts, major road, airport and railroad projects. In 2017, a dedicated subsidiary, Colas Projects, was founded to concentrate the necessary resources and expertise to study and carry out this type of project in optimal conditions, alongside the road and rail subsidiaries concerned.

Lastly, Colas expanded its offering to include innovative mobility solutions, with the creation of Mobility by Colas, an activator of mobility services that uses digital technologies and data to serve communities and users alike.

#EXPERTISE

“Colas draws on all its expertise to imagine, design, propose, and build solutions for its customers enabling them to optimize their mobility infrastructure.”

THIERRY MÉLINE,
Managing Director France, Rail, Safety & Signaling

1. Building the Tamarind Road including many engineering structures on Reunion Island, 2009.

2. Upgrading the Iqaluit International Airport as part of a P3 (Public Private Partnership) in Nunavut, Canada, 2016.


Road-related activities:
a link to Colas’ historical core business

SAFETY AND SIGNALING

Since 1959
Société routière Colas acquired a stake in Somaro at the end of the 1950s. Initially specializing in permanent and temporary guardrails, between 1991 and 2004 Somaro made several acquisitions and expanded into the production of road paint, traffic lights, traffic sensors and traffic management software. Renamed Aximum in 2008, Colas’ safety and signaling activity today covers the production, installation and maintenance of solutions to secure, signal and regulate mobility, from the protection of job sites to smart cities, via road equipment. This activity is carried out by Aximum and its subsidiaries, primarily in France as part of the Roads segment.

NETWORKS (PIPELINES)

Since 1993
In 1993, Colas acquired Société parisienne de canalisations (Spac). Created in 1945, Spac initially specialized in the installation of water pipelines. Over the years, the company diversified its activities to become a leader in the designing, building and maintaining of energy transport and distribution networks (natural gas, oil and electricity). Spac and its subsidiaries operate in France and have performed international projects in recent years in particular in Africa.
Since 2000

On January 31, 2008, Colas Rail was created as a result of the merger between Seco-Rail (a Colas railway company since 2000) and Spie Rail (acquired in 2007). The Group’s railroad division provides a comprehensive range of solutions and services: construction, renewal and maintenance of railroad tracks, electrification, signaling and safety systems, specific construction works (overhead cranes, special branch lines, tunnels), complex major project design and engineering.

RAILWAYS

WATERPROOFING

From 1999 to 2019

In 1999, Colas acquired Smac, a waterproofing specialist. The activity covers the production and marketing of waterproofing membranes and the waterproofing of buildings, engineering structures, roads and mastic asphalt surfaces, along with building, roofing and cladding. Smac and its subsidiaries were sold at the beginning of 2019.

3. Colas Rail employees on a track & ballast renewal project on a high-speed railway line in eastern France. 2011.


5. Cladding and roofing on the Confluences museum in Lyon, France. 2015.
The Colas story has been punctuated by innovations. Created to exploit a patent, the company has maintained this pioneering spirit ever since, constantly developing new products, processes and innovative solutions. Research is an integral part of Colas’ DNA. A scientific adventure under the spotlight.

In the 1920s, Cold Asphalt bitumen emulsion was a breakthrough innovation at the time: a genuine revolution in road construction techniques.

A SOLID SCIENTIFIC CULTURE
Société routière Colas (SRC) was created to exploit an existing patent. But from the outset, the company set up a laboratory and started carrying out research. Capitalizing on the information and procedures of its shareholder, the Shell Group, SRC developed its own research in order to keep its independence and maintain leeway. A scientific spirit and innovative philosophy have shaped Colas’ culture from the start. In the 1930s, new emulsions and production-construction processes were developed, drawing on experience gained on job sites.

A STRUCTURED INNOVATION FORCE
In the early 1950s, SRC came up with a slogan: “Modern roads are built in the lab.” The slogan encapsulated the ambition of the company’s managers and engineers to make research and innovation central to the company’s development. In 1953, a Technical department was created and the Bonneuil Central Laboratory opened its doors. With its own technical department, Société routière Colas acquired autonomy from Royal Dutch Shell Group. The company was a design-oriented organization: the idea was to develop a sustainable innovation capacity, and introduce significant breakthroughs in terms of the identity of products, markets and technologies.

CHANGING FOCUS
The acceleration of technical progress and the rapid dissemination of information led companies to constantly launch new products. With its highly integrated research and an active innovation policy, Colas was well placed to anticipate changes and the Group’s future activities. Every day, teams at the Campus for Science and Techniques (CST) – established at Magny-les-Hameaux in 1996 –, together with teams from Mobility by Colas in 2017, work to find solutions addressing the challenges associated with the energy transition and new usages. In a sector traditionally perceived as “low-tech”, Colas enjoys the image of an innovative company fully committed to a sustainable development approach.
Bonneuil-sur-Marne Central Laboratory in 1960.
Building the mobility of the future
Three views on innovation

BERNARD SALA,
Foresight, Development and Research Manager

"Innovation today isn’t just about road products and asphalt mixes. It’s about services, too, always bearing in mind an essential cornerstone: the user. The Colas Group is market leader in its core business because we have anticipated trends and made sure we evolve to reflect our customers’ requirements. The first initiatives aimed at positioning the Colas Group in the mobility sector date back to 2015. Launched by Hervé Le Bouc some three years ago, Mobility by Colas is now firmly established as an integrator and operator of mobility services based on digital technology and the use of data to support local authorities and users. We have developed solutions providing a link between our traditional know-how as a road builder and the extraordinary potential of new digital technologies."

PHILIPPE RAFFIN,
Techniques, Research and Development Manager

"Since it was created, Colas has successfully made Techniques one of its key strategic levers. The Group’s projects exploit transport infrastructure techniques – materials, road and rail structures –, including their specific components, such as geotechnical activities, civil engineering, waterproofing, etc. The Group’s technical network is made up of the Campus for Science and Techniques (CST), Technical and Development departments in France and around the world, and the laboratories of its subsidiaries. These unique facilities allow us to address our customers’ evolving needs and also anticipate future solutions. Continuing to pave the way forward along the innovation road: that is the challenge that Colas, the transport infrastructure sector leader, is pursuing more than ever before."

ALAIN MOUSTARD,
Digital Transformation Manager

‘The digital transformation is gathering pace, and it has a direct impact on our industries, our activities and our processes. In the past, Colas has always ensured it had access to the best facilities and the most efficient technologies. Today, the use of digital technologies and data exploitation are essential to make us more efficient still. Digital technology is a lever to promote our global dimension. This is the mission of Colas Digital Solutions (formerly Speig)."
MAJOR INNOVATIONS

Cold Asphalt

The first ever operational bitumen emulsion, Cold Asphalt was developed in 1922 under the name Cold Spray, and went on to give its name to Colas, founded in 1929 to exploit the patent. It is a breakthrough innovation for the road construction segment.

#NANOSOFT

The noise-reducing asphalt mix called Nanosoft® was developed in 2008 for thin and very thin wearing courses on urban and suburban networks. Its exclusive mix design includes micro air voids that do not communicate, providing noise gains of up to 9 decibels compared to conventional mixes. This means that vehicle tire rolling noise is divided by 8.

#COLFLEX®

In the 1970s, the constant increase in road traffic and associated constraints made it necessary to use ever more effective bitumen binders. In partnership with Shell, Colas developed Colflex®, a range of SBS (styrene-butadiene-styrene) modified bitumen solutions. This modification gives the bitumen elastic properties ensuring excellent resistance to traffic and aging. This type of bitumen is still in use today.

#WATTWAY

Creating new functionalities for infrastructure is made possible by Wattway and Flowell solutions. Designed by the Campus for Science and Techniques (CST) in partnership with INES (French National Solar Energy Institute) and presented in 2015, Wattway is the world’s first photovoltaic road surfacing solution. The road surface becomes capable of providing clean, renewable electricity while being able to bear all types of vehicle.

#VEGECOL®

A clear, visually attractive bitumen substitute, this product received considerable coverage in 2003 and helped establish Colas as a pioneer in the development of plant-based binders and associated derivatives. This same ambition is being pursued today, and for the future, via a “Green Chemistry” project aimed at studying the various possible options for substituting oil products with equivalents derived from renewable resources.

#FLOWELL

Flowell is a dynamic, light-emitting signaling solution, designed by Colas’ CST and CEA Tech to make urban mobility safe and fluid.

#ANAIS

The ANAIS digital solution, using a digital tool and data capture and analysis, makes it possible to recommend preventive road asset safety management actions to the customer.
GLOBAL EXPANSION

Today, Colas is a world leader, present in more than 50 countries on five continents. The Group has had an international reach from the very start. **Colas focuses on a local development approach, seizing opportunities as they arise.**

Founded in France by an Anglo-Dutch group, exploiting a British patent, Colas was destined to be an international company from the outset.

**STEP BY STEP...**

In the months following its creation, Société routière Colas (SRC) opened production units in Algeria, Morocco and Senegal. In these areas, SRC was faced with a variety of climatic, geological and geopolitical conditions. The diverse nature of projects enabled the company to develop its experience and products. A proactive international expansion strategy evolved under the chairmanship of Henry Forien from 1948. SRC sought opportunities in countries close to its “base camps”. Thereafter, Colas expanded via external growth, by acquiring local companies. The “going local” rule was broken for one major turning point: when, far away from existing bases, the Group acquired a foothold in North America. In Asia, Colas penetrated the market via its involvement in the major Jakarta airport construction project. In Australia, the first acquisition was linked to the bitumen distribution activity that was already operating in a nearby region, southeast Asia.

**ON A GLOBAL SCALE**

In 2018, Colas generated more than half of its revenue outside France: a first in the company’s history! Present on five continents, the Group continues to focus on reinforcing its existing bases while targeting expansion in new countries. Colas, a global leader, has changed scale but its culture remains the same. The Group has maintained a decentralized organizational structure: its 800 entities around the world form a network of local operations, adapted to the specific conditions of the market in question.

**#GLOCAL**

“Colas has two strengths driving its international development: the power of a global group and the proximity of local companies.”

**FRÉDÉRIC GARDÈS,**
Chief Executive Officer of Colas
Managing Director, International (excluding North America), Networks, Major Projects
The major milestones of Colas’ growth around the world

The maps in this chapter show the countries in which the Colas Group operated at one given time. Please see the “locations” section of the corporate website for current information: www.colas.com

AFRICA

When Société routière Colas (SRC) was created, North Africa and West Africa offered numerous development opportunities. In 1929, SRC set up a production unit in Algiers. The following year, the company established a production unit in Casablanca. In parallel, Colas opened a unit in Senegal and a plant in Dakar. After the World War II, SRC continued its international development. The Casablanca and Algiers profit centers became subsidiaries, and Société Colas de l'Ouest Africain (SCOA) was created. The company grew into a leading player in the construction of airfields. In the following decades, Colas gained footholds in a number of countries in Africa, including southern Africa.

CARIBBEAN

SRC built several airfields in the French West Indies. Two subsidiaries were created in Guadeloupe and Martinique in April 1954.

1930s, 1940s AND 1950s
As of the early 1960s, Société routière Colas established a foothold in North America. Beginning with Canada, SRC took full control of the Quebec-based company Fabi Ltd in 1963. In 1967, SRC merged its Canadian companies to form Société d’investissements et de travaux (Sintra Ltd), with a head office in Montreal. It wasn’t until 1979 that the Group set up a permanent presence in the United States, with the purchase of assets that led to the creation of Colas’ first American subsidiary, Barrett Paving Materials. At the end of the 1990s, acquisitions and projects in the United States and Canada accelerate. In 2018, Colas signed the largest acquisition of all its history, Miller McAsphalt, a major player in road construction in Ontario and bitumen distribution across Canada. Today, Colas is present in every Canadian province and territory, as well as in 16 US states. North America accounts for one fourth of the Group’s total revenue.
In the Indian Ocean, Colas has been present in Madagascar since the 1950s. The Group structured its foothold in Reunion Island with the creation of the Grands Travaux de l’Océan Indien (GTOI) in 1981. This new unit results from the merger of two local companies: LTPOI, a subsidiary of Colas, and GTE (Grands Travaux de l’Est) specialized in road construction, civil engineering and building. GTE had helped build the island’s first iconic causeway in 1954. Colas also begins to operate on other islands in the Indian Ocean: Mayotte, Mauritius, Comoros.

In Asia, Colas established a foothold when it secured a major contract: the Jakarta airport project in 1981. Then followed the creation in 1990 of the first joint venture (Wasco) in Indonesia, then the construction in 1993 of an emulsion plant in partnership with Thai company Tipco in 1993. Between 1993 and 1995, Colas reinforced its positions in Asia with the creation of four joint ventures, Raycol and Thai Slurry Seal Company in Thailand, Hincol in India, and Colas Cong Chanh in Vietnam. Targets: to produce, promote and market bituminous products (emulsions, modified bitumen, etc.) in southeast Asia.

In 2000, Colas buys a stake in Tipco Asphalt, a listed company in Thailand.
At the beginning of the 1990s, following the fall of the Berlin wall, Colas bought companies in former Eastern Bloc countries: Hungary, Romania and the Czech Republic. Other acquisitions followed over the next decade in central Europe in Slovakia, Poland, Croatia, and Slovenia.

In 1995, Colas signed an agreement with Royal Dutch Shell that significantly strengthened the company’s positions in western and northern Europe, alongside existing footholds in Belgium and Switzerland. The agreement stipulated the exclusive ownership of the Colas brand throughout the world, and the sale of European subsidiaries carrying the Colas name, of which there were many: Colas GmbH in Austria, Colas Denmark and its subsidiaries in Greenland and Iceland, Colas Limited and Colas Isle of Man in the UK, Colas Teoranta in the Republic of Ireland, I.C.B. in Northern Ireland. In the 2000s, Colas began operating in the Netherlands (road safety and signaling) and in 2018 in Italy (railways). Today Europe, not including France, accounts for nearly one fifth of the Group’s total revenue.
At the end of 2018, Colas signed an agreement to acquire the Peruvian construction activities of the Conalvías Construcciones SA group. This acquisition is part of Colas’ strategy to acquire footholds in targeted countries in South America. The Group is already present in Chile through Colas Rail as of 2013. In addition, Colas has been operating in French Guiana since the 1960s.

Colas Middle East opened offices in Dubai following the acquisition, in early 2016, of Anglo American’s stakes in six companies specialized in materials and road construction jointly owned or operated in partnership with leading local players in the United Arab Emirates, Oman and Qatar.

A French road builder that has become a major player in global transport infrastructure and, tomorrow, in mobility services: the story of a company, and above all, a collective project led by the men and women of the Group.

Since its creation in 1929, Colas has founded its development on its human capital. From the outset, the company championed value-driven management. With a key fundamental at the top of the list: autonomy.

**CORPORATE VALUES: FROM SPIRIT...**
In France and beyond, the first successes of Société routière Colas (SRC) were built on the commitment and mobilization of employees. The very nature of the Group’s business – one of close proximity – laid the groundwork for a decentralized organization. While the Group grew year after year, operating units retained their human scale, anchored in local life, creating jobs that could only be done locally. The business units are adapted to fit with the socio-economic environment of each market. Colas has made this diverse range of profiles a strength.

**...TO INSTITUTIONS**
In the early 1990s, Colas launched several initiatives aimed at turning the company’s shared values into something concrete. The creation of Colas University materializes the ambition to provide future managers with tailor-made training. In parallel, the Colas Campus’ training offer for all employees was designed as an in-house “social elevator”. Skills development also relies on the passing on of know-how and expertise. This is how the Skilled Workers Guild came to play a key role in professionalizing employees and in the recognition of talent. Additionally, safety is Colas’ number one priority. Safety Awards were created, and Road Safety Charters were signed, both in France and across Europe. The Group’s strong-willed policy has yielded very positive results: accident frequency rates have dropped sharply.

**NEW CHALLENGES**
Over the past few years, driven by the rapid development of digital technology, working methods and tools have been transformed. In December 2018, to address these new challenges, Colas signed a major agreement in France covering a wide range of issues: well-being at work, work-life balance, solidarity, professional equality, etc. A long list of challenges, in France and around the world, that will impact the future of the company and its employees, all gathered around the three cornerstones: Entrepreneurial Skills, Innovative & Pioneering Spirit, Responsibility.
“Colas’ corporate culture is characterized by great pride in belonging. What brings us together? Our history, our culture, our values, including Safety and Ethics, but also human behavior based on trust, stringency, proximity, team spirit, innovation and initiative that are in the brand’s DNA.”

PHILIPPE TOURNIER, Group Human Resources Manager
Every year, Colas recruits several thousand employees. Over the years, Colas has built an active recruitment policy, hinged around communication campaigns, as well as the development of partnerships with engineering schools and other construction-related training institutions. Today, recruitment teams also rely on digital technologies and social networks.


In the 1990s, the Group established a structured safety policy for the workplace and on the road. Colas created Safety Awards, and in 1997, signed a road safety charter in France, followed by a European charter in 2005. Today, the “Safety attitude”, in which the first and foremost requirement is the mandatory use of Personal Protective Equipment (PPE), underpins Colas safety policy, aimed at making the company the industry benchmark, with a “zero accident” objective.

Initiatives for employees

SAFETY, THE GROUP’S #1 PRIORITY
Created in 1989, Colas University is a training and exchange platform designed to foster a new generation of managers for the Group. This professional training program is run in partnership with three graduate schools (École nationale des ponts et chaussées, HEC and North Carolina State University).

THE SKILLED WORKERS GUILD

In 1993, in France, Colas created the Skilled Workers Guild. Members of this Guild have been singled out by the Group for the way they set an example, their professionalism and their spirit. Additional Guilds have since been established outside France: in Belgium, Reunion Island and Canada.

DIVERSITY

Bolstering the collective intelligence of the Group calls for employee diversity. Beyond the simple compliance with applicable law, Colas practices a policy of human resources based on more gender equality, employment of seniors, insertion of people in difficulty and hard to employ, as well as the hiring and reintegration of disabled employees.
THEY ARE OPENING THE WAY
If there is one thing that defines Colas, it is the firmly held belief that it is the people of the Group that make the difference. Because we are driven by a unique spirit, common values and a shared culture.

WE ARE LIVING PROOF OF THIS SPIRIT. EVERY DAY. PORTRAITS OF OUR ENTREPRENEURIAL SKILLS, INNOVATIVE AND PIONEERING SPIRIT AND OUR SENSE OF RESPONSABILITY.
Entrepreneurial Skills
Mapping Out the Path

They are go-getters, assertive and combative. They owe their achievements to their enthusiasm, their determination and their desire to make things happen. Below we meet these challenge-hungry entrepreneurs for whom the Colas adventure is first and foremost synonymous with autonomy.

Bénédicte Bridelance, Profit Center Manager
Colas Nord-Est
France

“I work with them to sketch out the guiding principles and then map out the path I want us to take.”
And Bénédicte has a secret weapon up her sleeve: “versatility”, declares this inveterate entrepreneur. “There is something quite galvanizing about overcoming challenges on a daily basis”, admits Bénédicte. Whether at work or play (skiing, hiking, running), she grabs every opportunity to move forward along her chosen path. “If everything was set in stone, it would be so boring!” she concludes.
Not everybody is lucky enough to see their company as a second home. James Coupin, however, can make just such a claim. In 1999, this young civil engineering graduate carried out his end-of-studies internship at Screg Sud-Est, Colas’ former road subsidiary, in Annecy, in the Haute-Savoie region of eastern France. He stayed on there as a project engineer until 2005, having spent a year at Thonon-les-Bains overseeing the preparatory works for the town’s major bypass project. In January 2006, he moved to Geneva to join Colas Suisse. Promoted to “asphalt mix” sector manager in 2011, he was appointed center manager in 2012. James loves skiing and hiking. As he explains, “mountains are a vital part of my life, they allow me to breathe and spend quality time with my family.” James’ career path to date has been shaped by the opportunities that have come along. “I like a bit of action! Being an entrepreneur is about adapting, putting the right people in the right places and making sure we are all working towards the same goal in a friendly atmosphere.” Between customer relations, people management, seeking new business and ensuring safety at all times, “the center operates just like an SME.” While adhering to the procedures set by the Group’s general management, James enjoys the autonomy Colas gives him day-to-day. This go-getter only ever looks back to learn from his experiences. As further proof of his enthusiasm, James accepted two new responsibilities: manager of Tecvia SA, an asphalt plant and materials recycling platform, in 2013, and of Amiante Exit, a company specializing in asbestos removal, in 2018. Demonstration of his “extremely broad range of interests.”

“Entrepreneurial skills are about meeting challenges and adapting, while making sure the right people are in the right places.”
ENTREPRENEURIAL SKILLS

A PASSION FOR ROADS

When one is not operating a machine he is taking photographs, while the other retrained as a driver and decided to pass on his experience. Below are the portraits of these entrepreneurs who opted to take to the road to quench their thirst for freedom and live their passion.

LUC BALLY, PAVER OPERATOR COLAS NORD-EST FRANCE

A paver operator with Colas for the last thirty years, Luc Bally is well aware that the small reflex camera given to him by his father when he was a child heralded the start of the other great passion in his life: photography. “My photo assignments are like my jobsites: they’re never the same and I learn something every day”, he says. So when Luc abandons asphalt for his camera, it is as much “to go off and discover distant communities and new cultures” as to be able to share his experience with his teams. He brings back tales about how people work in the countries he criss-crosses, sent by National Geographic to Tahiti and the Arctic Circle, to photograph Asian teapot makers or the forests of Myanmar. “I want my colleagues to realize how lucky we are in our day-to-day lives, where our working conditions are ideal compared to those elsewhere”, he acknowledges. Fifty-something Luc is fluent in three languages and started out as a photographer of motorbike races for a famous Japanese manufacturer. “Focused on work,” Luc Bally is a freelance entrepreneur with two passions. “I sometimes begin my day at 5.30 a.m. and then spend the evening sorting through mountains of photos”, says Luc, who was inducted into the company’s Skilled Workers Guild in 2002. At the end of 2017, one of his photos was used for Colas Nord-Est’s New Year’s greeting card: a road lit up by night, in Alsace, northeastern France. The symbol of a road paved with success.
I began my career as a printer and photoengraver. But I was fed up being shut away in an office so I retrained as a driver. In 1991, Michel Clermont joined Colas as a truck driver with the Privas profit center. Since 2001, he has been an automatic patching machine operator with the Valence profit center. “I need to see the outdoors”, he explains. I love to watch the sunrise first thing in the morning when I start work! Every jobsite is different and so is every landscape.” Working in contact with all of the profit center’s teams, Michel loves to learn from them and pass on his own experience. So he jumped at the opportunity to become a driving instructor-tester and lead-driver to train and advise drivers as well as site supervisors and foremen. “There is always something new to discover when you work with older colleagues or people doing a different job to your own”, he explains. When the Valence profit center organizes prevention initiatives, such as the “blind spot” workshops, Michel is always first in line. “I always want to learn and improve. That’s what entrepreneurial skills are all about as far as I’m concerned: lead from the front, grab opportunities, develop my capacities and those of the machine I’m operating to become more efficient and make the work easier.”

1. The automatic patching machine is used to repair surface damage (potholes, for example) on wearing courses. The machine operates as a combined binder and gravel spreader.

Entrepreneurial skills are all about leading from the front, grabbing opportunities and developing your capacities.”
ENTREPRENEURIAL SKILLS
KEEPING IT IN THE FAMILY

For these entrepreneurs, Colas is in the genes. From father to son, uncle to nephew, the Colas story is integral to their family history. Loyalty, perseverance and shared dynamism: portraits of these entrepreneurs who have made the Group part of their lives.

RICK TAMBURRO, VICE-PRESIDENT, MILLER CANADA

The plaque that hangs in Rick Tamburro’s office speaks volumes about his relationship with Miller McAsphalt. It was given to him in 2017, on the company’s 100th anniversary, in recognition of 25 years of service. “Less than 600 employees have ever received this award”, he says. “And I am very proud to be one of them.” This former business graduate — who has worked at Miller McAsphalt in turn as a laborer, foreman, operations manager, then general manager — is still extremely proud of the fact that his father, Dominic Tamburro, joined Miller McAsphalt back in 1960 as a truck driver. “Between us, we’ve notched up 75 years at the company!” recounts Rick. “When I was 8 years old, going out to jobsites with my dad on weekends was a huge adventure. I took my sleeping bag, and my mother made up a picnic lunch for both of us… I have some great memories of those days.” The two Tamburros, father and son, embodied this family spirit that is so dear to the Miller Group.

“Our management has always valued loyalty, trust and respect, even in the days before the company was bought by Colas”, he explains. “While we are expected to lead by example, we also know that we will be supported in everything we do and that we can learn from difficult situations.

What is important is getting involved in company life and understanding its culture.” Today, Rick’s daughter likes to say that the blood running through her father’s veins “isn’t red, it’s brown and beige”, like the Miller colors. And Rick is the first to agree.
One is ten years older than the other, yet they could almost be twins, so powerful is the bond between them. Street lighting specialists for Colas UK’s Integrated Transport Systems (ITS) division, the Rickards have made Brighton and its highways their favorite stamping ground. “Depending on our timetable, we sometimes end up working at night”, explains Kevin. “And after 30 years at Colas UK, we’re still here. It just goes to show how much we enjoy what we do!” In fact, at one point it was an even bigger family affair, when a son and a nephew came on board. Would Dennis and Kevin not prefer to work separately? The question has never crossed their minds – nor that of those around them: “It’s a privilege for us to operate as a team. We can speak frankly to each other and we understand one another perfectly”, they agree. “It also allows us to spend more time together, outside family gatherings like Christmas or birthdays.” Dennis, who is in his fifties and received the “2018 Supervisor of the year” award from the Highways Electrical Association (HEA), has been with the company for 36 years. Kevin joined the group 31 years ago as an apprentice electrician, straight from high school in East Sussex. The two brothers look back at their time with Colas with wry affection. “One thing’s for sure: there’s never a dull moment!” concludes Kevin.

**KEVIN RICKARD, ELECTRICAL CONTRACTS MANAGER AND DENNIS RICKARD, ELECTRICITY SITE SUPERVISOR**  
**COLAS UK UNITED KINGDOM**

“We love working together as a family. As brothers, we understand one another perfectly.”
INNOVATIVE AND PIONEERING SPIRIT
(LEFT TO RIGHT)

1. GUILLAUME TIGNON
    BIM manager

2. PIERRE MARÉCHAL
    digital construction engineer

3. MAUD GUIZOL
    BIM digital construction manager

4. AMANDINE JUBIN VAITANAKI
    technical assistance support officer
INNOVATIVE AND PIONEERING SPIRIT

The day... everything went “BIM”!

THE INITIAL IDEA

BIM\(^1\) is an all-powerful tool. It is often said that BIM is used as a way to build before actually building. But there is far more to it than that: BIM can also be used for the demolition, operation and maintenance phases, as demonstrated by the BIMbyCo unit, which used BIM for the Dunkirk refinery clean-up project.

THE SOLUTION

Site clean-up is, by definition, a complex process. But quite apart from this, the former Dunkirk refinery is a major undertaking: 95 hectares, 50 km of underground pipes, 60,000 plans, risks relating to potential explosion and asbestos in buildings. In order to proceed with the dismantling and clean-up of the site, an enormous quantity of data was collected and used to create two digital models. This original use of BIM made it possible to generate numerous clean-up scenarios, manage quantities, time-scales and costs, and facilitate the exchange of information between the project’s various stakeholders.

POSSIBILITIES

The recipient of a BIM d’or award in 2018, the pioneering Dunkirk project heralded a paradigm shift: no longer do we ask whether BIM can be used for a project; instead we ask how it can be used. With BIM, collected data can be aggregated, communicated and “brought to life” in order to create new usages, added value and additional services. Since 2013, Colas has been experimenting with BIM and establishing processes and usages for all its businesses: infrastructure, building, civil engineering, railroads. The roll-out of BIM, driven within the Group by the BIMbyCo unit, has firmly anchored a collective work mode across all project phases: scheduling, design, studies, implementation, operation, maintenance and deconstruction. It is a lever that sets Colas apart.

MANTRA

“Transparency! BIM breaks down silos and encourages sharing: with customers, between colleagues, and even on a sector level. Everyone’s a winner!”

MAUD GUIZOL,
BIM digital construction manager

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\(^1\) BIM (Building Information Modeling) is a collaborative digital model that enables companies, customers, and other stakeholders to share all information on a given project.
INNOVATIVE AND PIONEERING SPIRIT
(LEFT TO RIGHT)

1. XAVIER DUVAL
project supervisor

2. GUILLAUME BERTRAND
product manager

3. SYLVAIN LEVENE
software architect

4. VIRGINIE SROCZYNSKI
sales supervisor

5. CHRISTOPHE LE GUERN
technical/operations manager

6. FABRICE LURIOT
Mobility by Colas Manager
INNOVATIVE AND PIONEERING SPIRIT

The day... the road went digital

THE INITIAL IDEA
Invent new services for the customers and users of tomorrow's roads: such is the mission of Mobility by Colas. Designed as a mobility service activator, this team is developing an innovative service offer. Spotlight on original mobility solutions.

#SERVICE(S)
Urban development, the service economy, digital transformation: driven by major societal trends, mobility needs are constantly growing and evolving. Instead of focusing on transport and infrastructure, the priority now has to be mobility and services. It is in this context that the Mobility by Colas team is developing a digital offer, hinged around two objectives: to support local authorities, and facilitate users' day-to-day mobility. Several services are currently being developed, including Moov Hub and ANAIS.

#PROOF BY EXAMPLE
Using data to anticipate infrastructure maintenance and upkeep requirements? At Colas, the answer to this challenge has a name: ANAIS, a digital tool aimed at helping local authorities optimize the preventive management of their road networks and improve user safety. Several steps are required to achieve this: Acquire and Digitize; Analyze and Inform; Secure. Information is collected via onboard sensors fitted to vehicles. The aim is not to listen to the road, but to analyze vehicle behavior (emergency braking, swerving, excessive speed) in order to identify warning zones. With this information, Mobility by Colas is able to define recommendations concerning road network planning and preventive management decisions. This is a long-term partnership, since the system makes it possible to effectively evaluate operations carried out and develop preventive maintenance.

#THE PHILOSOPHY
“Pioneering! With Mobility by Colas, we're creating original offers: associated with the company's existing businesses, but open to new horizons. The role is highly motivating for the team.”

FABRICE LURIOT,
Mobility by Colas Manager
INNOVATIVE AND PIONEERING SPIRIT

(LEFT TO RIGHT)

1. GUILLAUME MAUVAIS
   legal affairs manager,
   Major Projects and
   Finance, Colas SA

2. MÉLANIE BARCET
   project manager,
   Public Private
   Partnerships Department,
   Colas SA

3. THOMAS POLY
   business manager,
   Colas Projects

4. BORIS DUVERGER
   project manager for the
   Tram Liège Construction
   consortium,
   Colas Projects

5. MICHEL RUCQUOIS
   manager, Tram’Ardent

6. ALEXANDRE ANTHOINE
   deputy financial
   manager, Project Finance,
   Colas SA

7. PATRICK MONTEL
   Colas division manager
   within the Colas Rail
   construction consortium
INNOVATIVE AND PIONEERING SPIRIT

The day... the Liège tramway contract was won!

THE INITIAL IDEA
To secure a 31-year public-private partnership contract as a rank outsider? This was the challenge Colas met for the Liège, Belgium Tramway. The contract was secured jointly with the Spanish rolling equipment builder Construcciones y Auxiliar de Ferrocarriles (CAF) and the Investment Fund DIF.

#THE SOLUTION
Stretching for 12 km, 90% of which a dedicated route, Liège’s first tram line will serve 21 stations. The finance, design, build and maintenance contract is worth 480 million euros. Colas is in charge of designing and building the stations, tracks, overhead contact line, buildings and engineering structures as well as the urban landscaping, including 240,000 m² of related spaces facilitating soft mobility, representing a total of 266 million euros. The Spanish company Construcciones y Auxiliar de Ferrocarriles (CAF) is responsible for the design-build of the systems and rolling stock. Lastly, the maintenance company comprising Colas Belgium, Colas Rail Belgium and CAF Belgium will be responsible for maintaining the infrastructure and equipment for a period of 27 years.

#ORGANIZATION
Even when faced with a set of specifications, there is room for creativity! It resides in the way the project’s partners work together, support each other and relate to each other. Colas Projects was established in 2017 to address a growing demand among its public and private customers in the field of complex projects on a significant scale, such as public-private partnerships (P3). Where the Liège tramway is concerned, the project-mode approach was a major success factor. A dedicated team was formed including employees from Colas SA, Colas Projects, Colas Rail and Colas Belgium. All of the project’s players worked together to produce a competitive offer, in line with the customer’s requirements. Transparency, humility and trust formed the foundations for the emergence of this long-term relationship.

#GOOD PRACTICE
“Multidisciplinarity! The bidding process mobilized 130 people. We wanted to showcase our expertise and that meant seeking it out wherever it was.”

MÉLANIE BARCET, project manager, Public Private Partnerships Department, Colas SA
In May, Minh Szabo will have another great reason to be glad to have opted to work from home one day a week: she is about to be a first-time mom. Responsible for ensuring compliance with and developing QSE policy at a center specializing in railroad safety, Minh took advantage of the Quality of Work Life agreement signed in December 2017. “I was spending at least an hour every morning and every evening in the car. Today, I’m creating less pollution and I’m not as tired.” She recalls discussing this option at her annual performance review and subsequently completing an application with the HR manager. “My managers are keen to protect the expertise of their teams by looking after the individual well-being of all employees”, she confides. “For me, that means having a healthy work/life balance.” More efficient and ultra-organized for meetings and business travel, Minh is in constant contact with the two people she supervises. She sees this arrangement as “an opportunity. And even better: a real sign of corporate maturity.”

MINH SZABO
Head of Quality-Safety-Environment
Colas Rail
France
RESPONSIBILITY

“I’m learning brand new skills.”

THURIANE DE LAJUDIE
Head of Development
Campus for Science and Techniques
France

Dare to reinvent yourself! This motto sums up Thuriane de Lajudie perfectly. Curious by nature and a science graduate, she spent 16 years working in Smac’s central laboratory in Magny-les-Hameaux. “When I turned 44, I realized I wanted a new environment, new experiences and a new role”, she confides. She got her wish! Back in September, Thuriane was appointed Head of Development at the CST. She oversees the development and introduction of new products, working closely with Colas’ Marketing and Communication departments, as well as the Group’s technical network. “I’m learning brand new skills again, after years in a job where I felt very at home.” As well as taking on a new role, in 2018, Thuriane took part in a new training program dedicated to women, aimed at supporting their career development within the Group. “The program is designed to develop confidence, assertiveness and leadership skills”, explains Thuriane. “I’m proud to be one of the 12 women from across the Colas Group who were selected to benefit from the program.”
The career of this former student from Lille has been shaped by the Environment, with a capital E, for the past 11 years. Jérôme Trachman knows exactly how to preserve a protected species or a wetland area during a construction project and how to manage risks at industrial facilities. “Expertise is what drives me”, he recognizes. A “green” awareness without borders, since he has had the opportunity to champion the Group’s environmental values far and wide, on major projects in Madagascar and Romania, for example. “Being responsible is about respecting the environment and working to reduce the impact of our activities”, he underlines. He is proud to have helped design an awareness-raising campaign aimed at the subsidiary’s jobsite teams in 2019, “structured around ten commitments made by Colas IDFN to make its jobsites more acceptable, reiterating good practices to reduce noise, dust and water pollution, etc., as well as save resources and maintain access for pedestrians, residents and traffic.”

“*My job is to reduce the impact of our activities.*”

**JÉRÔME TRACHMAN**
Head of Environment
Colas Île-de-France Normandie /Aximum
France
This former litigation lawyer knows what he’s talking about: “You can’t watch over a company’s ethics from behind a desk”. So since 2005, Daniel LaFrance has worked tirelessly in the field, going out to meet Colas teams across the United States to help build a culture of ethics. Anti-corruption, competition, conflicts of interest, financial information and embargos are the five pillars of the Compliance Program fiercely defended by the Group. Added to this cornerstone is a Code of Conduct “that every employee needs to be aware of so we can build our culture and reputation, something that our customers really care about”, Daniel LaFrance reminds us. The Code serves as a guide, to help identify, prevent and avoid situations that could harm the company. During training sessions involving discussion of actual scenarios, teams learn to better measure the impact of their investment in terms of integrity. “Whatever our level of responsibility, each and every one of us is concerned about trust and respect”, concludes Daniel LaFrance.
I have been fascinated by trucks since I was a child.” Alain Jorge has been driving trucks for more than thirty years. Even after all this time, Alain admits with a smile that he still gets “as much pleasure behind the wheel as always.” After he joined the Group in 2001, he was very soon asked to train to become a workplace first-aider. “Our role is to provide first aid in the event of an accident on a jobsite and to conduct prevention initiatives, ensure site safety and raise employees’ awareness of the risks present throughout the year.” When Alain found out that Colas was looking for workplace first-aider trainers he jumped at the chance. For him, it was an opportunity to give the company something “extra”, a challenge that would help him continue to grow. “We are all responsible for our own safety and for that of others. It is something that affects us all.” The Group implements a raft of prevention initiatives and trains numerous employees. On any given jobsite, some 40% of employees present are workplace first-aiders. “This year, I’m going to take part in a training course aimed at preventing accidents caused by poor posture. I’m 55 years old and I reckon that if I have to spend less time behind the wheel of a truck, I could still remain on-site as a first-aider and a trainer!”

“Safety is something that affects us all.”

ALAIN JORGE
Truck driver and workplace first-aid trainer
Colas Midi-Méditerranée
France
Since August 2018, Mohammed Barahhou, who joined Colas in Morocco in January 2004, has been responsible for rolling out the company’s security policy across the North/Central/West Africa zone. “My job scope is wide-ranging: I have to ensure the security of employees and their families, and also protect the company’s equipment and data. I’m supported by a team of QSE managers and Security managers based in each of the zone’s countries.”

Prevention is a priority within the Group. The policy is founded on a deep-rooted sense of responsibility towards employees: this involves guaranteeing they have a suitable and healthy living and working environment. The company allocates the resources required to prevent and protect, as well as to inform and train personnel and monitor the measures taken. A responsibility shared with employees, who are required to adopt behavior adapted to the circumstances, provide feedback on incidents and follow the rules. “Persuading colleagues of the importance of doing these things is a long-term undertaking. But I love the fact that I have a close bond with people in management and with people in the field”, concludes Mohammed.

“Security has long been part of the Group’s DNA.”

MOHAMMED BARAHHOU
QSE & Security Manager
Colas Africa Services
North/Central/West Africa
VICTOIRE CATHALAN

- "Untitled" / 2007

The artist paints everyday situations, juxtaposing "recognition of the subject by the viewer and its unusual portrayal". Her road stretches beneath a somber sky. With neither a driver nor a passenger, just the reflection of a tree on the windshield.

JULIO VILLANI

- “Journal de bord” (Log Book) / 1992

Using everyday fragments, the artist creates collages and playful works. His “Log Book” is an almost geometric assembly of digits, letters and miscellaneous objects, alluding to a sort of idealized, poetic road-trip.

MICHELLE AUBOIRON

- “Scenic Road” / 2001

Michelle Auboiron traveled in the American West, bringing back a series of paintings of canyons and deserts. This mineral, light-imbued work, with its broad variety of shades, matter and forms, reflects the architectural marvels of nature.

SHITOMI MURAKAMI

- "SM 100799-001-T" / 1999

The artist's works are infused with his creative sensitivity rooted in his Japanese origins. Through the subtle use of minerals and pigments, applied to the canvas in successive layers, he provides the eyes and soul with a moment of peaceful contemplation.
PETER ROSS BOND
▶ “Untitled” / 1999

Peter Ross Bond loves nature, skies and color. Shifting and immense, his landscapes are drawn from his memory and revisited by his imagination and his sumptuous palette. Here we see the breath and freedom of the vast open spaces of his native Australia.

GEORGE HAIRBRUSH TJUNGURRAYI
▶ “Tingari Dreaming” / 2018

Drawing on Aborigine mythology, the Australian artist paints the network of paths traced in the desert by the Tingari as they traveled in quest of knowledge. The lines are so fine that they create a subtle hypnotic effect.

MATHIEU CHERKIT
▶ “Untitled” / 2011

The artist’s works are primarily an assorted amalgam of colors drawn from his familiar environment. But, for the Colas Foundation, he opted to portray a road as though emerging from a box and being projected towards the horizon, where, incongruously, a pine tree is depicted opposite two palm trees.

MARION AUBURTIN
▶ “Engine” / 2008

Marion Auburtin deliberately paints subjects associated with so-called male-dominated activities – cars, guns, cranes. She admires the appearance of shiny lacquer and painted bodywork, such as in this “Engine”, revealing its insides much like an anatomical sketch.

ROMAIN BERNINI
▶ “Untitled” / 2013

Romain Bernini’s work combines “the everyday and the bizarre, action and its suspense, the known and the accidental,” as depicted in this jobsite scene, bathed in silence and solitude, in which, under a cloud-laden sky, two faceless men are working.
The Colas Foundation is opening up to the outside world with its new urban art program. While the aim — to foster talent in the world of contemporary art — remains the same, the approach is evolving, with the company’s sites becoming the creative support for guest artists.

Plants, offices, prefabs: what better playgrounds for street artists? That is the concept behind the Colas Foundation’s urban art program. Guest artists can express their creativity on unconventional surfaces. Urban inspiration, freedom of execution that breaks away from traditional codes, mirror effects with the town and territory: such are the rules of the game underpinning this new style of corporate patronage open to as many people as possible.

**A STREET ART CATHEDRAL**

Following a request by Colas Midi-Méditerranée and in partnership with the Planète Émergences¹ association, the Servant Group’s concrete plant in Béziers was chosen to host a street art work by Mathias Orhan, alias Brez, already known for his work on Marseille’s L2 ring road. The building’s “cathedral”-like structure inspired the artist who opted for a geometric abstract style to portray the soaring towers and warm colors, reminiscent of the region’s ocher shades and the yellow, red-striped concrete mixers. This monumental fresco, 13 meters high and 7 meters wide, is a veritable landmark entering the city. Its majestic verticality and its colors brighten up the daily lives of rail passengers and motorists as they pass by. And they are a source of pride for the plant’s employees who have embraced the project as their own.

1. Planète Emergences aims to help projects designed to foster both artistic creation and stronger social bonds.
As part of Colas Life, the Group launched “On the road to school”. This program, aimed at improving children’s access to education, supports initiatives led for example by the L’École à l’hôpital (School in Hospital) association.
ON THE PLANE FROM MOROCCO: IT’S SO COOL THIS TRIP TO FRANCE WITH MY DAD. I’M MISSED A WHOLE WEEK OF SCHOOL... LOL.

YIPPEE!

WHAT IS THE THING FROM YOUR WORK CALLED AGAIN?

ON THE ROAD TO SCHOOL: OOPS! LOL!

BUT HOW COME IT EXISTS IN FRANCE WHERE THERE ARE SCHOOLS EVERYWHERE IN FRANCE, AREN’T THERE?

YES, BUT NOT WHEN YOU’RE SICK. IN FRANCE, WE’RE WORKING WITH THE ‘SCHOOL IN HOSPITAL’ ASSOCIATION TO GIVE EDUCATIONAL SUPPORT TO KIDS IN HOSPITALS AROUND PARIS WHO CAN’T GO TO SCHOOL.

OUR ‘SCHOOL IN HOSPITAL’ ASSOCIATION WAS CREATED 50 YEARS AGO BY A VERY SPECIAL WOMAN CALLED MARIE-LOUISE UMBERT.

THAT’S A LONG TIME AGO!

LATER, IN THE CHILDREN’S WARD AT LEGRIGNY SUR MARNE HOSPITAL.

YES, IT IS. SHE REALIZED THAT THE STAFF WAS LOOKING AFTER THE CHILDREN’S BODIES, BUT NOT THEIR MINDS. AND THAT MAYBE THEY WOULD GET BETTER QUICKER IF THEY FED THE KIDS MINDS, TOO, WITH SCHOOL WORK.
I hope they had ketchup to put on their bread.

So you see, it's thanks to this woman and her association that the kids can continue to do their normal school lessons while receiving treatment.

Yes, we work with several volunteers who come to the hospital to teach the kids.

With Timothée, 10, his mum and sister. He's a volunteer and retired math teacher.

I'd rather be here than sitting at home knitting or watching TV. And I'm delighted to be able to pass on my love of math to these youngsters.

I still don't really like math, but while it makes me laugh, and I forget about my illness for a while, anyhow, I'd rather be doing math than lying in bed doing nothing at all.

And you manage to laugh doing math?! Wow, that's cool.

He never laughed doing math with me, ha! ha!
LATER, WITH THE DIRECTOR OF THE HILTON CHILDREN’S PATHOLOGY CENTER.

AND SO YOU SOMETIMES TURN TO THE ASSOCIATION FOR LEARNING SUPPORT.

YES, ESPECIALLY FOR THE TEENAGERS, OR WHEN THE SCHOOL DISTRICT CAN’T HELP US.

WHEN TEACHERS FROM THE ‘SCHOOL IN HOSPITAL’ ASSOCIATION ARE GIVING THEIR LESSONS IN THE CLASSROOM, THEY OFTEN RUN OVER TIME AND FORGET THEY ARE VOLUNTEERS. WE CAN NEVER THANK THEM ENOUGH.

YES, WHEN WE TALKED TO THEM, WE REALLY GOT A SENSE OF HOW MUCH THEY ENJOYED TEACHING, SHARING TIME WITH THESE KIDS AND THEIR FAMILIES, AND HOW MUCH THEY ALL GOT OUT OF IT.

RIGHT. I CANT'T WAIT TO GET BACK TO SCHOOL AND TELL MY TEACHERS ABOUT THIS SO THAT THEY CAN GO AND TEACH KIDS IN HOSPITAL TOO.

AND IF I CAN, I’LL COME AND DO SOME TEACHING TOO WHEN I'M OLDER... BUT IT WONT BE MATH, THAT’S FOR SURE!

HA! HA! HA!

NOW YOU'RE MORE ENTHUSIASTIC ABOUT SCHOOL NOW THAN YOU WERE AT THE START OF OUR TRIP. YES, YOU'RE RIGHT. IT'S IMPORTANT TO SPREAD THE NEWS ABOUT THIS PROJECT TO GET MORE VOLUNTEERS ONBOARD.
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