PRESS KIT 2025

France Supply Chain by Aslog

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MESSAGE FROM THE CHAIRMAN

TOWARDS A SUSTAINABLE SUPPLY CHAIN: RECONCILING EFFICIENCY, SOBRIETY, AND RESPECT FOR THE PLANET

In a world of constant acceleration, where goods circulate at unprecedented speeds to meet ever more immediate demands, **the Supply Chain finds itself at a decisive crossroads.** While this sector forms the backbone of the global economy, it is also one of the largest contributors to greenhouse gas emissions. Furthermore, the stacking of crises since COVID-19 has exposed the structural fragility of over-optimized supply chains, which can be halted by the smallest disruption. **The need for profound change is no longer an option but an imperative.**

WHAT IS THE SUPPLY CHAIN**?**

The Supply Chain refers to the set of processes and stakeholders involved in managing and optimizing the flow of products, information, and services from conception to delivery to the end customer.

Acting as the nervous system of a company, it represents 60% to 80% of a company's cost structure and covers more than 80% of its carbon footprint. As such, it is a key lever for performance and has become central to corporate policies. **Its internal management is now systematically involved in the decision-making processes** of executive committees, particularly in large corporations.

> ***"It is a key lever for performance […] to corporate policies"***

Its holistic scope extends from suppliers to the end customer, encompassing the suppliers "of my suppliers" to the customers "of my customers." Today, with the demands of the circular economy, it goes beyond the point of sale and now extends to the valorization of manufactured products and materials through the logistical loops of the circular economy for products (reuse, repair, remanufacturing, etc.) and materials (recycling, energy recovery) or the sharing of uses (functional economy).

Supply Chain Management inherently integrates design functions (industrial strategy, flow design), **control functions** (inventory and flow management, demand management "in and out," production scheduling), **and pure logistics** (transportation, warehousing, and logistics strategy activities).

Supply Chain Management is strategic for the implementation of public policies, particularly in addressing climate and environmental challenges and achieving transformation, resilience, and sovereignty objectives.

THE SUPPLY CHAIN FACES ITS PARADOXES

Today, logistics and Supply Chain embody a glaring contradiction: although modern technologies enable enhanced optimization of flows, we continue to waste resources on a massive scale. Every day, trucks and utility vehicles travel our roads with "25% empty space" and over-packaged products are rushed to meet sometimes superfluous needs. The economic supremacy of our linear Supply Chains ignores short circuits and circularity, which are essential for preserving resources, some of which are nearing scarcity.

This situation is all the more absurd as the pressure for ever-faster delivery is largely and artificially maintained to increase consumption. As philosopher Hartmut Rosa points out, **the perpetual acceleration of our lives leaves little room for reflection on what is truly essential.** Why demand that a product be delivered in 24 hours if this deadline is not crucial? Questioning the constraints on our Supply Chains must be at the heart of our actions to open up new possibilities and, perhaps, achieve greater performance and resilience.

> ***"Questioning the constraints on our Supply Chains must be at the heart of our actions"***

TOWARDS AN ECOLOGICAL AND SOCIETAL TRANSFORMATION

To reconcile a high-performing Supply Chain with sustainability, several avenues must be pursued:

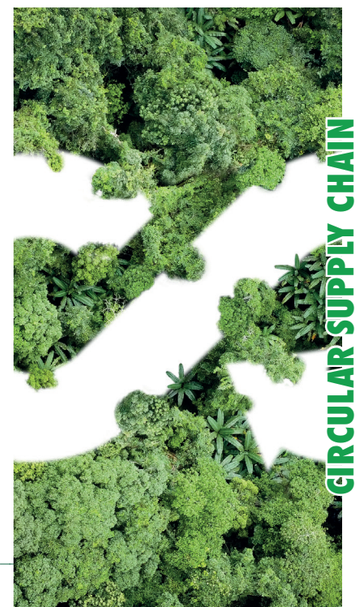
First and foremost is **the decarbonization of the sector.** This involves the widespread adoption of clean transportation solutions, such as cargo bikes for the last mile, fleet electrification, or multimodal solutions.

A second, short-term actionable path is **is the pooling of transport** or even certain segments of the Supply Chain, which can lead to rapid improvements that combine performance and value creation while reducing negative externalities for all stakeholders. Some of our logisticians are already spearheading such initiatives.

However, this approach requires enhanced cooperation among actors, particularly companies, consumers, and logistics providers, as this collaboration creates value.

A third avenue, which will require sustained efforts over time, is **the emergence of circular Supply Chains to orchestrate the circular economy** and gradually scale it up. This will enable the development or redeployment of local economic activities at each level of circularity, as already seen in sectors such as automotive spare parts..

This will require the deployment of new ways of designing products (eco-design) to make them more easily repairable and less resource-intensive. The Supply Chain will leverage new technologies intensively: Blockchain, AI, digital twins, etc.



However, technological advancements and innovations will only bear fruit if accompanied by a profound reorganization of flows and structures.

> ***Sobriety should not be seen as a constraint but as an opportunity to consume better***

Indeed, **it is time to redefine our societal priorities.** Sobriety should not be seen as a constraint but as an opportunity to consume better. This involves **rethinking our habits, demands, and constraints:** accepting longer delivery times, for example, as some major e-commerce players already propose for grouped and cheaper deliveries, favoring short circuits, and supporting local initiatives. It is also an invitation **to make consumers more responsible,** reminding them that every choice counts. Is the ease of immediate and non-optimized offers not a source of unnecessary overconsumption?

A CALL FOR COLLECTIVE RESPONSIBILITY

> ***Companies must integrate sustainability [...] as a genuine priority***

The transition to a sustainable Supply Chain cannot be achieved without collective commitment. Companies must integrate sustainability at the core of their strategy, not as a mere marketing argument or compliance issue, but as a genuine priority. Public authorities also have an important role to play by establishing appropriate, simple, and ambitious regulations and supporting innovative initiatives. **Transforming the Supply Chain requires suitable indicators.** Collectively, let us define new benchmarks to guide change and align all actors.

A NECESSARY CONVERGENCE WITH THE RESEARCH WORLD

Faced with the challenges of reindustrialization, **sovereignty, resilience, and ecological transition, it is essential to bring together economic, scientific, and academic expertise in an interdisciplinary approach that combines hard sciences, social sciences, and management.**

> ***The Supply Chain [...] become(s) an engine for transformation***

The Supply Chain is no longer just a lever for performance; it has become an engine for transformation. It is up to us to define tomorrow's standards by mobilizing innovation, talent, and collective will. **It is also essential to rethink our relationship with time and urgency.** Rather than always seeking to go faster, why not slow down to move forward better? A sustainable Supply Chain is not just an ecological necessity; it is also an opportunity to build more economical tools that are more sober and resilient.

Yann DE FERAUDY
Chairman of the Board of France Supply Chain by Aslog

TOGETHER,
LET US RECONCILE EFFICIENCY, SOBRIETY, AND RESPECT FOR OUR BLUE PLANET

WHO **WE ARE?**

ABOUT FRANCE SUPPLY CHAIN

France Supply Chain by Aslog is a dynamic and influential professional association, dedicated to **strengthening the strategic impact of the Supply Chain for companies, while contributing to a more sustainable future.** The association federates a network of 450 structures covering all business sectors and company sizes, both in France and internationally. This network also includes leading schools, training organizations and institutions, creating a rich collaborative ecosystem.

> ***The association federates a network of 450 structures***

+5,000
MEMBERS
professionals, academics and students

With over 5,000 members - professionals, academics and students - **France Supply Chain facilitates the exchange of ideas, best practices and innovations.** By pooling the experience and expertise of its members, the association works to provide concrete solutions tailored to the challenges facing the supply chain today.

As of January 2025, the association's public-interest activities will carried out by the **SUPPLY CHAIN 4 GOOD endowment fund,** starting with projects to decarbonize and make our supply chains more sustainable.

The commitment of this **apolitical association, independent of all private interests,** goes beyond borders, with :

European involvement
via **l'ELA** (European Logistics Association), **Alliance for Logistics Innovation through Collaboration in Europe** (ALICE) and **Movin'On.**

Active communities
on every continent, because the supply chain is resolutely global

Strategic institutional partnerships
such as those with the International Association for Research in Logistics and Supply Chain Management (AIRL-SCM), the Institute for Sustainable Development and International Relations (IDDRI) or think tanks

THE ASSOCIATION'S MISSION

A SUPPLY CHAIN FOR A SUSTAINABLE WORLD

> ***A new balance can be found [...] thanks to the strength of the collective***

The mission is clear: to enable Supply Chains to actively contribute to a more sustainable world, by integrating social, environmental and economic issues. **Supply chains,** when optimized and made accountable, **can become engines of transformation,** reconciling people, planet and performance. A new balance can be found for all parties, thanks to the strength of the collective.

STRENGTHENING THE IMPACT OF THE SUPPLY CHAIN ON COMPANY COMPETITIVENESS

The Supply Chain plays a key role in the competitiveness of organizations. By integrating sustainable practices, improving process efficiency and adopting innovative solutions, it becomes **an essential lever for meeting current and future market challenges.** Re-engineering models through circularity, and analyzing and anticipating supply chain risks, **also help to strengthen business resilience.**

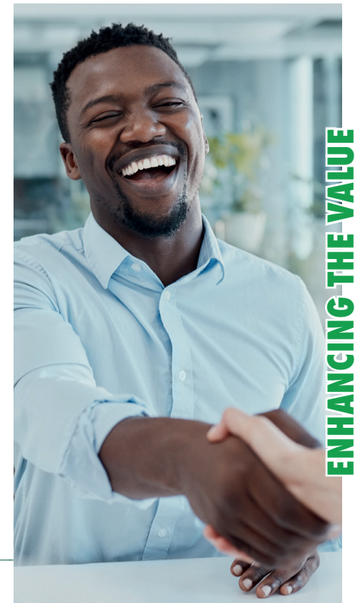
> ***Re-engineering models [...] help to strengthen business resilience***

PROMOTING SUPPLY CHAIN PROFESSIONS

Enhancing the value of supply chain professions is essential to attracting new talent and ensuring that these professions are recognized. By making these professions more attractive, and working towards greater inclusion, we can meet the growing need for expertise and innovation in this strategic sector.

The constantly evolving supply chain is a field with many opportunities, and its role in the transformation of companies and society continues to grow. The association therefore works with schools, universities and training centers in the sector to adapt curricula to the needs of the field.

> ***Supply Chain is a field with many opportunities, and [...] continues to grow***



VISION: MANIFESTO FOR A FRUGAL AND DESIRABLE SUPPLY CHAIN

Our Supply Chains must become sustainably frugal and positive, i.e. sober to produce just what's needed, optimize flows, reduce fossil fuels and carry strong values based on collaboration, solidarity and the meaning of our professions. In this way, they will contribute to **consolidating the organizational chains of companies and Society.**

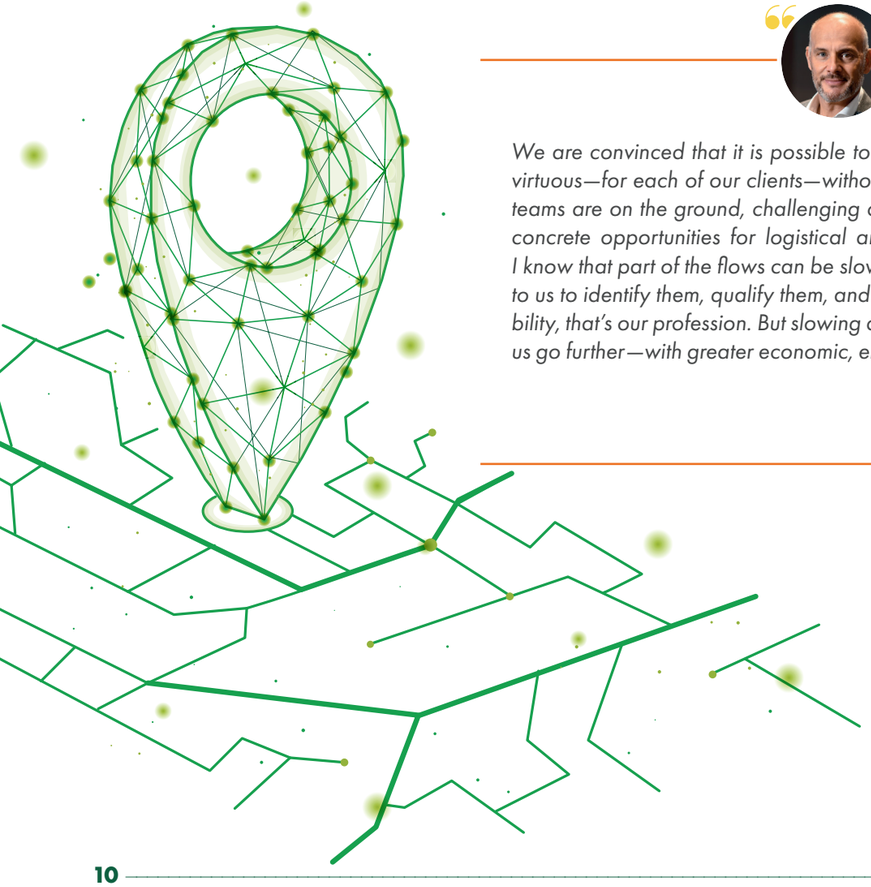
TRANSPORT, STORE LESS AND BETTER

> ***it is essential to take advantage of all available opportunities to act***

As the climatic, ecological and social impacts of our transport systems must be rapidly reduced, it is essential to take advantage of all available opportunities to act on transport modes: more sustainable energies, multimodal solutions and slowing down flows.

At the same time, we need to **design new supply chain organizations** to bring factories closer to their customers, relocate certain activities, and review the place and role of intermediaries. To achieve this, we need to pool more resources, maximize the use of all means to fill trucks, ships, trains, warehouses, etc., while banishing empty packaging.

New logistics and industrial buildings will have to be "energy positive", while renovated buildings will have to use the best possible solutions to achieve this objective.



We are convinced that it is possible to make every supply chain more virtuous—for each of our clients—without compromising efficiency. Our teams are on the ground, challenging current practices and identifying concrete opportunities for logistical and environmental improvement. I know that part of the flows can be slowed down in every sector. It's up to us to identify them, qualify them, and take action. That's our responsibility, that's our profession. But slowing down only makes sense if it helps us go further—with greater economic, environmental, and social impact.

Jean-Christophe Machet
CEO • FM Logistic

MAKING CIRCULARITY POSSIBLE

The linear model based on constant growth in consumption and waste of resources has shaped our supply chains. Faced with this unsustainable model, the circular economy proposes a different trajectory: **"doing more and better with fewer resources",** preserving raw materials and products, and intensifying their uses. The Supply Chain bears the responsibility of making circularity possible now.

Standardization is the basis of the circular economy: a common language for data fluidity, products using interchangeable components and common maintenance.

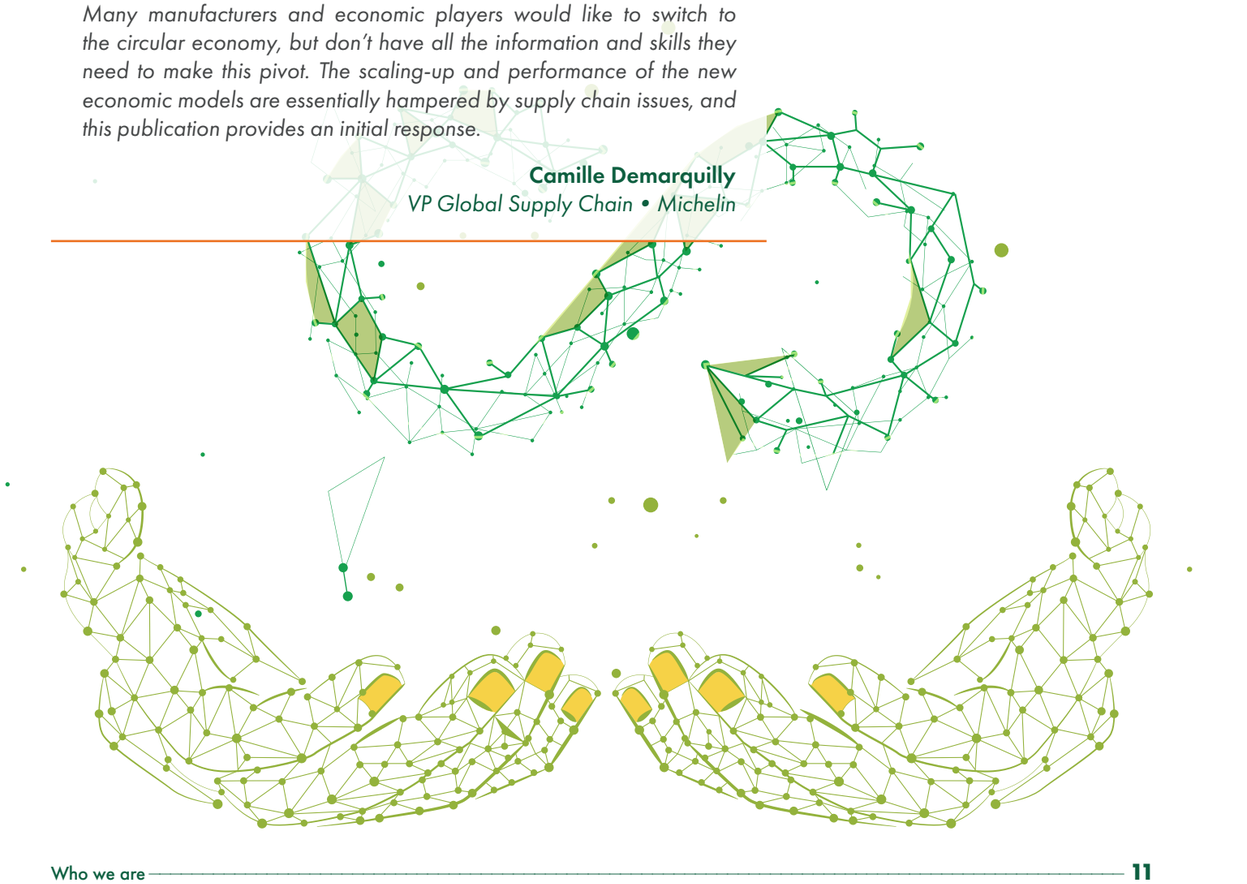
> ***The Supply Chain bears the responsibility of making circularity possible now***

The logistics of collection, return, reallocation of use and repair require mastery of data and flows. Tracing objects, their uses and their composition in order to maximize their lifespan, and recovering raw materials and waste at the end of their life, all require detailed knowledge of the products and raw materials available.

Thinking and organizing these spatial loops, and anticipating the perpetual evolution of supply chains in the face of variability and constraints on resources, **are the foundations of a circular supply chain.**

Many manufacturers and economic players would like to switch to the circular economy, but don't have all the information and skills they need to make this pivot. The scaling-up and performance of the new economic models are essentially hampered by supply chain issues, and this publication provides an initial response.

Camille Demarquilly
VP Global Supply Chain • Michelin



CREATING COLLABORATIVE ECOSYSTEMS

Faced with increasingly stringent requirements, the complexities of transport and storage responses, flow articulation and the vision of a circular supply chain, **supply chain players will have to set up mutualization ecosystems** based on trust, fair value sharing and respect for confidentiality.

The emergence of trusted third parties will accelerate the implementation of these principles.

The maturity of optimization tools (digital twins, machine learning, artificial intelligence, operational research) coupled with ever finer traceability , will increase the power of these ecosystems tenfold.

A PATH TO FULFILLMENT

The diversity of our professions, ongoing training and greater inclusion will enable us to **offer dynamic, qualifying and attractive career paths.**

Contributing to society's environmental transformation is a source of pride for Supply Chain employees. The attractiveness of these professions depends on **improving training and skills, and reducing the arduousnesś of physical jobs.** In the future, the Supply Chain will continue to be a springboard for social advancement, supported by a policy of continuous training to offer optimum skills and expertise to those who work in it.

> ***In the future, the Supply Chain will continue to be a springboard for social advancement***

Tomorrow's Supply Chain is built on training and research. By capitalizing on these interrelationships, we can guarantee that our expertise will always be up to the challenges of today and tomorrow. By bringing together companies, experts and researchers, France Supply Chain acts to anticipate changes in the field, and participates in discussions on the attractiveness of professions, skills development and career management.

Blandine Ageron
University Professor of Management Sciences • IUT de Valence, Université Grenoble Alpes and member of Lab Richesses Humaines

SUPPLY CHAIN **DEVELOPMENTS**

The coming years promise to be full of challenges for the supply chain. Between new regulations, the need for sustainability, increased customer demands and a tense economic context, every player will have to make strategic choices on several levels to remain competitive.

ADAPTING TO NEW EUROPEAN REGULATIONS

Companies will have to develop logistics that comply with new environmental requirements. For example, as part of the Green Deal, the European Union is planning **to reduce greenhouse gas emissions by by 2030,** compared with 1990 levels. This will require major adjustments in supply chains, notably by favoring more environmentally-friendly modes of transport. For example, **rail and sea transport emit up to 70% less CO_2 than road transport.**

> ***Companies will have to develop logistics that comply with new environmental requirements***

Ongoing changes in various regulations around the world are forcing us at Legrand to structure a flexible, responsive and environmentally friendly Supply Chain. Legal requirements concerning road transport in Europe by 2030 will accelerate our efforts to decarbonize our supply chain. Among other actions, we are exploring and testing different solutions to reduce our CO_2 consumption (such as multimodal alternatives), reviewing our inbound and outbound flows, and in many cases, revising our inventory policies.

Cécilia Inostroza
Head of engineering, transport & Projects Group Supply Chain • LEGRAND FRANCE

THE NEED FOR SUSTAINABLE MODELS
AND CUSTOMER EXPECTATIONS

The example of copper perfectly illustrates the need for this transformation.

This metal, essential to the energy transition, could experience a significant global deficit by 2035. According to a study by S&P Global, this shortfall could reach almost 10 million tonnes if investment in new mines is not made quickly. At the same time, demand for copper is set to double by 2035, mainly due to the electrification of transport and the development of renewable energies (IEA).

Currently, around of the copper used comes from recycling (BIR). Increasing this rate to would significantly reduce the deficit, **underlining the crucial importance of circular resource management.** On the other hand, intensifying its use **through arbitration solutions and permanent reallocation to the most useful needs** (health, safety, energy...), or even switching to **sharing economy models,** would enable us to reduce the volume required.

72%
OF CONSUMERS PREFER
ENVIRONMENTALLY-FRIENDLY products

European consumers are increasingly aware of the ecological impact of the products they buy. A study conducted by Accenture reveals that 72% of consumers prefer environmentally-friendly products, up from five years ago.

THE KEY ROLE OF COLLABORATION

Collaboration will be a crucial lever for optimizing the supply chain. A PwC survey shows that **72% of companies believe that sharing data with their logistics partners improves their performance.** For example, by increasing their truck load factor. In France, this rate is only , mainly due to a lack of pooling of transport resources.

> ***Collaboration will be a crucial lever for optimizing the supply chain***

Pooling flows is a triply virtuous solution: we optimize from an economic point of view (fewer empty square meters), we improve the service rate with regular full-truck deliveries, and we reduce our ecological footprint

Real-time information exchange, facilitated by collaborative platforms, **can also reduce delivery times by 15-25%,** while increasing resilience to the unexpected.

OPTIMIZATION THROUGH NEW TECHNOLOGIES

Advanced technologies are redefining planning and logistics patterns. **Predictive artificial intelligence (AI), for example, can anticipate disruptions and reduce costs associated with unforeseen events by 30%.** By 2022, of supply chain companies were already using AI tools, a figure that is set to rise to by 2025, according to Pwc.

By focusing on these strategic axes, Supply Chain players can not only meet the challenges of the future, but also **transform these constraints into opportunities.**

45%
OF SUPPLY CHAIN COMPANIES
were already using AI tools
in 2022
against 70%
by 2025

ANTICIPATING RISKS AND BUILDING SUPPLY CHAIN RESILIENCE

In a world faced with ever-increasing crises, risk management and corporate resilience have become **strategic issues.** When it comes to risk, analysis focuses primarily on the events themselves and the vulnerability they may engender, whether in terms of climate risks, cybersecurity or other threats. This perspective emphasizes the identification and assessment of immediate threats likely to disrupt the business.

Resilience, on the other hand, is based on the assessment and strengthening of long-term capabilities. This approach includes in-depth consideration of capabilities in the broadest sense, encompassing planning, production, supply, distribution and communication. **These two notions are therefore complementary and fully linked to Supply Chain Management.**

> ***In a world faced with ever-increasing crises, risk management and corporate resilience have become strategic issues.***

Being resilient is no longer an option. Succeeding in this unpredictable world means constantly working on your agility, in the knowledge that any decision taken one day can be changed the very next. This state of mind requires us to systematically maintain a global vision of the company, and to always try to avoid a team or a manager launching into the optimization of his or her sub-system to the detriment of the overall result.

Vincent Barale
Senior Vice President Supply Chain & Logistics • Louis Vuitton

FRANCE SUPPLY CHAIN'S INFLUENCE ON THE **ECOSYSTEM**

> ***France Supply Chain has implemented a policy of influencing public authorities***

France Supply Chain has implemented a policy of influencing public authorities in order to raise awareness of the importance of mastering Supply Chain concepts and developments in all national and European strategies. **The aim is to ensure the protection of our companies, and the resilience and sovereignty of our country and Europe.**

The first stage of this approach took place in May 2024, as part of its "Influence" project, France Supply Chain's COMEX invited the main lists in the European elections **to debate the role of the Supply Chain as a structuring vector for the conduct of European public policies.**

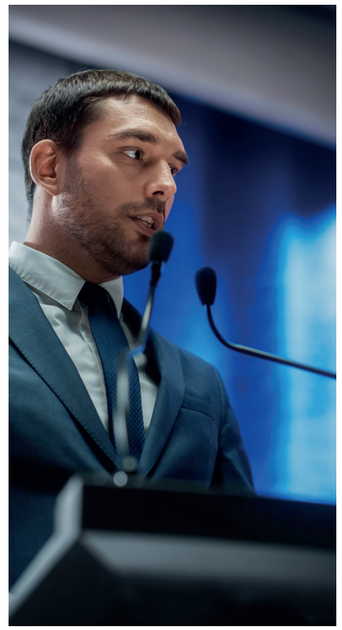
As part of its international watch, France Supply Chain recalls that the United States has set up a "council on Supply Chain Resilience" within the Department of Homeland Security, with **the aim of guiding the American economy in the face of security and sovereignty issues in key areas** areas such as food, health and industry. The Council on Supply Chain Resilience is linked to the Inflation Reduction Act of 2022 (IRA), and is working to consolidate American power and sovereignty in industrial production.

China is well ahead of the game with its B.R.I. (Belt and Road Initiative) strategy, and is extending its grip on supply chains every day. It has been entrusted by ISO with the TC 344 working group to set standards for Innovative Logistics. **Other major powers are integrating supply chain expertise into their national governance.**

Conversely, we note that the French administration has no supply chain expertise, and very little in the way of logistics, which is very much focused on transport and warehousing. Likewise, the European Union has no clear strategy in this area, and has not clarified responsibility for the supply chain in the new commission.

> ***The European Union [...] has not clarified responsibility for the supply chain in the new commission***

France (with AFNOR) and Europe have little or no means of really influencing ISO negotiations on logistics. **There is no study group dedicated to supply chain or logistics within the French National Assembly or Senate,** ua handful of deputies or senators express an interest in logistics, and no French parliamentarian has taken up the subject.



For France in Europe to continue to defend its leading positions in the ecological transition, while at the same time promoting its industry, **it needs to engage in a deeper integration of value chains, from mining to refining to technology, by deploying the circular economy.**

SUPPLY CHAIN EXPERTISE IS CRUCIAL TO DRIVING POLITICAL DECISIONS IN THIS AREA

The issue of French sovereigntý is concomitant with that of the European Union, **our association France Supply Chain, militates for the implementation of a European strategy "Supply Chain experts",** integrated into the missions of the Vice-President in charge of "Prosperity and Industrial Strategy", as we expressed at our press conference in the presence of 4 lists to the European.

As the leading Supply Chain association in France, with multiple European and international connections, France Supply Chain is a privileged interlocutor for government departments and the political world. Renault Group's action within the association aims to explain and promote the essential role of the Supply Chain in the economy. Based on our Manifesto, we advocate a frugal and desirable supply chain. Our influence is aimed at demonstrating that we can build Supply Chains that benefit our companies, our fellow citizens and our planet. The actions of our Labs, and in particular the Supply Chain 4 Good Fund, are concrete proof that it is possible to act in this direction.

Aimé-Frédéric Rosenzweig
Supply Chain Expert Leader • Renault Group

HIGHLIGHTS AND **KEY FIGURES**

1972
Creation of **ASLOG**

1973
The EU expands to 9 member states

1982
The term “Supply Chain” is coined

1984
First advanced training course in logistics at ISLI Bordeaux - supported by Aslog

1987
First definition of the term “sustainable development”

1990
Internet arrives in Europe

1997
Kyoto Protocol

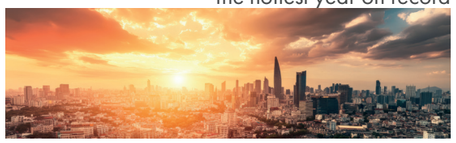
1999
Creation of the euro zone

2004
High-speed Internet

2013
The EU has 28 member states

2014
Change of name to include the term Supply Chain

2016
The hottest year on record



2020
Aslog changes its name to **FRANCE SUPPLY CHAIN** • **The inclusion of the term “Supply Chain” in the name of France Supply Chain** reflects a strategic shift towards a more global, connected approach to supply chains.

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The UK leaves the EU

2021
Publication of the 1st Manifesto for a more sustainable Supply Chain

2024
Creation of the SUPPLY CHAIN 4 GOOD public-interest endowment fund

TEAM AND **LEADERSHIP**

PRESENTATION OF THE BOARD OF DIRECTORS

Mohamed MARFOUK
Vice-President, Chief Operating Officer LVMH

Director of Operations for the LVMH Group, in charge of Purchasing, Supply Chain and Industrial Operations, Mohamed MARFOUK is a Centrale Supélec graduate. He has over 30 years' experience in Information Systems, Finance, Operations and General Management in Consumer Goods (Colgate, Palmolive and Danone) and Luxury Goods (LVMH).

He has also been a member of France Supply Chain since 2020, convinced of the need to work on the 3 pillars (People, Planet and Performance) and a believer in cooperation as a means of accelerating progress. He is particularly committed to CSR projects and the use of technology to improve Supply Chain efficiency and effectiveness.

Yann DE FERAUDY
President

Yann de Feraudy is Chairman of the Board of France Supply Chain by Aslog, the largest French association of supply chain professionals; he is also a non-executive director on the Board of FM Logistic Group.

A graduate of the ESSEC business school, Yann began his career with Danone, spending 10 years in consulting before holding operational positions for 30 years with Kuhne & Nagel and the Rocher cosmetics group, where he was deputy managing director in charge of purchasing, production, supply chain and information systems until mid-2023.

Yann is a recognized expert on supply chains, their ESG challenges and their impact on corporate value creation.

Yves SIMON DE KERGUNIC
Treasurer, IT and Supply Chain Director, Courir

With over 30 years' experience in industry and distribution, Yves has held key positions in Transformation, Information Systems, Supply Chain and General Management.

In 2018, he joined the Courir group as Director of Information Systems and Supply Chain, and led the separation of these functions from the Go Sport Group and Courir's move into autonomy. He then contributed to the brand's international and digital development.

After contributing to the acquisition by JD Sports in 2024, Yves is now in charge of strategy for back office functions.

Yves is an engineer from Ecole Centrale and a graduate of Sciences Po Paris.

COLLEGE 1

Pierre-Yves ESCARPIT
Managing Director, Intermarché Logistique Alimentaire
les Mousquetaires

Lionel BENEZECH
Supply Chain Director France
orange

Emmanuel GIOUX
Supplier Responsiveness Program Director
L'ORÉAL

Anne BORDE
Sustainable Industrial Performance Director
LOUIS VUITTON

Alain BORNE
Global Supply Chain Director
RÉMY COINTREAU

Laurent CHARDON
VP Sales & Operations Planning
RENAULT TRUCKS

Henri DE LA GRAVIÈRE
Group Supply Chain Director
MICHELIN

Denis DEUMIER
Group Supply Chain Director
REXEL

Didier GRANGER
Chairman
OEMS services

Jean-Michel GUARNERI
General Manager
LRPI

Éric JAVELLAUD
VP Global Supply Chain & Rx Strategy, IT Group, Simplifeye
ESSILORLUXOTTICA

Vincent LAMARCHE
Vice President – Digital Transformation (Data Excellence and Information System User Adoption)
Schneider Electric

Charles LEONARDI
Executive Vice President, Sustainable Development
Nestlé
Nestlé France

François MARTIN-FESTA
VP Marketing Offer Data, Distributor & Order Experience • Digital Customer Experience
Schneider Electric

Alexandre HORVATH
Supply Chain Director for Jewelry and Haute Joaillerie
Cartier

Bertrand NEYRET
Global WC Supply Chain et Manufacturing
SAINT-GOBAIN

Laurence PAPEIL
Supply Chain Director France
RAJA

Aimé-Frédéric ROSENZWEIG
Supply Chain Expert Leader
Renault Group

Stéphanie ROTT
Operations Manager
GUERLAIN

Xavier ROUX
Group Supply Chain Director
Avril

Stéphane NAVARRA
Group Supply Chain Director
ALSTOM

Jean-Marc VIALLATTE
Senior Vice President of Operations and Customer Experience Transformation
ARKEMA

Alexandre BERGER
Business Unit Manager - Logistics Solutions and Local Transport
LA POSTE GROUPE

Henri LE GOUIS
Executive Vice-President of Global Freight Forwarding
GEODIS

Philippe DE CRECY
Director of Public Affairs and Strategic Accounts
CEVA LOGISTICS

Armelle PERRIER
Sustainable Development Director
STEF

Jean-Christophe MACHET
Chairman
FM LOGISTIC

Frédéric VALLET
Chairman
DB SCHENKER

COLLEGE 2

Philippe ARMANDON
Director, Industrial Operations and Supply Chain Excellence practice
sopra steria next

Alain BORRI
CEO
Sightness

Jérôme BOUR
Partner
Newton. Vaureal Consulting

Loïc CHARBONNIER
Chairman
AFTRAL

Arnaud DE MOISSAC
CEO
DCbrain

Isabelle DRESCO
General Manager France and Morocco
CHEP
A Brambles Company

Fabien ESNOULT
President & Founder
SprintProject

Marie-Laure FURGALA
Director of the ISLI - MS - MSc in Global Supply Chain Management program at Kedge BS
KEDGE BUSINESS SCHOOL

Cédric LECOLLEY
Sales and Industry Director
GS1 France

Laurent SABATUCCI
Associate Director - Founder
EOL.

Karine SAMUEL
University Professor
AIRL-SCM

William ZANOTTI
CEO
digilence

Sébastien MARIE
Partner
BearingPoint

Si-Mohamed SAID
Chief Marketing & Product Officer
generix

France Supply Chain by Aslog

FRANCE SUPPLY CHAIN BY ASLOG PERMANENT TEAM

Mervé AKPINAR
PMO digital and SMEs

Laurent CIROU
Training Engineering Manager and Trainer

Yann LARIDON
PMO sustainability

Tracie LAWSON-BODY
Communications Officer

Françoise LIEURÉ
Projects Manager

Valérie MACREZ
General Manager

Peggy STAUSS
Member Relations Manager

Elorri THICOÏPÉ
Director of Communications, External Relations and IS

AMONG **MEMBERS**

LA PRESSE **SPEAKS ABOUT US**

Pour une supply chain plus inclusive : mettons les femmes au cœur de l'avenir du secteur

Pour une Supply Chain plus inclusive : mettons les femmes au cœur de l'avenir du secteur

Forbes **Contribution**

Les idées et opinions exprimées par nos contributeurs leur appartiennent

26 février 2025

À l'occasion de la Journée Internationale des Droits des Femmes le 8 mars, il est essentiel de souligner les défis persistants que rencontrent les femmes dans le secteur de la Supply Chain. Bien que la parité entre hommes et femmes soit quasi équivalente sur Terre, la représentation féminine dans ce domaine crucial reste nettement inférieure à la moyenne nationale des cadres, en particulier dans les postes à responsabilité. Cette disparité est d'autant plus frappante que la Supply Chain fait face à une pénurie de talents et peine à recruter.

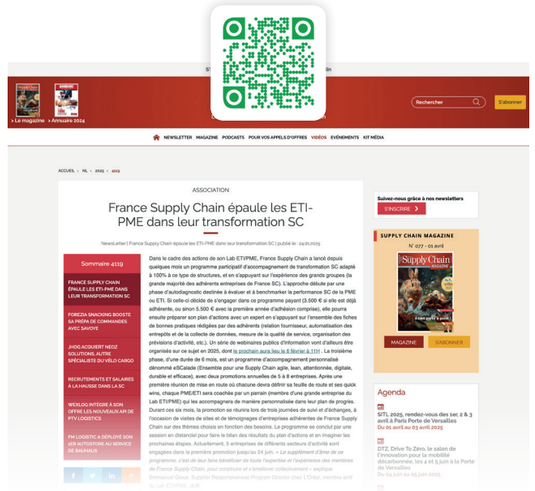
Une contribution de Marie-Laure Furgala, Membre du COMEX de France Supply Chain en charge de la communauté des femmes, Directrice de L'ISLI – MS/MSc en Global Supply Chain à KEDGE BS

Le constat est sans appel : les femmes sont sous-représentées, notamment dans les positions stratégiques du secteur, malgré leur présence grandissante dans des métiers de plus en plus diversifiés. Cette situation est paradoxale, car elle survient dans un domaine où l'attrait pour les femmes est nécessaire pour répondre aux défis de recrutement, à tous les niveaux de carrière.

Analyse en trois axes :

Un écart salarial persistant

Bien que des grilles salariales existent pour garantir l'égalité, les chiffres révèlent une autre réalité : les femmes perçoivent en moyenne 3 % de moins que leurs homologues masculins à compétences et expériences équivalentes. Elles occupent plus fréquemment des postes moins rémunérés et sont souvent cantonnées à des secteurs où l'expertise technique est moins valorisée. Cet écart se creuse davantage avec l'âge, freinant leur accès aux fonctions dirigeantes.



Forbes

Supply chain : de l'intérêt d'une data de qualité pour mesurer l'impact carbone

Supply Chain : de l'intérêt d'une data de qualité pour mesurer l'impact carbone

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Les idées et opinions exprimées par nos contributeurs leur appartiennent

03 février 2025

Les 3e Rencontres Internationales de la Supply Chain (RISC), organisées le 5 décembre, suivies de la Journée mondiale du climat le 8 décembre, nous rappellent l'urgence de décarboner les chaînes d'approvisionnement. Devenue un enjeu sociétal et économique majeur, cette évolution repose sur une gestion rigoureuse des données et une transparence accrue. En adoptant ces pratiques, les entreprises posent les fondations d'un modèle durable.

Une contribution de Yann De Feraudy, Président de France Supply Chain

Dans les secteurs de la logistique et du transport en particulier, la demande pour des chaînes d'approvisionnement responsables ne cesse de croître. Consommateurs et investisseurs exigent des engagements concrets. Une étude de l'Institut CSA révèle que 78% des salariés privilégieraient une entreprise engagée dans la transition écologique, et 42% aspirent à un poste davantage tourné vers l'environnement.

Pour répondre à ces attentes et aux objectifs de l'Accord de Paris, les entreprises doivent réduire leurs émissions de 45% d'ici 2030 et atteindre la neutralité carbone à horizon 2050. Cette transformation requiert une approche méthodique, fondée sur des données fiables et actualisées. Or, moins de la moitié des entreprises disposent aujourd'hui des outils nécessaires pour mesurer et suivre leur performance environnementale. Comment décarboner les chaînes d'approvisionnement de manière efficace et durable ?

La data : le pilier de la décarbonation

La data est au cœur d'une Supply Chain plus respectueuse de l'environnement. Que ce soit pour mesurer les émissions des transports, de la production, des entrepôts ou des bâtiments, chaque étape de la chaîne d'approvisionnement génère des émissions qu'il est possible de quantifier, de réduire, voire d'éliminer. Cependant, la précision de ces mesures dépend de la qualité des données et de leur mise à jour continue.

Les entreprises s'appuient notamment sur le GHG Protocol, cadre de référence pour l'évaluation des émissions de GES, utilisé par l'ADEME pour le bilan carbone en France. Ce protocole distingue trois catégories d'émissions :

- **Scope 1** : émissions directes provenant des sources contrôlées par l'entreprise, telles que la combustion de carburant.
- **Scope 2** : émissions indirectes liées à la consommation énergétique (électricité, chaleur, vapeur).
- **Scope 3** : autres émissions indirectes, notamment celles générées par les fournisseurs et les partenaires logistiques.

Ces émissions sont en moyenne 11,4 fois plus élevées que les émissions opérationnelles (Scopes 1 et 2).

Cette classification, reconnue à l'international, est essentielle pour mesurer l'impact de GES. Le Scope 3 est nettement plus difficile à évaluer car il englobe les émissions des sous-traitants et des fournisseurs. L'utilisation de données concrètes, telles que le kilométrage des camions, le taux de chargement ou la consommation énergétique des entrepôts, permet aux entreprises de mesurer leur impact environnemental avec une grande précision. Selon une étude récente du Boston Consulting Group (BCG) et de son entité CO2 AI, seules 10 % des entreprises étaient capables de connaître de façon exhaustive leurs émissions (directes et indirectes) en 2023. Le BCG tire la sonnette d'alarme : 86 % des entreprises ne mesurent pas leurs GES avec précision !

La donnée : le casse-tête de la collecte

La collecte de données fiables est un défi majeur pour les entreprises. Le niveau de maturité numérique varie d'une organisation à l'autre, et l'implication des fournisseurs est souvent inégale. De plus, la diversité des méthodes de calcul, entre données agrégées ou spécifiques et protocoles de transport variés complique encore la tâche. Cette absence de standardisation fragmente le calcul des émissions, ralentissant la prise de décision et la mise en œuvre de stratégies de décarbonation.

Pour relever ce défi, la standardisation et l'automatisation sont essentielles. En intégrant des outils numériques dédiés au bilan carbone à leur ERP, les entreprises optimisent la collecte et l'analyse de leurs données environnementales. Ces solutions peuvent intégrer des informations diverses, comme le type d'énergie utilisé pour le transport, le poids des produits, le taux de retour à vide et la densité des chargements. Les entreprises ayant adopté des solutions numériques automatisées pour mesurer leurs émissions sont 2,5 fois plus susceptibles de le faire de manière exhaustive.

La data : un outil décisionnel essentiel

Disposer de données précises est primordial pour permettre aux entreprises de prendre des décisions éclairées en matière de réduction des émissions. En collaborant avec leurs fournisseurs, il devient possible de mettre en place des solutions à faible impact environnemental, telles que l'optimisation des emballages, la mutualisation des transports et la réduction des espaces vides dans les entrepôts.

STRATÉGIE LOGISTIQUE

France Supply Chain propose 6 axes de circularité

LA LETTRE

Exemplaire destiné exclusivement à Matthieu FAUROUX - Abonné n°AA055161

France Supply Chain veut une réponse européenne aux Nouvelles Routes de la soie

Le think tank français de la supply chain a reçu le 16 mai les représentants de listes candidates aux élections européennes. Face aux ambitions chinoises et américaines, les experts de la logistique s'inquiètent d'un retard européen sur ce dossier stratégique.

Le think tank **France Supply Chain** met à profit les élections pour tirer la sonnette d'alarme au sujet des enjeux de souveraineté de la chaîne d'approvisionnement européenne. Les dirigeants de cette structure, qui réunit les directeurs de la *supply chain* d'**Orange**, de **Michelin**, du groupe **Bolloré**, de **La Poste** ou encore de la **Société les Mousquetaires**, ont reçu jeudi 16 mai les représentants de quatre listes candidates aux européennes dans le célèbre restaurant parisien *Chez Françoise*.

Face à **Yann de Feraudy**, président de France Supply Chain et ancien numéro deux du **Groupe Rocher**, on trouvait le député **Bruno Millienne (Modem)** pour la liste de la majorité présidentielle, les candidats **Thiébaut Weber** pour la liste **Parti socialiste - Place publique**, **Aurélien Caron** pour **Les Républicains**, et **Marion Beauvalet** pour **La France insoumise**. Ces politiques ont été mobilisés en coulisses par l'ancien député **Europe Écologie-Les Verts**, **François-Michel Lambert**, conseiller du think tank proche de la filière logistique française.

Éviter une mainmise chinoise

La Lettre - 142 rue Montmartre - 75002 Paris - Tél. : +33 1 44 88 26 10
client@indigo.fr - Lalettre.fr/fr

| Page 1/2

Exemplaire destiné exclusivement à Matthieu FAUROUX - Abonné n°AA055161

Studyrama

"Les métiers de la supply chain se positionnent au coeur des enjeux climatiques et sociaux" - Interview France Supply Chain

Après avoir découvert l'existence d'une bande dessinée créée par des étudiants avec l'association France Supply Chain pour faire découvrir le secteur et les métiers de la *supply chain*, Studyrama a voulu en savoir plus sur les étudiants impliqués dans le projet. C'est ainsi que nous avons pu échanger avec Rodrigue Branchet-Fauvet, supply planner chez @Reckitt, Nathan Guilbert, ingénieur approvisionnement chez L'Oréal, fraîchement diplômés, et Anne Borde, supply chain director chez Louis Vuitton.

Propos recueillis par Julie Mleczko

Découvrir les formations et leurs établissements

Parlez-nous un peu de vos cursus respectifs.

Nathan Guilbert (à gauche) et Rodrigue Branchet-Fauvet

Nathan : "Nous venons de compléter notre double diplôme (Master 2) en MSc ISLI Global Supply Chain & MAI Manager des Achats Internationaux en alternance à KEDGE. En ce qui me concerne, mon parcours académique a débuté à NEOMA Business School, où j'ai obtenu un double diplôme international en commerce et gestion (Programme CESEM) avec une orientation franco-espagnole, aboutissant à un Bac +4.

Pendant le master à Kedge Business School, j'ai rejoint L'Oréal en tant qu'apprenti en **logistique** au sein de l'entité Recherche et Innovation, basée dans le sud de Paris. Après une année en alternance, je travaille maintenant en tant qu'ingénieur approvisionnement, toujours chez L'Oréal, mais cette fois-ci dans l'usine de Saint-Quentin, située dans l'Aisne.

Rodrigue : "Pour ma part, avant d'intégrer l'ISLI à Kedge Business School, j'ai eu l'occasion de réaliser un double diplôme de management et commerce international avec une spécialisation sur l'Amérique Latine. Ce cursus m'a permis d'acquérir un Bac +5 au sein de l'Université Paris Est Créteil et le grade de Master à l'Universidade Fernando Pessoa de Porto, au Portugal.

RECHERCHER UNE FORMATION
Par métier · Par diplôme · Par spécialité · Par type d'établissement
RECHERCHER

Pour quel métier êtes-vous fait ? Faire le test

Actualités

FERROCAMPUS lance la 1ère licence professionnelle ferroviaire avec La Rochelle Université

Les Echos

À la une · Idées · Économie · Politique · Entreprises · Finance - Marchés · Bourse · Monde

LE CERCLE

TRIBUNE

ChangeNow 2025 : « Alerte, la résilience des entreprises ne peut plus attendre ! »

Des études récentes montrent que la majorité des entreprises ne sont pas armées pour faire face aux risques systémiques actuels. Yann de Feraudy et Philippe Armandon les alertent sur l'urgence d'investir dans la résilience de leur supply chain.

La résilience des entreprises est une nécessité vitale. L'étude de France Supply Chain et Sopra Steria Next dresse un état des lieux sans concession : la majorité des entreprises est encore loin de pouvoir affronter durablement l'instabilité.

Les constats

1. Une maturité insuffisante face aux risques systémiques. L'indice moyen de résilience des entreprises atteint 2,59 sur 4, révélant une capacité insuffisante à encaisser les chocs. Seules 23 % atteignent le niveau avancé 3, aucune ne franchit le seuil maximal. Toutes sont donc fragiles dans un contexte d'instabilité permanente.

2. Une visibilité partielle qui fragilise la capacité d'anticipation. La complexité croissante des chaînes d'approvisionnement exige une vision étendue. Pourtant, seules 10 % des entreprises disposent d'une visibilité sur plusieurs rangs de leur supply chain, 41 % se limitent au premier rang de fournisseurs rendant difficile l'anticipation des perturbations. Les modèles de collaboration sont perfectibles :

Entreprendre

La Supply Chain circulaire : un impératif stratégique pour un avenir durable

Tribunes & Débats

Tribune. Dans un monde qui commence à percevoir les limites de disponibilité pour certaines matières première (on songe ici au Cuivre), la Supply Chain circulaire émerge comme une solution stratégique pour répondre aux défis de disponibilité des ressources et de maîtrise des impacts environnementaux tout en optimisant la performance économique...

Entreprendre - La Supply Chain circulaire : un impératif stratégique pour un avenir durable

Tribune. Dans un monde qui commence à percevoir les limites de disponibilité pour certaines matières première (on songe ici au Cuivre), la Supply Chain circulaire émerge comme une solution stratégique pour répondre aux défis de disponibilité des ressources et de maîtrise des impacts environnementaux tout en optimisant la performance économique des entreprises. Ce modèle vient en support à l'intensification de l'usage des produits et des matières, porté par les économies circulaires et de fonctionnalité.

La Supply Chain circulaire vise à permettre le fonctionnement à grande échelle des 10R du circulaire (notamment réutilisation, reconditionnement, réparation, remanufacturing et recyclage) pour réduire drastiquement le besoin en ressources (jusqu'à -80%) tout en favorisant un développement économique local et une rentabilité pérenne. Selon l'Organisation internationale du travail (OIT), la transition vers une économie circulaire pourrait créer 18 millions d'emplois nets d'ici 2030...

Alors que 67 % des entreprises prévoient d'augmenter leurs investissements en circularité d'ici trois ans, il est essentiel d'adopter une méthodologie structurée pour réussir cette transition.

Des entreprises pionnières montrent la voie

De nombreuses entreprises incarnent déjà les bénéfices concrets de la circularité. Des leaders tels que Michelin, Rev Mobilités, Orange et Valused illustrent les avantages d'un modèle collaboratif et durable. Rev Mobilités et Michelin se sont appuyés sur des modèles collaboratifs en confiant à des partenaires locaux des activités comme le retrofit électrique ou le rechapage, tout en veillant à une redistribution équitable de la valeur générée, ce qui permet de faire tenir l'écosystème dans le temps.

Une méthodologie en six piliers pour une Supply Chain circulaire performante

NEWS & EVENTS

LATEST NEWS AND EVENTS FROM FRANCE SUPPLY

*France Supply Chain **calls on European candidates to** implement a European strategy for integrating supply chain expertise, "Supply Chain Experts".*

PRESS RELEASES

02/07/2024 Hospital and medico-social logistics: Agence nationale de la performance sanitaire et médico-sociale (Anap) and France Supply Chain by Aslog sign partnership agreement

06/06/2024 France Supply Chain by Aslog awards two Best Article Prizes in Sustainable Supply Chain to recognize work on smart cities' digital twins and the positive impact of industry 4.0 technologies in meeting sustainable development goals

10/12/2024 RISC 2024: DARE FOR THE FUTURE - A 3rd edition at the heart of new

13/01/2025 France Supply Chain and Citwell unveil a 6-point methodology to accelerate **the transition to a circular supply chain**

24/03/2025 France Supply Chain and Sopra Steria Next **present a study on the resilience and transformation of the supply chain:** current situation and outlook

31/03/2025 France Supply Chain warns of the importance of the Circular Supply Chain and proposes the **www.supplychaincirculaire.org** platform to support this transformation.

03/04/2025 - France Supply Chain by Aslog and ADEME commit to **a frugal supply chain to meet 2050 climate challenges**

EXAMPLES OF OPINION PIECES

25/01/2025 Voxlog — Opinion column by Yann de Feraudy, President of France Supply Chain: CSRD, an opportunity for supply chain managers

03/02/2025 Forbes - by Yann De Feraudy, President of France Supply Chain: Supply Chain: the importance of quality data to measure impact

06/02/2025 Entreprendre — Tribune duo by Anaïs LEBLANC, Executive Partner at Citwell and Yann De Feraudy, President of France Supply Chain: Circular Supply Chain: a strategic imperative for a future

24/04/2025 Les Échos (audience 19,045,974) - Opinion piece by Yann de Feraudy, President of France Supply Chain, and Philippe Armandon, Director of Industrial Operations and Supply Chain Excellence at Sopra Steria Next: **ChangeNow 2025: "Warning: business resilience can no longer wait!"**

AGENDA 2025

01 - 03 / 04
SITL | PARIS — Porte de Versailles

April 1st

11:15 am duo en scene - Global supply chains: geopolitical shifts & new challenges

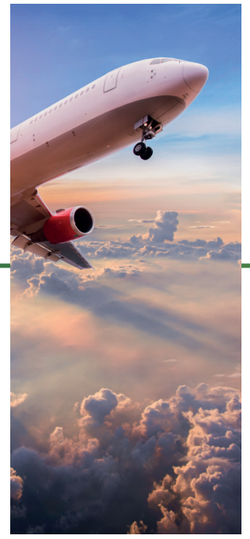
02:00 pm Signing of letter of intent with Jérémie Almosni - director of ville et territoires durables ademe

04:00 pm Round table: AI & Digital transformation: shapping the future of european supply chain

April 3rd

10:30 am Round table: DPP in Europe, the next big thing for supply chain & customs

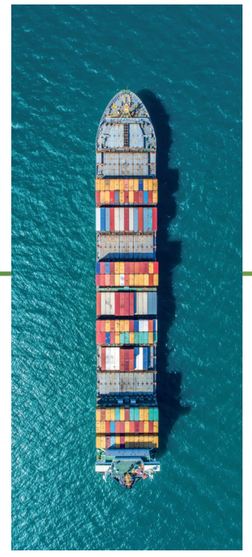
11:30 am Round table: The diversity of intelligences, an asset for mediation



23 / 05
ISLI Forum 33rd Edition: Aeronautics - Aerospace – Defence | KEDGE BUSINESS SCHOOL TALENCE

11 / 06
Preventica | PARIS

Round table: Groupe Rocher, GXO: Prevention retexes from Supply Chain players

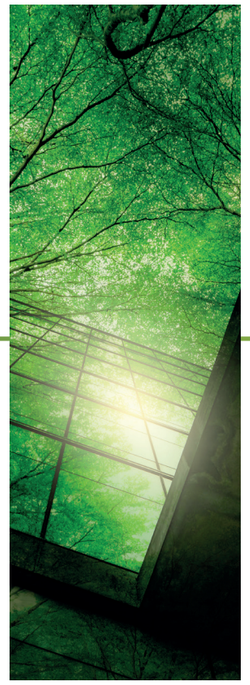


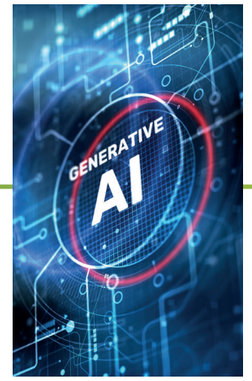
19 - 20 / 06
Winds for Goods | SAINT-NAZAIRE

General Meeting of the SCLCMT - Shipper Coalition for a Low Carbon Maritime Transport, a France Supply Chain/AUTF co-association

19 - 20 / 06
Top Logistique Europe | SAINT-MALO

CSR award ceremony





30 / 06
Logistics and pharmacy Day | Beffroi de Montrouge

9:00 am Chairman's opening session with RESAH and ANAP

10:30 am Round table: AI and logistical innovation in healthcare: state of play and prospects

08 - 09 / 10
Produrable | Palais des Congrès de Paris

France Supply Chain by Aslog

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@FRANCE SUPPLY CHAIN
by Aslog

Contact
contact@francesupplychain.org
www.francesupplychain.org

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