En route
Madagascar
Extraordinary mining projects
site-seeing
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Cover photo: baobab trees in Madagascar.
As has been the case in the recent past, 2008 will be another big year for Colas. Revenue could reach 12.6 billion euros, an increase of nearly 8%. New countries, new projects, both big and small, further consolidation in the materials and bitumen sectors, even more innovations, safety improvements, not to mention 8,000 new employees recruited and trained: once again, the year has been one of significant development for the Group.

But we’re already beginning to see obstacles appearing on the horizon in some regions and in some businesses, and the outlook appears far more uncertain. Generally speaking, 2009 is likely to be more difficult, with business levels varying between regions and sectors of activity. Subsidiaries can expect to see a slump in revenue in some areas, reflecting the slowdown in markets and increasingly fierce competition.

Following the last ten to fifteen years of uninterrupted growth, the Group now faces a situation which, more than ever before, demands unwavering solidarity.

By solidarity, I mean ensuring that the interests of the Group as a whole take precedence over individual interests. That implies promoting commercial exchanges between subsidiaries, sharing key people when the situation demands it, sharing knowledge, practices and techniques in fields as diverse as purchasing, marketing, industries, IT, etc. “Men build too many walls and not enough bridges,” said Isaac Newton. Tear down these barriers that hamper communication and build bridges between you!

Solidarity will enable us to absorb the shocks and bounce back healthier than ever. However, Colas must also exploit what I consider to be one of its key strategic assets: its talent.

In spite of a less buoyant economic environment, the Group must continue to recruit talented people; welcome them, train them, ensure their loyalty, protect their life and health. Diversity enriches collective intelligence, which is why this talent must come from a variety of backgrounds.

What is talent? To start with, of course, it’s a basic gift. But it’s also a passion for one’s profession, creativity, hard work and, above all, a constant desire to surpass oneself. People with talent question themselves at all times.

These values of excellence, combined with the Group spirit, will enable Colas to continue to pave the way forward, even in adversity.
In February 2008, STTP and El-Si, subsidiaries of Somaro, joined forces with ETDE, a subsidiary of Bouygues, to sign a fifteen-year contract with the French town of Libourne for the construction, maintenance and provision of the energy infrastructure required to service the city’s public lighting and traffic light needs. A new company, STTP Trafilumière, was created to manage the project. This type of public-private partnership (PPP) contract is relatively rare, and a first as far as the Group is concerned in France. Representing an investment of 15.5 million euros, the project involves repairing 80% of the town’s public lighting and traffic lights in the first year (i.e., more than 3,000 lights and some 20 intersections). The new system will incorporate technological innovations that will cut the town’s electricity bills by around 30%. STTP Trafilumière is also committed to providing 100% green energy. The choice of supplier has yet to be made, but whoever it is will certainly be a pioneer!
Verneau barracks: a brand new stadium!

The Verneau barracks in Angers, home of the 6th military engineer division, now boasts a brand new stadium. Built in six months by teams from Colas Centre-Ouest’s profit center in Vihiers, the 2-hectare site offers a range of facilities: athletics track, soccer and rugby fields, tennis, handball and volleyball courts, not forgetting, of course, the obligatory military obstacle course.
In April 2007, Screg Sud-Ouest won the bid for main networks and paving at the Total Infrastructures Gaz de France (TIGF)’s new gas storage center offices in Lussagnet. One of the customer’s requirements was that an HQE (France’s ‘green building’ label) approach be adopted for the project, the main objectives being to complete it without a single accident and with as little environmental impact as possible. A TIGF safety officer was on-site every day and the project manager had to provide a written report of the work carried out, detailing the various safety and environmental constraints encountered. Every month, a list of temporary workers had to be recorded in a report, along with the fuel consumption of the machinery so that TIGF could calculate a carbon footprint. The subsidiary followed the same ‘green building’ principles when building the site’s bypass. On completion, the customer was entirely satisfied that all the targets had been met; there were no accidents and HQE certification was obtained.
At the end of October 2008, Ikea opened its fourteenth French sales outlet, in Tours. The Swedish home furnishings giant chose the civil engineering division of Colas IDF/N to construct the store. The deadline for the project was set in stone and the work was completed in just eight months to enable the store to open on time. This meant mobilizing more than 150 people to construct the foundations, followed by the superstructure and main building. 1,200 piles were driven for the foundations and 250 posts, as well as 1,000 16-meter long reinforced concrete beams, were installed for the superstructure, which incorporates a ground-level parking lot and two floors. The project required a total of 10,000 m³ of concrete and 600 tons of steel.

**FRANCE**

**3E asphalt mix for Isola 2000**

Teams from Colas Midi-Méditerranée’s Côte d’Azur profit center laid 2,350 tons of environmentally-friendly, energy-efficient 3E asphalt mix on the access road to Isola 2000, in the Alpes-Maritimes region. This winter sports resort lies at an altitude of 1,500 m, quite a challenge for the trucks!

**FRANCE**

**Tours:**

**Ikea chooses Colas**

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Separated by a coastal strip of some twenty kilometers, Cape Gris-Nez and Cape Blanc-Nez form one of the most outstanding areas of natural beauty in and around the city of Boulogne on France’s English Channel coast. However, the site of the two capes, listed by the State in 1987, had begun to deteriorate due to the large numbers of people flocking there. It was clear, therefore, that development work was required to protect it. Colas Nord-Picardie’s Coastal Pas-de-Calais profit center and SNB (Screg Nord-Picardie) won the contract to carry out the vast landscaping project, launched in 2007: erection of fences, renovation of access paths leading to panoramic viewing points, cleaning up of beaches and removal of vestiges dating back to WW I and WW II, creation of belvederes and visitor centers. One requirement for the project was that it had to be environmentally-friendly, hence the use of Vegocol-based asphalt mixes for the paths and parking lots. Referring to historical documents on the regional nature reserve, teams were also able to renovate the low stone walls typical of the area using traditional techniques. Access to the site is difficult and this, combined with the measures taken to protect the local wildlife, means that the project will not be completed until 2009.
Resurfacing of the A39 highway

It took teams from SJE (Colas Est) and Colas Est’s Côte-d’Or profit center just three weeks to resurface 19 km of the A39 highway between the Choisy and Soirans toll areas, heading from Dole to Dijon in eastern France. 180,000 m² of previously existing roadway were planed down and 14,500 tons of RAP used to create the new wearing course. 3E warm-mix asphalt was applied over a very thin asphalt concrete: a first!
Back in September, teams from the Colas Switzerland subsidiary, CRGC, completed work on the construction of an 800-meter section of the A16 highway, located 2 km from the French-Swiss border. The teams were responsible for the entire road structure apart from the wearing course. In Switzerland, it is customary to break a project down into several parts and launch calls for bids for each of them. The distinctive feature of this particular project was the use of Valorcol - a 100% reclaimed asphalt pavement (RAP) based cold asphalt mix – for the first surface layer. This was a first for a Swiss highway under construction! The customer, the Jura Highways Department, supplied the raw materials. The RAP was first crushed and screen before being cold-manufactured in a mobile plant. There are clear economic benefits associated with Valorcol and its use in projects of this type is becoming increasingly widespread. It also fits squarely with Colas Switzerland’s environmental policy, the company having signed an agreement with the Swiss Energy for the Economy Agency to reduce its CO₂ emissions across the country by 25%.
ENSOSP (the French fire-fighter training school) has moved to Vitrolles, on France’s Mediterranean coast. In the spring of 2006, a call for bids was launched for the design and construction of the technical facilities used to train student firefighters. The project consisted of developing a 23-hectare site, recreating a fire station, a downtown district, a 200-meter section of road and a 400-meter section of highway. A basin with a capacity of 3,000 m³ also had to be created to collect and recycle water. Screg Sud-Est’s Provence profit center, in partnership with a contractor, various architects (including landscape architects) and a research consultancy, won the bid. The deadline for completion was just one year! A tall order for this type of project – several aspects hadn’t even been defined when it was launched – but it was a challenge that was successfully met! The customer was so satisfied with the work that the profit center has since been awarded the bid to put in the main services for the school based at the Aix-en-Provence site. This second project is due to be completed at the end of 2009.

FRANCE

Firemen get a new training site

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Spac reinforces a natural gas network

To increase the capacity of GRTgaz’s natural gas network, Spac has doubled the pipeline between Cerville and Petit-Tenquin in northeastern France: 55 km of steel pipelines were laid. As part of the project, HDI (Spac) used a micro-tunneling machine to take the pipeline under a railway while Spac’s Bordeaux profit center built the sectioning stations at Cerville and Obergailbach. Great care was taken to protect local vegetation and wildlife while the work was being carried out.
After the Boulevard d’Anfa and the Boulevard de Biarritz, teams from La Route Marocaine (LRM) and Urbis Signalétique have refurbished Casablanca’s famous Corniche, a fashionable beachfront haunt. As an ambitious town-planning project aimed primarily at giving greater priority to pedestrians, this development is an excellent reference for the Group. The urban architect responsible for the design drew inspiration from the famous Croisette in Cannes and the Promenade des Anglais in Nice… and even Copacabana, in Brazil. The project involved widening the sidewalks, resurfacing work using mastic asphalt and the installation of new street furniture and differentiated forms of lighting (projectors for the beach, overhanging lighting poles for the road, sunken spotlights for ground-level lighting and lighting columns for the promenade). Washington palms and Andalusian-style ponds provide the finishing touches to an area now full of charm. There can be no doubt about it, when the project was completed, regulars were thrilled with their new, improved Corniche!
In the spring, teams from Sacer Sud-Est in Clermont-Ferrand and Colas Centre-Ouest in Bourges resurfaced a 16-km south-bound section of the A71 Paris to Clermont-Ferrand highway, at Saint-Amand. To ensure minimum disruption to traffic, the customer, APRR, imposed very tight deadlines and between 80 and 110 people worked on the site at any one time. The work consisted in planing between 8 and 9 cm of the fast and slow lanes and then applying a binder course and a very thin asphalt concrete overlay across the full width. So what’s so special about that? The use of 30% reclaimed high modulus asphalt pavement. It was for both economic and environmental reasons that Sacer Sud-Est suggested re-using the milled asphalt material taken from the existing road. Since then, APRR has begun systematically including RAP in its specifications. Another Group subsidiary, Somaro, was also involved in the project for road marking and traffic signing.

FRANCE

A71 highway: yes to RAP!

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Located on the banks of the Meurthe river, in La Madeleine, the Novacarb factory makes bicarbonate of soda. The water used to treat this chemical is stored in a basin before being very gradually released into the environment due to its high salt content. In July, teams from Colas Est’s Meurthe-et-Moselle profit center installed a total of 5,000 m² of Coletanche to keep the basin watertight. Coletanche is a bituminous geomembrane manufactured by Axter, a subsidiary of Smac. Basins used for storing waste and polluted water from industrial activities have to be made watertight and Coletanche is an ideal solution. Specific safety precautions were necessary during this project. Access to the zone under repair was difficult and workers had to be secured with harnesses to avoid any risk of falling into the basin. The harsh glare reflecting from the turquoise-colored water and the limestone of the walls was another problem, making efficient protective eye wear a must. Safety first!

The environment gives the thumbs up to Coletanche
Located on the border with Moldavia, in northeastern Romania - the country’s most popular tourist region - Route DN 17 is undergoing renovation. Also known as the ‘Monastery route’, it provides access to the orthodox churches of Bukovina and their world-famous frescos. The project was awarded to Colas Romania and SCCF Iasi, a Romanian subsidiary specializing in construction. Work began in May 2006 and is expected to be completed by June 2009. Worth almost 70 million euros, the contract covers the renovation of 74 kilometers of roadway between Suceava and Câmpulung Moldovenesc, on the northern side of the Carpathian Mountains, as well as the construction of 7 bridges and the restoration of another 13 engineering structures. To make sure the road is open to traffic by November 2008, the teams (500 people mobilized on the site) have been working flat out, their task not having been made any easier by the adverse weather conditions they’ve had to deal with. The continental climate means that there is only an eight-month window during which work can be carried out anyway, but the major floods experienced this summer in the Ukraine have interrupted the project several times.
A41: a four-way project

Teams from Colas Rhône-Alpes, Sncag Sud-Est, Sacer Sud-Est and Somaro worked together on the A41 North project, which involved the construction of a new 19-kilometer section of highway between Annecy, Fliron and Genève, Switzerland, in partnership with 4 subsidiaries from Bouygues Construction. A total of 1,300 people were mobilized to carry out the earthworks (5 million cubic meters), apply the asphalt mixes (320,000 tons), and construct a 3-km twin tunnel, four viaducts, a 300-meter long covered branch and a toll station with 23 lanes. The entire project, worth 540 million euros, will have taken less than thirty months to complete!
Built in 1915, the Mont-d’Or rail tunnel linking France and Switzerland has recently undergone renovation work. The French national rail company (RFF) and the Swiss national railway company (CFF) chose Sacer Paris-Nord-Est in Besançon (Pontarlier sector), together with Colas Rail, to carry out the work. Sacer teams were responsible for earthworks, reprefiling, the application of asphalt concrete inside and outside the tunnel, curbs and grided drainage gutters, the burial of ducts for dry utilities, the installation of guard rails, signing, marking and the creation of a side guide. Colas Rail laid the rubber slabs between the rails to enable traffic to circulate (planking). The work was carried out in the absence of rail traffic, between midnight and 5 a.m. if all the trains were running on time! Two teams worked in shifts to apply the asphalt mix (in a 30-hour time slot) and machinery was available in duplicate in the event a breakdown should occur.
After nearly 250 years of business, the Guadeloupe Port is busier than ever. A constant increase in volumes has led to the need to modernize its infrastructures. In the spring, a Colas Guadeloupe-Sogetra joint venture began a major project to reconstruct the piers, with work scheduled to be completed by the end of July 2009. To carry out the project, all Colas’ businesses in Guadeloupe are working together in complete synergy. SERT is responsible for the underground utility mains and storm drains; Sogetra is in charge of earthworks and supplying and installing tuff; GTG is supplying the emulsions and high modulus asphalt mixes; Colas Guadeloupe and Sogetra are applying the asphalt mixes; TTS is responsible for marking and signing. A distinctive feature of the project is that the old road surface is being demolished by milling the existing asphalt. The milled materials (around 30,000 tons) are then recovered and stored for recycling.

FRANCE
En route for the Olympics...

The indoor track and field stadium at Insep (French National Sports and Physical Education Institute) in Vincennes now sports a treated new surface. Eurosyntec, a subsidiary of Resipoly Chrysor (Smac) used Resithan Topping to cover an area of more than 10,000 m2. The product is designed to optimize performances and many athletes from both France and abroad trained on the surface in preparation for the 2008 Beijing Olympics.
FRANCE

A25 highway: safe going for Somaro

As part of the project to upgrade a 7-km section of the A25 highway in northern France, Somaro teams from the Nord-Picardie sector removed 24 km of steel guardrails and then replaced them with 28 km of concrete safety barriers. The road remained open to traffic during the work.
The Apt Valley, in the Vaucluse region of southern France, offers stunning scenery. The pink and green-tinted reds that mark the landscape justify its nickname as the ‘Colorado of Provence’. From time immemorial, people have extracted ochre in the area to make highly sought-after pigments. Recently, the former quarries of Gargas were restored and opened up to the public. Teams from Sacer Sud-Est’s Axima Apt sector (Provence profit center) carried out the work, both inside and outside the site. One of the project’s priorities was the need to respect and make the most of the site’s natural heritage. This was achieved by making sure the facilities fitted in beautifully with the surrounding landscape. For example, rather than asphalt mixes, ochre-tinted white crushed sand was used for the parking lot surface, while the borders were created using planted woven coir. The access and neighboring roads were also built using crushed sand (with ochre-tinted chalk). The project, which took more than a year to complete, was broken down into several phases. The site was finally opened to the public in September and the beauty of the ochre-colored landscape is sure to enthrall visitors…
Saint-Macaire is an ancient fortified town located on the right bank of the Garonne river, close to where it flows into the Gironde estuary, now undergoing renovation. The first phase of the project involved resurfacing the three main streets linking the town center to the ramparts, a contract that was won by Pépin (Sacer Atlantique). Work began in the fall of 2007 and was completed in June 2008, just in time for the French national music festival! The materials were of a very high quality and had to be used in traditional techniques to ensure the new surfaces married harmoniously with the old stones. Made using gravel from the Garonne, the asphalt will gradually lighten in color over time. Relations between the teams and residents were excellent throughout and the project was completed without a hitch. There are always surprises in store, however, when working on a historic site and on this occasion teams uncovered an ancient well. A glass structure will be erected to protect the discovery, which will be an additional asset to the medieval town’s redevelopment program!
Designed by the British architect Norman Foster, the Zenith building in Saint-Etienne is a true architectural masterpiece that complies with green building principles. The roof is of particular interest. It covers the auditorium and foyer and culminates in a long cap overhanging the square. What is especially innovative about the design of this aluminum roof is its capacity to harness the prevailing winds to ventilate the inside of the building. Inaugurated in October, the work is an outstanding reference for Smac. The roof, façades and soffit covering were the work of teams from Smac Eurofaçade in Vaulx-en-Velin. The Saint-Etienne profit center was responsible for waterproofing the concrete and Essemes Services installed the smoke evacuation outlets in the roof. Incredibly, the white aluminum, parts of which were exceptionally long (up to 113 m), was profiled directly on the roof, at a height of 25 m – a first in France for this type of building.

E17 highway: section repairs

Since September, motorists using the E17 highway between Haasdonk and Waasmunster (Antwerp-Gent) have been traveling over a 10-km section of roadway that has been entirely resurfaced by Wegebo and VBG, subsidiaries of Colas Belgium: 167,000 m² of concrete road surface and foundations were demolished and then re-laid, prior to the installation of concrete safety barriers.
Mining projects: uncharted territory

With the QMM (Fort-Dauphin) and Sherritt (Ambatovy and Toamasina) contracts, Colas Madagascar is moving into a new type of project: mining. These projects – uncharted territory – are a steep learning curve, in terms of both organization and HSEQ reflexes. Let’s discover a new market with a promising future.
Madagascar is the world’s fifth biggest island behind Australia, Greenland, New Guinea and Borneo. Rising up off the coast of Africa, it boasts an abundance of natural resources, not least of which is its mineral-rich soil. Since the country opened up the doors to its economy in 2002, the Malagasy Government has launched a far-reaching institutional reform program to denationalize the mining industry and withdraw from the sector altogether, to improve the management of its wealth of resources. These measures naturally attracted a large number of major international groups wishing to invest there. However, before these minerals could be effectively mined, the sites had to be made accessible and the necessary infrastructures had to be created. That is where Colas Madagascar comes in. “Mining projects are an entirely new domain for us. Over and above the major projects already underway, the sector represents tremendous future potential. It is up to us to exploit and develop it, paving our own way forward,” explains Jérôme Bellemin, Director of Colas Madagascar.

Here we report from Fort-Dauphin followed by Ambatovy and Toamasina (Tamatave) on two mining contracts won by the subsidiary.

Fort-Dauphin: a pioneering project

At the end of the year, after three years of hard work, Colas Madagascar will complete its first mining project, for QMM in Fort-Dauphin. QMM (Qit Madagascar Minerals) is a subsidiary of the Rio Tinto mining group and will operate the ilmenite field located in the country’s south, 20 kilometers north of Fort-Dauphin and 15 kilometers from the port through which the mineral will be shipped to Canada. Earthworks (2,000,000 m³), road construction, drainage and civil engineering… the 95 million euros worth of work performed by Colas Madagascar has been extremely varied in nature: construction of definitive and temporary roads and road infrastructures, but also a new dam and industrial buildings; the opening and preparation of a quarry from which the materials required were extracted; installation of a crusher and a pumping station; civil engineering work on the power plant that will produce the energy required to operate the factory. More than 700 employees were put to work on the project (as many as 1,300 at its height), 60% of whom were recruited locally. This gargantuan project has been a real learning experience for the teams, particularly in terms of safety management and, generally speaking, HSEQ (health, safety, environment, and quality).
TOAMASINA: A CIVIL ENGINEERING PROJECT
In Toamasina, Colas Malagasy is building Sherritt's nickel processing factory. The civil engineering project has mobilized more than 1,600 people.
issues. From the outset, QMM’s objective was to ensure that there was no negative impact associated with the project. “It’s the first time that I’ve worked with such a constructive customer. During preliminary meetings there was no mention of either resources or money. Discussions focused instead on commitments in terms of safety, health and the environment. Customers like that are few and far between,” explains Marc Mirmand, Mining Projects Manager at Colas Madagascar’s Roads Center. “Working with QMM has proved to be a very positive experience, and one that will be a great asset for us on other mining projects.”

> Sherritt Project:
from the Ambatovy site…

Having gotten a taste for projects of this type and their HSEQ requirements, Colas Madagascar’s teams couldn’t stop there. Let’s head east now to Ambatovy, to visit one of the Sherritt project sites, the second contract won by the subsidiary. The future extraction site lies at the end of a winding road. True to Madagascar’s nickname, ‘the Red Island’, the laterite-rich soil is a blood red color. At last we

**AMBATOVY: THE EXTRACTION SITE**

Teams have carried out the preliminary earthworks prior to the construction of the ore extraction infrastructures.

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**KEY FIGURES**

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<th>QMM PROJECT, FORT-DAUPHIN</th>
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<tr>
<td>2,000,000 m³ of general earthworks</td>
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<td>1,000,000 m³ of quarry development</td>
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<td>350,000 m³ of materials for foundations</td>
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<th>SHERRITT PROJECT</th>
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<td>150,000 m³ of riprap</td>
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<td>Ambatovy Site (extraction site): 2,000,000 m³ of excavated material</td>
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<tr>
<td>Toamasina Site (processing factory): 1,200,000 m³ of earthworks</td>
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<th>COLOS MADAGASCAR</th>
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<td>6,400 employees, including 78 expatriates</td>
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<td>350,000 m³ of concrete</td>
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<td>30,000 tons of steel</td>
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**AMBATOVY: THE EXTRACTION SITE**

Teams have carried out the preliminary earthworks prior to the construction of the ore extraction infrastructures.
can see the site. The first earthworks have been completed and access roads created. Nickel will be extracted from here, which will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nickel will then be transported via a 200 kilometer-long pipeline to the processing factory in Toamasina, further to the north, on the island’s east coast. Nick...
Madagascar’s teams are hard at work. Their goals are to construct the buildings that will house staff facilities, produce and deliver concrete for all projects, perform civil engineering work for the processing factory and the port of Toamasina, build a bridge, lay deep foundations, etc. Colas Madagascar has its own woodworking, steel and iron workshops here. As Hervé Vallet, Civil Engineering Manager, points out, “With a project like this, it’s crucial to have real autonomy. The customer makes changes to the plans on a daily basis. So we need to have the human, technical and material resources on hand to respond immediately.” In fact, there really is a town within a town here. Accommodation has been built to house up to 4,000 people, and a small shopping mall as well as restaurants will follow soon. A colossal site for a colossal contract: the civil engineering works alone will amount to more than 100 million euros. “This project has enabled us to double our business but it is still an enormous gamble for us. And yet, we’re confident that, with the motivation of our teams, we’ll be able to pull it off,” says Albert Lefret, head of the Civil Engineering Building Center. However, the scale of this civil engineering and building contract must not obscure the fact that road-building projects are also very much on the agenda in Toamasina.

On the road again
Teams from the Roads-Mining Project Center (660 employees, including 110 women) began by creating the access road to the factory site from the port. Today, skilled teams are building a further 65 kilometers of roads (divided into 15 sections) to serve the pipeline that will run between the Ambatovy and Toamasina sites. This part of the project is due for completion by April 2009. The teams are also responsible for opening, developing and then operating the Richard quarry for between eighteen and twenty-four months. This is in addition to the work outlined in the initial contract, as is the opening up of an access road to the quarry, the building of parking lots and temporary roads, the creation of a dike, etc. “Working with mining companies is a far cry from working on projects funded by financial backers. Every month, the list
JEAN-DANIEL FORRER
HIS PRIORITY: SAFETY
Having joined Colas Morocco in 1988 as a French National Service Volunteer, Jean-Daniel Forrer was soon promoted to site supervisor in Morocco, before moving on to Mayotte then New Caledonia. It was in 2003 that he landed in Madagascar. As project manager on the Toamasina site, he is responsible for the safety of his teams. From up high in his 4 x 4, Jean-Daniel has a bird’s eye view. Nothing escapes him. He stops, exchanges a few words, asks a worker who’s directing traffic to put his sun glasses on again. And woe betide anyone driving without a seat belt. “Everyone thinks about safety but that isn’t enough. People have to be reminded at all times. Every morning, each team gathers its workers for a safety briefing,” explains Jean-Daniel. “Individual protection gear has to be worn at all times. We’ve learned a lot from working with English-speaking customers as they are extremely safety conscious. Today it is one of our strengths, but there is always room for improvement and we need to cultivate it further, day after day.”

HERVE VALLET
FROM REUNION TO MADAGASCAR
Hervé Vallet, Civil Engineering Works Manager, sees quite a few differences between his first project with GTOI on the Tamarind Road on Reunion Island, and the Toamasina project, in Madagascar. “However extraordinary and vast the mining project may be, it bears little resemblance to a major civil engineering road project like the Tamarind Road. With mining projects, organizational rather than technical considerations take precedence. There needs to be perfect coordination at all times between us, the customer and the other companies on site.” Hervé goes on: “Here, the customer expects Colas to be a genuine partner in the project. In terms of human, technical and material resources, we’re the only company in Madagascar capable of meeting the needs of mining customers at the drop of a hat. We can work fast and effectively to meet the tightest of deadlines and keep the customer satisfied. As for the other companies involved in the project (Lebanese, Japanese, Thai), they leave once their work is done. We don’t. We’re there, always on duty, ready to respond at once!”

DANIEL LORO
A SEASONED TRAVELER
“The Sherritt project is unlike any other.” And Daniel Loro, who joined Colas almost thirty years ago and is now project manager on the Ambatovy site, has seen quite a few in his time. Since starting out in Mont-de-Marsan in southwest France, he’s definitely gotten around. He was site supervisor in Agen, followed by Reunion Island and Mauritius before heading off to Madagascar in 2004. Daniel is a seasoned traveler; he’s one of those people who love to arrive somewhere new, where everything needs to be built from scratch. “With the Sherritt project, we get the blueprints as we go along. Changes are being made all the time and we keep being asked to do more. I have to admit that for the first three months I found it hard to get used to working like that,” explains Daniel. “I don’t know when I’ll go off again. We’re maybe going to be here until the end of 2009. But it’s an enormous and fascinating project. I’ve never been involved in an earthworks project on this scale! And it has to be said, we have real freedom here. It’s our project in a way.”

Ilmenite is an iron and titanium oxide used as a fixing agent in the paint industry or as an ingredient in light alloys for the aviation industry.
Like aggregates, bitumen is a crucial raw material for the Group’s business. Colas is the world’s second biggest consumer, using 4 million tons of the material every year. Although oil prices do fluctuate, the price of a barrel of crude has reached record levels, and the price of bitumen has followed suit. The Group has even experienced some interruptions to supply. To protect ourselves from these uncertainties, we have to try and establish a more secure bitumen supply chain,” explains Jérôme Dussere, Chief Bitumen Officer. “Occasionally, this may even mean manufacturing it ourselves if necessary.” The importance of Colas’ bitumen policy really came to the fore in 2004 with the creation of a dedicated division. By taking full advantage of the Group’s size, purchases can be grouped together, thereby guaranteeing the best possible supply conditions. In France, for example, three distributors are contracted to supply 40% of the Group’s bitumen requirements, i.e., almost 500,000 tons. Colas has access to twelve French refineries, along with others located in Belgium and Germany. In addition to the obvious economic advantages, subsidiaries are often able to tide themselves over when there are supply problems with their usual refinery. Product availability is a major concern and one that is set to grow: “The big international oil companies are showing less and less interest in the production and distribution of bitumen,” explains Jérôme Dussere. “We’re trying to compensate by taking over some activities ourselves.”

With new investments, new facilities and the creation of a dedicated department in 2004, Colas’ bitumen business, first launched in Asia more than ten years ago, has become increasingly dynamic. Let’s take a closer look at this business around the world, along with the underlying pricing and supply issues.
THE KEMAMAN REFINERY

In 2005, the Tipco subsidiary began operating a first bitumen production unit in Malaysia. It has a capacity of 800,000 tons per annum.
> Asia, departure point
Many of the Group’s subsidiaries are involved in the bitumen business. For some, the activity dates back a considerable length of time and in the last few years the business has been boosted by the acquisition and construction of further storage depots. Bitumen production itself is a far more complex activity but it’s a challenge that was met by the Thai subsidiary Tipco and the Asia department, managed by Jacques Pastor, with the construction of the Kemaman refinery, in Malaysia. Operational since 2007, it was designed to distil one million barrels of crude oil per day and produce up to 800,000 tons of bitumen per annum (around 1% of the world bitumen market and 3% of the Asia-Pacific market), making it a perfect symbol of the Group’s bitumen strategy. Asia wasn’t chosen randomly. The region lies at the heart of Colas’ bitumen marketing business (almost one million tons per annum): bought from local refineries, the product is resold, either in the same form or modified. To do this, the Group has formed partnerships with influential local players. In Thailand, for example, having built and operated a large emulsion production unit with Raycol (50/50 ownership), Colas first bought a stake in Tipco in March 2000, and now has a 30% shareholding in the business. Tipco is the leader in its market, with two bitumen storage depots, four emulsion plants and a fleet of seven bitumen tankers for its bitumen trading activity throughout the region. With Tipco, Colas is also present in China (2 bitumen storage depots) and Malaysia (Kemaman refinery). In Vietnam too,
the Group has four bitumen storage depots and in Indonesia it has three. Finally, in India, the Hincol joint venture (set up by Colas in partnership with the Hindustan Petroleum Company Limited) has built up a network of seven emulsion plants in twelve years and there are plans now to store and market bitumen.

One foot in Australia

Let’s leave Asia for now and head off to Australia. Recently, the Group acquired a 51% stake in SAMI whose head office is in Sydney. Operating out of their depots and plants in Sydney, Brisbane, Perth and Melbourne, this company and its subsidiaries specialize in bitumen trading, as well as the manufacture and distribution of special bitumen binders (bitumen emulsion, modified bitumen, etc.). In 2008, SAMI is set to post revenue of around 70 million euros and sell 100,000 tons of bitumen and 60,000 tons of special binders. This operation in Australia is a natural complement to Tipco’s trading activity and should help generate synergies with the Kemaman refinery.

Logistics in the Indian Ocean and the Caribbean

The islands of the Indian Ocean and the Caribbean lie thousands of kilometers from the refineries and logistics are of crucial importance. Where Reunion Island, Mauritius, Guadeloupe, Martinique and Guyana are concerned, the Group has consolidated its supply chain by establishing storage depots and handling maritime transport operations.

Secure supply chain in Europe

Let’s move now to Europe, where the strategy to establish a secure supply chain has really taken off. In France, marketing remains strictly internal. The Blaye-based bitumen storage depot, in the Gironde region, is a supply point for subsidiaries.

BLAYE STORAGE DEPOT

In France, bitumen marketing remains strictly internal. The Blaye-based bitumen storage depot in the Gironde region is a supply point for subsidiaries.

Secure supply chain in Europe

Let’s move now to Europe, where the strategy to establish a secure supply chain has really taken off. In France, marketing remains strictly internal. The Blaye-based bitumen storage depot, in the Gironde, establishes a supply point in a region devoid of any refineries since the 1990s. In addition, the acquisition of storage depots from local refineries is a key aspect of the Group’s policy in Europe. “In Ireland, in order to consolidate our activities, we bought two sea import depots from Shell in 2007,” explains Jérôme Dussere, “as well as its marketing business, which is now operated by our Atlantic Bitumen subsidiary. As a result, we have a »
THE KEMAMAN REFINERY, A SYMBOL

This first refinery symbolizes the Group’s bitumen strategy, which is set to be reinforced upstream in the bitumen production and distribution chain.
complete chain: supply, boat hire for shipping, storage depot ownership and customers. A similar approach has been adopted in Romania, where Colas purchased a storage depot in 2005, thereby establishing a firm foothold in the bitumen sales market there.

Winter fill deal in North America
Let’s end our world tour in North America, where Colas has a strong foothold. In this region, the Group’s bitumen strategy is a bit different from that operated in the rest of the world. There are an impressive number of refineries in the United States and their configuration means that they have to produce bitumen all year round, even in winter, when demand is at its lowest. Hence the ‘winter fill deal’, which consists in stocking up in the middle of winter in return for a much lower price than in the summer. However, this means that the tens of thousands of tons of product purchased at a discount have to be stored. The main thrust of the management’s policy in the United States, therefore, is to construct or acquire significant storage capacities. In addition to the construction, purchase and rental of storage depots, the acquisition in 2006 of the Ohio-based company Terry, and its two storage depots, was an important step. The company’s management team handles Colas’ bitumen business in America in terms of negotiations, purchases, the winter fill deal, etc. In Canada, the same strategy applies but in a less systematic manner.

In conclusion, therefore, the bitumen policy supports and consolidates the Group’s main business. “In the last few years, this strategy has gathered significant momentum. We will continue to increase storage capacity, keep a close eye on the oil market and seek solutions to compensate for rises in the price of bitumen,” rounds off Jérôme Dussere. Enough to keep the bitumen division’s dynamic and enthusiastic team on their toes…

A TASTE FOR BITUMEN

In 1998, Thierry Defrene began to move away from the Group’s traditional businesses to spend more time on bitumen. “Between 2000 and 2006, as a manager in South Africa, I broadened the scope of my expertise to incorporate bitumen and bitumen product sales,” he explains. “Having got a taste for the business, I was keen to continue down the same road, which is how I became Tipco’s international director of export sales in 2005.” He now has a variety of responsibilities, ranging from establishing Tipco in China to export sales, not forgetting his involvement in the Group’s other bitumen-related activities in Asia, particularly the Kemaman refinery in Malaysia. The biggest challenge is to maintain the growth targets set, irrespective of market conditions. As we know, the market is sometimes volatile in terms of price and demand, making fast reactions a must. “It’s the dynamic nature of the market that attracts me to this job: I need to be available and in contact with customers at all times in order to anticipate problems and find solutions.”

TECHNICAL EXPERTISE

Former assistant director of Terry (a US company taken over by Colas in 2006) and now bitumen director with Colas Inc., Roger Hayner knows ‘liquid asphalt’ like the back of his hand. Before joining the Group, he spent 23 years with Marathon Ashland Petroleum, one of the US’s biggest independent refining companies. “I’m responsible for helping Colas’ American subsidiaries secure their bitumen stocks. I bring my technical expertise in product quality and monitor the markets,” he explains. The support offered by this oil ‘pro’ and his teams, who have forged close links with the major American refiners, is proving invaluable to Colas as it expands its bitumen business in North America. “We get together with other members of the Bitumen division on a regular basis to share our experiences, find solutions to problems and move our business forward.”
Virginia: a new rail corridor

Welcome to Hampton Roads, in the south-east corner of the State of Virginia, one of the thirteen founding colonies of the United States. Located a few kilometers from the famous Chesapeake Bay, this immense estuary now boasts the second largest port complex on the Atlantic seaboard. As well as being home to a number of US Marine military bases and their aircraft carriers, many of the region’s ports – amongst them Portsmouth and Norfolk – are thriving commercial hubs. The Virginia Port Authority handles large volumes of goods imported from abroad or produced locally and ships them onwards to the Mid-West. From January 2010, it will be possible to transport containers under optimum speed and safety conditions thanks to the new rail corridor being built at Hampton Roads. This complex project is part of the larger quasi-national project dubbed the ‘Heartland Corridor’ (see box) and is being performed by Branscome.

Positive spin-offs

*Launched in 2007 and scheduled for completion by December 31, 2009, the Commonwealth Railway Mainline Safety Relocation Project (CRMSRP) aims to relocate 7.2 kilometers of the rail line, which until now has run through Chesapeake and Portsmouth,” explains Stuart Patterson, Branscome’s President. The new line will begin at the APM/Maersk marine terminal and will run along the middle of two major highways, Route 164 and Interstate 664, with retaining walls on each side. The location for the line was ready-made since the two roads, built in the early 1980s, were deliberately designed to accommodate rail tracks in the...
IMPROVED TRAFFIC MANAGEMENT
Making greater use of trains to transport goods from the Hampton Roads port complex will improve road safety and reduce traffic congestion in the region.
middle. Above and beyond the economic benefits for the Virginia Port Authority and the environmental advantages of reducing fuel consumption and emissions, the rail corridor will have many positive spin-offs. "The 14 level crossings currently used by motorists and pedestrians will be removed, eliminating the potential for rail-related accidents. Making greater use of trains to transport goods will also improve highway safety and reduce congestion. And lastly, goods will reach their final destination much faster," continues Stuart Patterson.

Two years of negotiations
From concept to contract, Branscome spent a total of two years in negotiations to win the project. It is costing almost $5 million dollars to build the rail corridor, the first of its kind on the East Coast. Part of this sum is covered by federal funding, with the State of Virginia providing financial support, the aim being to set an example by encouraging an alternative mode of transport for goods and services.

For Branscome, the involvement of federal funding has implications in terms of complying with new rules and procedures and working differently: "To qualify for these funds, we’re required to employ a minimum percentage of minority workers, for example, and to work with specific sub-contractors and stick rigidly to the original budget," adds Stuart Patterson.

In a project like this, there’s also a need to work in harmony with a variety of different players, in particular the Virginia Port Authority and the various towns affected by the project. In addition, Branscome has had to manage the knock-on effects of the relocation of the rail line on the sewage and water pipeline network.

"It’s been a steep learning curve with this project. We’ve been able to deal with the unexpected twists and turns because our employees are very experienced and we had done our groundwork well."
Design-build

This complex project is being implemented using a design-build procurement process and so when work began only 30% of the plans had actually been validated. This means that modifications are often a daily occurrence and the engineer finalizes operations just a few hours prior to implementation on-site! As a result, staying on schedule has proved to be a challenge, but everything possible has been done – in terms of both human and material resources – to keep the project on track. An average of 50 people work on this complex project every day, together with three cranes, six bulldozers and eight excavators.

“The only real technical problem that we’ve had was during the pipework. We also had to relocate optical fibers used by the army to communicate with their ships at sea,” explains Stuart Patterson. A total of 750,000 tons of materials need to be moved, so highly efficient logistics are crucial.

A regional reputation

Once the excavation and grading work had been completed along the highways, attention turned to the construction of a five-lane road bridge crossing the new rail line. This work took place in the spring and summer of 2008. So the project is still on schedule. However, a few important stages still need to be completed before the final certificate can be issued: the digging of a 457-meter deep ditch at the marine terminal, the construction of retaining walls and the upgrading and installation of rails between the highway lanes. “It’s been a steep learning curve with this project,” concludes Stuart Patterson. “Even though there have been many unexpected twists and turns, we’ve been able to deal with them, because our..."
When work began, only 30% of the plans had actually been validated. This means that modifications are often made daily, and the engineers finalize operations just a few hours prior to implementation on-site.
employees are very experienced and we had done our groundwork well. The construction of this rail corridor has received broad media coverage and Branscome’s involvement in the project is likely to raise the company’s profile in the region and help it develop further.

**PEGGY GARNER**

EAGER TO TACKLE A SIMILAR PROJECT!

Responsible for processing and managing administrative documents, including the paperwork for the Hampton Roads rail corridor, Peggy Garner has worked in construction for 39 years. In spite of her wealth of experience, she admits to learning something new every day: “Before joining Branscome a few years ago, I’d worked in the asphalt industry for a long time and it’s a business I know well. But now I’m involved in projects that take me into much broader fields and I’m always learning something new!” Enthusiastic about all aspects of her work, Peggy is particularly passionate about the Hampton Roads project. Before the launch, she hadn’t appreciated the sheer scale of the work required. The project has offered up some new challenges, such as handling the paperwork for the State of Virginia’s transport department. “I’m certainly busy, which is something I thrive on,” she explains. “I’m ready for whatever they want to throw at me next and would be thrilled if we were to win another project like this one!”

**KENNY MITCHELL**

A UNIQUE EXPERIENCE

Kenny Mitchell joined Branscome in 2001 and has spent five years working on port projects on behalf of the Virginia Port Authority. So he was the logical choice for the job of Hampton Roads rail corridor project manager. “I’m the link between all the players in the chain and have to meet needs, find solutions, manage problems, negotiate, etc.,” he explains. “Since we’re working using a design-build procurement process, we have to modify plans and numerous parameters as we advance in order to reproduce on paper what is actually happening on site. This approach is in complete contrast to the way we normally manage our projects!” Kenny is working hard to ensure the success of the rail corridor and is more than willing to go the extra mile. He describes this project as being one of a kind and the most important of his career to date: “I think that very few people get the chance to work on a project like this in their lifetime. It’s an extraordinary experience.”

**HEARTLAND CORRIDOR**

A QUASI-NATIONAL PROJECT

The construction of the rail corridor, managed by Branscome, is part of a much broader project, dubbed ‘Heartland Corridor’. Launched in 2006, the project is designed to increase the use of rail transport for containers from their original departure point (the port of Hampton Roads) to their final destination (the Mid-West). Concerning the State of Virginia as well as West Virginia and Ohio, this project involves the clearance of tunnels, the relocation or replacement of rail lines and the modification or renovation of rails.
They are directors, sales managers and foremen... They all do their jobs with enthusiasm and have decided to share their daily routine and their projects with us.

IBRAHIM AKDAG
ASPHALT FOREMAN
COLAS RHÔNE-ALPES
FRANCE

When Ibrahim Akdag arrived in France at the age of 22, did he ever think that he would one day be asphalt foreman for the world’s leading road building company? Probably not. Originally from Turkey, he started out in the joinery industry in 1981, working for the same company for thirteen years before it finally shut down. “A friend’s brother who was working for Colas Rhône-Alpes in Annecy at the time told me about his firm. I applied for a job and was hired by the Bonneville profit center as a raker for the application of asphalt mixes, working in the same team as my friend’s brother.”

The sometimes difficult weather conditions and hard physical work did nothing to dampen Ibrahim’s enthusiasm. His qualities were soon spotted and he was promoted to site foreman. Today, as he approaches 50, Ibrahim has five people working under him. He is universally liked and is a great example of promotion and integration!
A qualified chemical engineer, Abdul Malik Tahir, 52, jumped at the chance when he was offered the job of director of the Kemaman refinery in Malaysia in 2005. “I worked in the refining business for 18 years, then moved into waste water treatment before becoming an oil and gas consultant, all in Malaysia,” Malik explains. This background made him the ideal candidate to take the helm at this subsidiary of Tipco Asphalt. Although he’d already managed a refinery in the past, his current responsibilities go much further: “Finance, recruitment, marketing, purchasing, legal affairs, etc. I’ve had to learn about all these things very fast, and I thrive on it!” Another very rewarding aspect of the job is the relatively broad level of autonomy given to him as part of the Group’s decentralized structure. Finally, Malik feels at home in the “Colas family”: “It brings together people from a wide range of backgrounds, countries and continents, but who still communicate very effectively with one another. I’m impressed with everything Colas has accomplished in the last 10 years and proud to be a part of this expanding professional community.”
Louadhi Yaiche is a happy man. And he has every reason to be. In May, he sailed through a vocational qualification program, as a road surfacing applicator, with a score of 180 out of a possible 200. ‘I’m delighted my managers chose me to take this exam. It’s the industry’s recognition of my skills,’ he enthuses.

When he joined Screg IDF/N’s Yvelines profit center twenty years ago, he knew nothing about construction work and he even admits to having exaggerated the extent of his skills to get taken on as a worker! ‘I had just finished a two-year stint in the army. I had a vocational training certificate as a projectionist and had initially hoped to work in the cinema business, but I soon realized there were very few openings. It was a neighbor who suggested the construction industry. So I thought ‘why not?’. I was lucky enough to join an excellent team, which helped me acquire a certain amount of expertise,’ he continues. This self-made man soon got a taste for the industry. ‘After working in masonry and drainage systems, I turned to asphalt mixes. I trained as a paver operator, followed by a heavy machinery operating permit. Today, I’m a foreman in training!’ And it’s real-life, not cinema.
I’ve always wanted to do the same job as my father.

JULIEN DION
TRAINER
COLAS RAIL
FRANCE

Childhood dreams rarely come true. But Julien Dion is an exception. “My father was a train driver with Seco-Rail and I was 7 years old when I started going with him to various job sites. I grew up on the railways,” he explains. “I was fascinated by locomotives and I always wanted to follow in my dad’s footsteps.” He has fond memories of the Channel Tunnel project, which he watched unfold from the family caravan parked in Calais… But the young boy worked hard to fulfill his dream: three days after passing his vocational high school diploma in automotive mechanics and maintenance, he joined Seco-Rail, now Colas Rail. Julien learned his trade very quickly, operating in tandem with an experienced driver. He worked with such enthusiasm and so well that his boss asked him to become a trainer and look after the machine stock. At just 26, it’s a real challenge. “Most of the new recruits I have to train are older than me,” he explains. “They’re taken aback to start with, but then the age barrier disappears.” At the same time, Julien continues to drive locomotives and, although based in Chalon-sur-Saône, he travels all over France, from project to project. He no longer stays in a caravan like his father did. Times have changed, but one thing hasn’t, and that’s his passion for trains.
“I love new challenges”

VIVEK KUMAR DWIVEDI  
FLEET MANAGER  
TIPCO ASPHALT, PLC.  
THAILAND

Born in India 46 years ago, Vivek Kumar Dwivedi has always worked in maritime transport. After starting out as a maritime engineer back in 1985, he successfully steered a course across the Asian continent, first to Hong Kong before settling in Thailand in 1994, where he obtained an MBA in management. He joined the Colas Group in 2006. "After fifteen years with my old employer, I was looking for a change that would offer me new career opportunities in the long term," he explains. "So Colas’ offer came at exactly the right time!" Vivek loves the sense of energy created by the Group, which is constantly expanding in the Asia-Pacific region, meaning that there are plenty of new challenges… "Colas’ development strategy is a great source of motivation for its teams. I see this as one of the company’s biggest assets. We are encouraged to keep up with the pace of growth." Busy with his new responsibilities, he now has a little less time to spend on his two great sporting passions: golf and cricket. "I still try to get out onto the green once or twice a month," he says. "As for cricket, even though I don’t get the opportunity to play much now, I still like to keep my hand in. I also enjoy reading history and management books."
Dorian Noly has always been fascinated by large machinery. What’s more, with his father working in construction, and a great deal of motivation, this young man is ideally suited to go far in the business. When he was in 9th grade at school, Dorian did a week’s internship with Meunier (Colas Centre-Ouest), near Montargis in central France. It proved to be a defining moment. The atmosphere, being outdoors, the machines, the hard physical work… he loved everything about it and decided that this would be where his career lay. Today, at the age of 16, Dorian has just completed his road construction and maintenance certificate, which involved two years of vocational training with Meunier. “I spent one week out of four at school, followed by three weeks out on sites,” he explains. “I was exposed to all aspects of construction: infrastructures, drainage, etc. The team was fantastic. They were very welcoming and I quickly fit in.” In short, Dorian was so thrilled with his experience that he has decided to pursue his studies and continue his vocational training with Meunier. He confides: “My ambition is to be foreman … and then move on up the ladder.” Dorian is well on his way.
“I’ll be leaving with memories of some great projects”

JEAN-MARIE VAILLANT
SITE SUPERVISOR
SCREG GRANDS TRAVAUX
FRANCE

At the end of December 2008, Jean-Marie Vaillant will retire, to enjoy a well-deserved rest after more than forty-three years of work! “I started working in a textile mill when I was just 14,” explains Jean-Marie, from Nancy in northeastern France. “Four years later, I joined a construction company as a worker and I’ve been in the sector ever since.” Before joining Screg Grands Travaux in 1985, he honed his know-how in two other companies in the region. Considerable skills, acknowledged by his superiors! The 23 years spent with Screg Grands Travaux will leave him with some good memories. “The Millau Viaduct project will stay with me for ever,” he confides. “We were responsible for building the roadways leading to the viaduct. It was a technically fascinating, comprehensive and complex project. The other fantastic project I was involved in was the A28 highway, with its 130 km of roadways.” Nevertheless, Jean-Marie can hardly contain his joy at putting away his suitcase. “Throughout my career I’ve traveled the length and breadth of France going from one project to another. I’m ready to take a breather.” Take a breather? Not really. Jean-Marie has countless plans: fix up an old farm, go hunting, fishing… In short, take a break in the country. ■
“To succeed, you have to stay focused!”

FABRICE MEMBREZ
FOREMAN
CRGC
SWITZERLAND

Fabrice Membrez first donned skates at the age of five when he joined the Sagnelec hockey school. The child’s passion was clear for all to see and his enthusiasm has never waned. His dream was to get into the Franches-Montagnes ice-hockey club’s first team, something he achieved in 1999. A keen sportsman (he also plays tennis and squash and does fitness training), he joined the Rossemaison Inline Hockey team, which plays in league A. “I didn’t let my passion for sport get in the way of work though: having obtained a certificate in mechanics for agricultural machinery, I joined CRGC to do an apprenticeship in road building.” Armed with his diploma, he decided to stay with the company. “It’s possible to juggle work, sport and family as long as you stay focused and motivated.” Then, following success with Franches-Montagnes in league 1, he was offered a contract for the 2008-2009 season with La Chaux-de-Fonds (a league B team). “The pace in league B, the high stakes and daily training sessions forced me to move to La Chaux-de-Fonds to focus on my sports career.” One thing is certain: his colleagues will be keeping a close eye on his performance!
“My ambition? To fully master every aspect of my job”

DAVID GARDEZ
WELDER
SPAC/SUBURBAINE
FRANCE

Hired by Suburbaine in Saint-Germain-de-la-Grange back in July 2006, at 21 years old, David Gardez is the site’s only welder. “My specialty is steel gas pipes, but since steel is less and less widely used, I’m diversifying into copper and polyethylenes,” he explains. Keen to continue down this road, David’s ambition is to advance in his chosen career and fully master every aspect of the job he has been trained to do. Armed with a vocational certificate in sheet metal work and a vocational high-school diploma, his first introduction to the Colas group was during a placement at Suburbaine in Saint-Germain-de-la-Grange at the end of 2004. “I felt comfortable with my colleagues straight away and I liked the friendly atmosphere on-site, despite the constant stress of having to meet deadlines,” he remembers. Once qualified, the next step was natural: getting back in contact with his old boss and applying for a job at the profit center as a welder. He derives a great deal of job satisfaction and is proud to work in a specialized area where qualified applicants are pretty few and far between. This motorbike and soccer fan sees himself staying in the job for many years to come, happily traveling from one site to the next…
“Right place, right time!”

CHERYL COOPER
SALES SUPERVISOR
WARRINGTON FACTORY
COLAS LTD
UNITED KINGDOM

“I’ve known Colas for as long as I can remember because my dad’s worked for the Group for 43 years! But I never thought I’d end up working here myself…” Fate had other ideas for Cheryl Cooper. Cheryl began her career in London working for a parcel carrier, where she was in charge of business development. “Then I got married and decided to take a career break for a few years to bring up my children,” she recalls. “It was one day in 2001, when I was visiting my dad at work, that I found out they were looking for someone with sales experience to stand in for someone going off on maternity leave.” Cheryl ended up staying when the mother-to-be ultimately decided to resign from her job. Initially employed as a coordinator, she was promoted to sales manager in 2006 and is now in charge of a team of three! Her days are particularly busy between April and September: orders and stocks to manage, customers to keep happy, deliveries to coordinate… Cheryl thrives on the challenges that come up every day. “I love coming to work in the morning! And it’s great to see what has been achieved at the end of the day thanks to the efforts of the whole team. Colas has an excellent reputation in this country and I’m really proud that I work here!”
Civil engineering & GTOI on Reunion Island

Since it was created in 2000, the civil engineering division at the Reunion Island subsidiary GTOI has worked on exceptional civil engineering projects. Running such complex jobs has provided the Group with an excellent foothold for similar contracts in the future, boosted by the island’s unprecedented development.
The leading player in the construction and public works sector on Reunion Island, GTOI (Grands Travaux de l'Océan Indien) carried out its first major civil engineering project in 1984 – a 26 meter-long girder bridge. In 1986, it pulled off a genuine technical feat with the construction of the Grande Ravine Bridge, one of the first sliding deck bridges on the island. It then went on to build reservoirs, factories, industrial facilities and port infrastructures, including the port at Saint-Gilles in 1994.

From 2000, GTOI’s civil engineering business really took off and was structured so that it could respond to Reunion Island’s soaring growth and associated needs in terms of civil engineering structures. A civil engineering division was created within the public works profit center, with its own design department.

Major calls for bids
During this period, the Reunion Island Region launched some major calls for bids for the construction of infrastructures that would radically alter the face of the island: the Salazie water supply points, with the construction of two pumping stations to take water from the catchment on the wetter eastern side of the island to its western side; the upgrading of the Saint-Denis southern boulevard, with the construction of a high-tech viaduct over the Les Pluies river; the Tamarind Road, 34 kilometers of expressway running between Saint-Paul and L’Etang-Salé.

Alone or as part of a group
When a call for bids is launched, GTOI bids alone.
or joins forces with other building and public works companies with complementary expertise. This strategy helps it broaden its engineering and project coordination capacities and, ultimately, grow stronger.

For example, GTOI won the Salazie river water transfer project in partnership with Demathieu & Bard, a high-tech civil engineering specialist. Worth a total of 42 million euros, the project was launched in 2001 and completed in 2007. Throughout the project, weather conditions were a major concern: water levels can rise extremely fast when cyclones strike and so constant vigilance is crucial. The appropriate procedures for the evacuation of employees and protection of equipment had to be in place.

GTOI was able to take this successful experience and use it to tender further bids for specialized civil engineering projects with Demathieu & Bard, and with Vinci for EESCNR (earthworks, engineering structures, communication networks, roadways) projects.

The story of the Tamarind Road

The Reunion Island Region launched 25 calls for bids for the Titanic Tamarind Road project. GTOI tendered for 20 of these and won 12, representing a total of 42 million euros for the company. Altogether, the civil engineering team from the GTOI Tamarind profit center, created specifically for this project, will have built 65 civil engineering structures. In addition to hydraulic facilities and standard structures, above the ravines it will have built 4 viaducts and 10 other special structures (mixed steel and concrete bridges as well as pre-stressed concrete slab bridges), as well as one exceptional structure.

The Savane viaducts, four particularly imposing special structural works (1.2 km of roadway built in successive 15-meter wide corbelled sections, the highest piles measuring 50 m), involved a high degree of technical precision.

Similarly, “the Les Pluies river bridge contract – part of the Saint-Denis southern boulevard upgrading project – was particularly difficult,” as Inouk Moncorgé, GTOI Tamarind profit center manager explains. “It was this project that required the greatest amount of engineering expertise. Weather conditions during the work were at their most extreme. We had to design some quite specific production tools: formwork, strutting, booming. The Les Pluies river isn’t very deep and so it floods easily and is very sensitive to rock movements caused by torrential rainfall. The piles had to be reinforced and driven to a depth of 23 meters.” Eighty skilled workers were employed to build this sliding deck, curved, parabolic bridge, 35 meters wide and 200 meters long.

The GTOI Tamarind profit center is currently involved in its last big project: the Fontaine Ravine, an exceptional structure spanning 200 m without intermediate supports, crossing a 120-m ravine.

A bright future...

“All these projects were carried out in partnership with Demathieu & Bard,” emphasizes Inouk Moncorgé. “We began working together on standard and special engineering structures and then gradually moved up the scale, culminating in an exceptional feat of engineering. Our story is one of a successful partnership and a great adventure! It can come as no surprise, therefore, that we’re preparing to tender new bids for future projects together.”

The tram-train project, for example, will link the towns of Saint-Paul and Saint-Denis. Scheduled for 2010-2011, it will involve the construction of a 42-kilometer section of rail track, 12 km of tunnels, 6 special structural works, including 3 viaducts, 30 km of tram-train platforms and urban integration. The Reunion Island Region has estimated that the design-construction work, combined with the supply of the rolling stock, will represent an investment of 1.6 billion euros. GTOI, in partnership with Colas Rail, Bouygues Construction and Demathieu & Bard, is in the running.

Other projects include the new coast road, planned for the period 2014-2015, but also the construction of water treatment plants, because there is currently a shortage of this type of facilities on the Island. GTOI, in partnership with Stereau (Saur), has already been awarded the...
For the construction of the Les Pluies river bridge, it was necessary to design specific tools: formwork, strutting, booming.

contract to build the Saint-Leu and L’Hermitage treatment plants. Finally, the Saint-Étienne river bridge, destroyed by cyclone Gamede in 2007, will have to be re-built. This is a major 700 meter-long structure, which will cost 84 million euros.

... and a proven track record

“The Tamarind Road project has been a great experience for us in terms of civil engineering and major project management expertise we’ve acquired through it. We now have an excellent foothold in the market,” explains Stéphane Braban, head of the GTOI public works profit center. “We’re able to bid for projects in several domains: road building, of THE TAMARIND ROAD: PROJECT OF THE CENTURY

Costing an estimated 1 billion euros, the Tamarind Road is an exceptional project for the island, as well as the companies involved in it. Over a distance of 34 km, the road crosses 120 ravines, has required more than 10 million m3 of earthworks and involved the construction of 130 civil engineering structures, 4 of which were exceptional and 23 special high-tech structural works. Operating in partnership with various companies, GTOI has built more than half of the civil engineering structures (65), 14 of which were special and 1 exceptional. In total, 12 contracts have been completed, representing revenue of 220 million euros (for GTOI), 300 people were recruited for the 4-year project from 2004 to the end of 2008.

ROUTES No. 23 – November 2008
Already, two of GTOI’s civil engineering specialists have gone to Romania to support teams there and three others have traveled to Madagascar...

course, since it’s our core business, but also earthworks, civil engineering, standard and special structural works, drainage work, hydraulic structures, etc., and we have the resources to manage projects from A to Z. The Tamarind Road was an outstanding platform to develop expertise and techniques."

"The development of civil engineering on Reunion Island is an asset for the Group as a whole, even beyond the region itself," concludes Philippe Raffin, Colas’ Construction and Civil Engineering Manager. "It is a breeding ground for know-how and experience that will help boost civil engineering in our other companies around the globe."

The Plateau Caillou project is a fine example of the EESCNR (earthworks, engineering structures, communication networks, roadways) projects performed by GTOI and its partners.
In the spring of 2008, Colas began operating a quarry based in Chonburi via TCP (Thai Crushing Plant), a 50/50 joint venture with the Supsakorn family, well-known Thai industrialists. The ground was originally acquired in 2005. With estimated reserves amounting to 30 million tons, this granite quarry has the distinction of being wholly-owned by the Group, unlike the other quarries it operates in Thailand. Usually, all the country’s geological sites (mountains and hills), along with their resources, are the exclusive property of the Thai Ministry for Mines.

Annual production of one million tons

Located 120 kilometers from Bangkok and close to Pattaya, a world-famous seaside resort and major economic hub, the Chonburi quarry should be capable of supplying the needs of the three asphalt plants already operated by Colas in the region. It has a production capacity of up to 390 tons per hour, i.e., 40,000 tons per week and 2 million tons per year. But TCP forecasts to limit production to one million tons per year. The aggregates produced are mainly destined for the concrete and road construction industries.

A high-tech quarry

Bigger than the other two extraction sites operated by the company in Thailand, this new quarry employs around twenty people and is equipped with the very latest technologies. Its design and operating system, characterized by a high level of automation and the application of strict pollution control standards, make the Chonburi quarry the most sophisticated in the country.
VIGIfrance Sécurité is a specialist in the field of intrusion detection and electric fences, as well as anti-intrusion systems.

In April, VIGIfrance Sécurité, a perimeter detection systems specialist based in the Val-d’Oise region just north of Paris, was taken over by Somaro. With thirty years experience in the industry, the company offers its expertise in the field of intrusion detection and electric fences as well as anti-intrusion systems. Its reputation for excellence is reflected in a number of high-profile references, such as the CEA (the French Atomic Energy Commission), the French Ministry of Defence, EDF, the Total Group and Eurotunnel, all of whom asked VIGIfrance Sécurité to provide perimeter security around their most sensitive buildings. These are extremely demanding customers when it comes to security matters and so there can be little doubt about the degree of reliability and technical quality of the systems provided by the company.

The acquisition of VIGIfrance Sécurité, following hot on the heels of the Ero Industrie takeover last year, serves to consolidate Somaro’s strategy of branching out into the access control sector as a complementary sideline to its main road equipment business.
Skydôme® turns roofs into rainbows...

Skydôme®: a rainbow of colors!

Skydôme®, the skylight goes multicolored! Well-known in the field of natural smoke evacuation and skylighting, Axter’s Skydôme® brand now offers its customers some innovative solutions in terms of esthetics. The new range of colored sky domes reflects contemporary trends towards transparency and light, marrying design and practicality. The nine colors available – Ruby, Sapphire, Emerald, etc. – create a palette of potential harmonies, bringing buildings to life and giving them a new sparkle.

A fine example of a highly effective skylight solution can be seen on a building in Rennes. The project manager wanted to create a subtle and intangible differentiation in the building’s hallways and corridors. To achieve this Airdôme® and Skydôme® solutions were used in tandem to form double domes. Red, green, blue, orange… a real rainbow!

The Skydôme® brand is sold in more than 40 countries (some 3,500 systems manufactured every month) and these new products are part of a range expansion policy designed to consolidate the company’s position as a major player in its field.
Opened in October 2006 in Newtown, near Cincinnati, Ohio, the Nactech (North America Colas Technical Center) laboratory plays a cross-functional role for Colas’ fourteen subsidiaries in the United States and Canada. With its ear to the ground, the laboratory services the concrete needs of Colas companies in North America. The technical programs and research themes are defined every six months by a technical committee representing all the subsidiaries. At the moment, for example, the laboratory is testing every warm asphalt mix process available on the North American market. The results of these tests will be made available to subsidiaries so that they are able to offer the most appropriate processes when responding to bids. “Colleagues come to us regularly to carry out tests on machines not available in their own laboratories,” specifies Jean-Paul Fort, laboratory manager. “We also perform expert assessments on new machines appearing on the market: we test them and pass on our conclusions to the subsidiaries.” Finally, Nactech is responsible for dispensing training to future quality control supervisors and company managers.
Equipment has to be adapted to the user. In other words it must be functional, comfortable and safe.

**Ergonomics: new selection criterion**

When an equipment manager is considering the purchase of a new machine, be it a grader, an excavator or a truck, cost and efficiency criteria have always been at the top of the list when it comes to making a final decision. Now, however, a third consideration is beginning to carry weight: how well the equipment is adapted to the user, in terms not only of functionality, but also associated danger and fatigue.

**A Colas Suisse initiative**

This Quality Safety Environment (QSE) approach was first implemented by Colas Suisse. In 2003, the subsidiary hired an ergonomist, Patrice Meunier. Responsible for auditing the ergonomic aspects of equipment being considered for purchase, his first step is to perform an in-depth upstream analysis: “I examine the technical data sheet,” explains Patrice Meunier, “and find out whether there have been any accidents with the type of machine in question. I look at the work it is capable of doing as well as its intended purpose.” Having completed this process, he goes out into the field to speak to machine operators themselves and analyze the work they perform. He completes an observation grid covering several factors: access, visibility, noise, driver comfort, controls in cabin, instrument
readability, man/machine interface, etc. It is crucial for the users to be involved in completing this grid as well as identifying solutions. Finally, to complete the analysis phase, a written report is submitted to QSE and equipment managers, as well as the representatives of the various brands. Around twenty pieces of equipment have been audited so far in Switzerland. “The aim is to improve health and safety conditions for employees, as well as the efficiency of the work carried out with these machines,” he explains.

A practice extended to the whole Group

A working group made up of prevention and equipment managers from several subsidiaries wanted to extend this practice to cover all the Group’s equipment purchase decisions. Philippe Brisonneau, equipment manager and Hugues Decoudun, occupational prevention, health and environment managers asked for the reports drawn up by Colas Suisse to be transferred to QSE data sheets and made available to all Colas’ equipment managers around the world. Categorized by equipment type, these data sheets have been posted on the world Intranet. Equipment managers have also been asked to carry out ergonomic studies of equipment yet to be listed and submit their conclusions to the equipment department for subsequent posting online. A checklist is now available to prevention and equipment managers for all purchase decisions. “Ergonomic analysis has become a decision-making tool,” adds Hugues Decoudun. “It’s a cross-disciplinary process involving the equipment, operations and safety fields. With these QSE data sheets, we’re implementing a genuine policy of responsible development.”

Users are involved in assessing equipment and identifying solutions.
For Valérie Batton, who runs the Mobility division, “mobility offers employees great opportunities to develop, take on responsibilities and enjoy a fulfilling career.”

On July 1, 2008, a Mobility and Career Development division was created within Colas’ Human Resources department. “Creating mobility is a way of supporting the Group’s growth and helping its professions evolve. At the same time, it takes into account the aspirations of employees hoping to move up the ladder. In 2007, some 600 employees took advantage of a transfer either in France or abroad,” explains Ms. Valérie Batton, who runs the division. Each vacancy in the Group is listed on the Nomades intranet. Employees can also use the site to post their mobility preferences, both in terms of geography and job type.

What are the missions of this new division? Firstly, its role is to dynamize the internal job market by helping to match Group needs with employee expectations — a new, improved version of Nomades is set to go online in 2009. Secondly, it aims to be a favorite partner for employees seeking mobility. Finally, the division will anticipate the Group’s needs and, together with the HR department, monitor the development of employees prepared to become “masters of their own careers.” “Group mobility attracts talent and fosters development and it reflects the central role played by human resources within the company,” underlines Valérie Batton.

Mobility division: building careers
Many site foremen and supervisors have been promoted within the Group after having completed a specific training program, irrespective of their initial starting point.

In 2007, in France, more than half of all employees took part in a training program, reflecting the Group’s ambitious investment in this area (4% of the payroll and more than 30 million euros in 2007). The aim is twofold: to meet the needs of the company and to respond to employee demand. As in previous years, more than 50% of training hours were dedicated to skilled workers. The Group has an express policy of focusing on those employees who have not had access to courses leading to a formal qualification and supporting them in their career development. Of the various training areas covered, safety is at the top of the list (34% of training hours). Construction techniques and equipment are ranked second (27%), followed by project preparation, organization and monitoring for foremen, site supervisors and project engineers (24%). The remaining programs cover management, legal aspects, sales, computing and office automation, etc.

So, what areas of focus in 2008? Priority has been given to the training of new recruits to help them integrate successfully into the company, as well as employees moving into a new function. Training is a win-win investment!
Specifically designed for each profession, the safety training modules are made up of clear messages, presented in the form of texts, drawings, photos, pictures, films and interviews.

During the first quarter of 2007, the Group began rolling out a multimedia safety welcome tool for all its professions and activities. The training tool, aimed at new recruits, presents and explains the main risks employees could encounter at work, be it on site, or in the lab, workshop or office. “In the past, each subsidiary had its own training tools,” explains Hugues Decoudun, Occupational Prevention, Health and Environment Manager. “We wanted to harmonize practices and create a modern, user-friendly support tool common to all the Group’s subsidiaries. The tool can be used by everyone, everywhere, both in France and abroad, and can be updated with ease.” A working group made up of representatives from several subsidiaries spent two and a half years working on the program, with the help of an external service provider. Seventeen professions were identified. A specific training package, divided into modules according to families of risks, was designed for each of them. “Safety Welcome” can be used as a self-training tool or within a group training situation. In both cases, there is an assessment quiz at the end. So far, some 10,000 people have been through the program.

A safe welcome for newcomers!
The first French subsidiary to set up a disability mission, Colas IDF/N is committed to recruiting 25 disabled people over the next three years (photo: Stéphane Thomas, recruited this year as an engineering department technician).

Colas IDF/N: success for the Disability mission

In June 2007, Colas Ile-de-France Normandie signed a corporate agreement with social partners to set up a Disability mission, the first of its kind within the Group. The initiative comprises four principal commitments: the recruitment of 25 disabled people over three years and the hiring of trainees, keeping disabled employees in their posts, the development of partnerships and support for employees with a disabled family member. A year down the line, the mission is proving its worth. Seven people have been recruited. An ‘assistant site supervisor’ vocational high school diploma and a vocational project management training course open to disabled people are going to be set up in the next few months, in partnership with vocational re-training centers. Each profit center has appointed a disability officer, responsible for welcoming the employees concerned and helping them integrate into the company. Ten employees having reported a disability or illness have received training with a view to job reclassification, either internally or externally. Finally, priority is given to companies employing disabled people when it comes to the subsidiary’s outsourced services (printing, park maintenance, catering, etc.). As a result, in 2008, the amount Colas IDF/N was required to pay to AGEFIPH (French fund for the integration of disabled people in the workplace) was reduced to... zero.
FOUR MEDALS FOR ASSIA IN BEIJING
Sponsored by Colas since 2006, the visually-impaired athlete, Assia El Hannouni, won two gold medals (200 and 400 meters) and two silver medals (800 and 1,500 meters) at the Beijing Paralympics.

Exhibitions, awards ceremonies, inaugurations, meetings, cultural and sporting partnerships... a few images from the Group’s most recent events, in France and abroad.
Colas took out full page ads in French newspapers to congratulate Assia.
SCREG SAILING CHALLENGE
In May, 69 yachts took part in the 25th Screg Sailing Challenge in Lorient, with Colas Ireland winning the Coupe des routiers (Road Constructors’ Cup). In 2009, the event will be held in Port-Fréjus.

COLAS SCIENCE MEETINGS
“The nuclear power plants of tomorrow” was the theme tackled in September by two CEA (French Atomic Energy Commission) representatives. From left to right: Michel Chappat (DRD), Yves Kaluzny (CEA), Bernard Bonin (CEA), Jean-Michel Ghidaglia (Scientific Director, La Recherche), Mathieu Nowak (journalist, La Recherche).

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MOTIVATION WITHOUT BORDERS
Karen Foo Kune, backed by AJIC (Mauritius), took part in the badminton competition at the Beijing Olympics. Daughter of one of the subsidiary’s managers, she currently trains in Paris.

ROAD SAFETY CHALLENGE TROPHY
In July, Joël Hamon (right), president of Screg Ouest, collected the Group’s 2007 inter-subsidiary Road Safety Challenge Trophy on behalf of the company.
As sponsor of the Nancyphonies Nancy music festival in northeast France, Screg Est organized a free concert held in July in the city’s Town Hall. Residents, customers and employees were all invited.

The trade fair was an opportunity for the Group to present its most innovative road products, techniques and equipment designed to protect the environment and make for better living.
The Group’s road brands and Colas Rail were in attendance at the European Mobility Exhibition held in Paris in June and organized by the Economic Interest Group, Objectif transport public.

These trailers belonging to Sacer Atlantique in Toulouse have been customized by Patrice Avellano, an art teacher, who has turned them into real works of art!
AWARDING OF THE 2007 FRANCE CRYSTAL WOODPECKER PRIZE

In April 2008, at a plenary meeting of France subsidiary presidents, Hervé Le Bouc awarded the Pivot Cristal (Crystal Woodpecker) prize of the 2007 France HSE Challenge to Patrick Guénolé, then president of Colas Sud-Ouest, in recognition of the subsidiary’s outstanding safety results.

COLAS FOUNDATION PRIVATE VIEWING

A private viewing of the Colas Foundation’s art collection, attended by the artists themselves, was held at the Group’s head office in October. Thirteen new canvases have been added to the collection, which now boasts more than 200 paintings.

in the picture
John Killeen (right), CEO of Colas Teoranta and Cold Chon (Ireland), was recognized by the Association of Consulting Engineers of Ireland for his contribution to Irish engineering and industry.

At the 2008 Enterprise and Road Safety awards in May, Screg Ile-de-France - Normandie won first prize.

(right: Bruno Chambon, president Screg IDF/N)
ON THE TAMARIND ROAD
In June, 6,000 people attended the event organized by the Reunion Island Region and the GTOI subsidiary to show off the new Tamarind Expressway a year before it opens.

2007 HSE TROPHY FOR THE MOST PROGRESS
Serge Body, president of Colas Centre-Ouest, received the 2007 HSE France Challenge Trophy for the most progress from Hervé Le Bouc.
> **2008 HR CAMPAIGN**
From May 7 to 13, 2008, the Colas colors were flying on 25,000 billboards displayed across France. This 4th HR campaign was designed to publicize the Group and its dynamic recruitment policy.

> **AUCTION**
In September, Colas took part in an auction of used equipment organized by Ritchie Bros Auctioneers in Saint-Aubin-sur-Gaillon in northern France.
Joël de Rosnay: “Understanding the world of the future”

Joël de Rosnay, science writer and advisor to the Chairman of the La Villette Museum of Science and Industry in Paris, was hosted by the Colas Circle in April. Here, we’re bound for the year 2020 as he takes us on a journey through some possible scenarios for the future.

You specialize in futurology. Are we better placed to tame the future if we have a greater understanding of it?

Joël de Rosnay: People are increasingly afraid of the future. The worry and skepticism of younger generations have inspired something of the missionary in me! I want to depict the future in ways that motivate people to build it. 2010 is just around the corner. Some scenarios are already taking shape and these are emerging within a world characterized by growing complexity, converging disciplines and an acceleration of time.

Let’s start with the communication revolution and information technologies. Where will we be in 2020?

J. de R.: Given the technological convergence taking place, we’re well on the road to a new computer and a new Internet.
En route
Madagascar
Extraordinary mining projects

Daniel Frank
"Intersection"
2008

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