

Sanef Group and the Management of Procurement and Supplier Risks



Sanef is a French subsidiary of the Abertis Group, a global leader in toll road infrastructure management. Under concession agreements, Sanef finances, operates, and maintains a motorway network spanning 1,807 kilometres, primarily located in Normandy, Hauts-de-France, and the Grand Est regions.

Commitment and Responsibility

Sanef is committed to the following:

- Ensuring the highest level of safety for its clients and employees
- Providing a more personalised customer service experience
- Advancing its network and services to support low-carbon mobility
- Preserving natural environments by reducing environmental impact
- Contributing to local development through strong regional engagement
- Upholding ethical standards to prevent corruption and undue influence

The company holds ISO 45001, ISO 37001, and ISO 14001 certifications. These serve as long-term guarantees and provide traceability across the areas of health and safety, anti-bribery, and environmental management.

Procurement and Supplier Risk Management

As part of its commitment to continuous improvement, Sanef's procurement department has structured its risk management approach around three main areas:

- Procurement risk mapping
- Ongoing monitoring of supplier risks
- Evaluation of operational satisfaction throughout the contract lifecycle

These tools are regularly updated and referenced during key stages of the procurement process, including pre-tender preparation, contract award decisions, and contract execution.

Challenge

Initially, supplier risk monitoring focused on financial and regulatory risks using two separate solutions that were not integrated with the company's ERP system. Manual entry of eligible suppliers was required, and updates were made retrospectively rather than in real time.

To overcome the limitations of fragmented and delayed monitoring, Sanef sought a unified, centralized solution that could be seamlessly integrated with its ERP and was easy to use.

Solution and Benefits

Sanef and the wider Abertis Group selected the Achilles GoSupply platform. The solution is fully integrated into the ERP, offers intuitive navigation, and enables comprehensive risk analysis. A dedicated support team assists suppliers, drives awareness campaigns, and ensures completeness and consistency of the data submitted.

Supplier monitoring begins at the onboarding stage. Each supplier is assigned a classification level—critical, strategic, standard, or basic—which can be revised as needed. Risk assessments are conducted according to this classification.

Achilles GoSupply leverages third-party expertise and invites suppliers to join the platform at no cost. Suppliers complete a structured questionnaire and submit relevant data.

The platform generates risk scores across several dimensions, including financial health, regulatory compliance, health and safety, ESG performance, and cybersecurity. These scores are used to calculate an overall risk rating. The results are clearly presented, and supplier-submitted data is easily accessible.

Achilles GoSupply has become one of the main decision-support tools within Sanef's procurement process. It complements procurement risk mapping, performance evaluation, and regular engagements with key suppliers. The insights provided help inform action plans and mitigation measures based on the level of risk identified.

Outlook

Sanef continues to strengthen its responsible procurement strategy along four key dimensions:

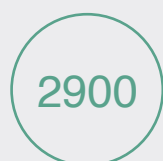
1. Measurement of procurement performance
2. Satisfaction of internal stakeholders
3. Effective management of supplier risk and performance, supported by supplier participation in Achilles GoSupply
4. Advancement of ESG-related priorities, including actions to reduce Scope 3 emissions, promote circular economy practices, and enhance safety criteria in tenders

“The tools implemented to manage procurement and supplier risks are essential for building maturity in responsible procurement. They offer real value to procurement professionals, enabling them to support operational teams, ensure business continuity, and uphold the company's reputation.”

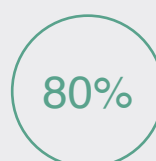
Corinne Bontems-Marie

Head of Procurement Processes and Performance, Sanef Group

Key Figures



suppliers are monitored, including 150 that are classified as critical or strategic



of critical and strategic suppliers have a complete profile



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