Corporate Responsibility Report 2017
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Empowering Responsibility
Message from our leadership

Our journey in 2017 was of construction, of clarity on the challenges of Sanofi Brazil.

At Sanofi Brazil, we work relentlessly and passionately, every day, to deliver solutions to people’s needs throughout their health journey. We help to prevent illness, relieve pain and ease suffering, and treat rare and chronic diseases — This is Empowering Life.

Part of our purpose is to foster that the value we create every day, is shared and sustained in the long-term in Brazil. We achieve this by acting responsibly, supporting our employees and communities, reducing environmental impact, and upholding the highest standards of ethics and transparency in everything we do.

Our journey in 2017 was one of progress and of clarity about the challenges and opportunities for improvement presented to Sanofi Brazil. We delivered projects and initiatives with the courage to innovate, with the ability to change, and learn from possible mistakes of past.

Concrete initiatives have taken us further as a strong Sanofi Brazil entity. We opened a new office that supports company-wide cooperation, innovation, agility, and fosters exchange between our employees and their external partners.

We are proud to have received as the first health care company the Platinum Leed certification underlining our quest for sustainability. We invested an incredible amount of hours in skills building, training our employees to work together to propel the company’s positive impact on society. Our leadership-training program alone was attended by around 800 people in 2017, up + 68% from the previous year.

As we believe that ultimately the people we work with will make the difference, we held quarterly Talent discussions with the Executive Committee to exchange upon our talents and track progress on Individual Development Plans. We reviewed our succession plans for key positions to ensure 98% of them have identified internal successors, and ensured that 53% of validated successors were women as part of our gender equity strategy.

Our diversity performance has been highly positive. The participation of Women is on rapid raise and already holds 49% of our total workforce.

Not only, we were recognized for the second consecutive year as top employers (by Top
Employers Brazil), we also were ranked among the 150 Best Places to Work in Brazil in our first participation as one group to this evaluation. In 2017, we conducted important employee surveys to better understand where to act, such as our Inclusion Census and the Sanofi People Survey with very strong participations, and have used the findings to a defined concrete roadmap to create additional value for our workforce.

In Consumer Healthcare, we successfully integrated the businesses that was acquired in early 2017, and we are proud to report strong positive impact for all our strategic products, propelling us among the two key players in that market segment in Brazil.

With our established product division, as well as with Medley, the most loved generic company by consumers in Brazil, we were able again to make a very strong difference, providing highest quality medicines in an accessible manner to Brazilian consumers.

With our vaccines Division, Sanofi Pasteur, we are in constant partnership with the health authorities, and are contributing effectively to help to protect the population against serious diseases, e.g. flu, Dengue, yellow fever, etc.

Sanofi Genzyme successfully included an accessible therapy for treating multiple sclerosis in the Unified Healthcare System (SUS) Therapeutic Protocol (PDT) for this condition. This is Sanofi’s first product to be included among the high-cost treatments accepted by the SUS National Technology Incorporation Commission (CONITEC). In addition, the first biological medication for the treatment of moderate to severe atopic dermatitis was approved by ANVISA.

To support our strong pipeline of highly innovative medicines, our culture of innovation—previously more confined to research and development was successfully cascaded company-wide with the creation of a dedicated Digital Acceleration Unit, to help to make a difference in the health journey of the patients, irrespective of where they are.

Aside of being only focused on the WHAT, bringing medicines to the market, we again further strengthened the HOW on doing business with our comprehensive internal initiatives to promote business ethics and integrity, with 100% of employees completing our mandatory trainings in the year.

Last, but not least, Sanofi Brazil provided health education for the general public through events and exhibitions that use an entertaining approach to provide information on topics related to heart health, diabetes, and preventing diseases caused by the Aedes aegypti mosquito. The Movidos pelo Coração initiative alone has benefited more than 20,000 people since 2016, and in 2017 was supported by more than 70 Sanofi employees who volunteered for the program. We also established a new partnership with UNICEF to promote adolescent health in towns within Brazil’s semiarid region covered by the UNICEF Municipal Seal of Approval program.

I would like to thank all of those, external partners, as well as our fantastic workforce, who helped us to write a new chapter in our history at Sanofi in 2017.

This report summarizes our initiatives and impacts with the relevant Sustainable Development Goals (SDGs), and we believe that working together through the UN 2030 Agenda, building meaningful partnerships are key in addressing the world’s most pressing healthcare issues now and in the future.

I invite you to learn in detail about our programs and initiatives throughout the year.

Have an enjoyable reading!
About Sanofi

Sanofi is a global biopharmaceutical company focused on human health and dedicated to supporting people through their health challenges. We prevent illness with vaccines, and provide innovative treatments to fight pain and ease suffering. We stand by the few who suffer from rare diseases and the millions with chronic conditions.

5 global business units

- **Diabetes & Cardiovascular**
  - > Rare Diseases
  - > Multiple Sclerosis
  - > Immunology
  - > Oncology

- **Specialty Care Sanofi Genzyme**
  - > Vaccines

- **Sanofi Pasteur**
  - > Vaccines

- **General Medicines & Emerging Markets**
  - > Generics
  - > Established Prescription Products

- **Consumer Healthcare**

€ 35.1 bn in global sales in 2017
SANOFI EMPOWERS PATIENTS IN THEIR JOURNEY OF LIFE

Providing Healthcare solutions in more than 170 countries around the world

100,000 employees worldwide

82 Access to healthcare programs for the underserved in 65 countries, with 35 million patients receiving diagnosis, vaccination or treatment, and over 346,000 healthcare professionals trained

Nearly 80 Manufacturing sites

74 projects under development

4 hubs for R&D across Europe, North America and Asia

€ 5.5 bn invested in 2017

1 Anual Form 20-F 2017
2 Document de Référence 2017
3 Does not consider Emerging Markets sales.
4 Includes established and generic products.
5 Includes emerging market sales – DCV (Diabetes & Cardiovascular) & Specialty Care.
6 April 2018.
Sanofi in Brazil

nearly a century supporting Brazilians’ health

With a presence in Brazil since 1919, Sanofi has grown through a series of acquisitions to become the largest multinational pharmaceutical company in Brazil, with a solid industrial platform in the country.

Sanofi in 2017

90% of drug units sold are produced in Brazil

Two industrial sites – Campinas (SP) and Suzano (SP):
Brazil is Sanofi’s largest industrial platform outside Europe

4,148 employees

71 ongoing clinical trials at the Clinical Study Unit

Headquarters in São Paulo (SP)

Our portfolio ranges from prevention and consumer healthcare to treatments for chronic and rare diseases

Presence in all 27 Brazilian states

Brazil is among Sanofi’s ten largest operations globally

Sanofi Brazil accounts for one third of business in Latin America

Export to 30 countries of Americas, Europe, Africa and Oceania

€ 1.133 bn in sales in 2017

1 Available at: umv.com.br/os-maiores-laboratorios-farmaceuticos-de-2017.
2 On 31/12/2017
Investment in logistics 102-7
Sanofi has invested extensively in logistics as a leader in emerging markets and Latin America. Among these investments is the expansion of our Guarulhos Distribution Center (SP) to a current footprint of 36,000 m². The expansion will support growth over the next five years and involves a total investment of €200 million between 2015 and 2020.

A Simplification project at the Distribution Center improved the logistics process by centralizing distribution operations accounting for 45% of cargo shipped to different customers, which previously were handled by five different trucking companies. The project has helped to improve processes, increase efficiency and quality, and reduce costs, generating benefits to Sanofi, partners, suppliers and customers.

Guarulhos Distribution Center:
one of Sanofi’s largest distribution centers globally, with a footprint the size of five football pitches or 36,000 m².

New office in São Paulo (SP) 102-7
The new head office, located along the Pinheiros River in São Paulo (SP), is now home to both the employees previously working at our former head office and another 300 employees previously located in Rio de Janeiro (RJ) and Campinas (SP). The move occurred in August 2017, as a result of a decision by Sanofi Brazil’s leadership in 2016.

The new office location was selected for its proximity to the regions where most of our employees live. The process of planning and building the new offices was led by 40 ambassadors representing all functions across the company. The ambassador committee was responsible for compiling inputs from other employees and developing co-created solutions for the new office facilities, providing a practical, productive and comfortable work environment.

The new open-plan office space has no separate offices for senior management. Instead, collective desks arranged in close proximity provide the ideal environment for teamwork, sharing ideas and brainstorming. The office design provides open and collaborative spaces that deliver greater synergy across functions.

Our home office program has also been extended to all employees except interns, apprentices and third-party employees, providing greater flexibility. Employees are encouraged to work from home at least once per week, not least because available workstations have intentionally been reduced by approximately 25%. The new office location favors the use of public transportation and carpooling, and employees are allowed to commute outside rush hour if necessary.
Sanofi asked employees about the features they would like to see in their new work environment:

- **85%** wanted space to interact better with colleagues.
- **83%** saw a need for more meeting rooms.
- **81%** felt the need for an automated room booking system.
- **79%** identified the need for a cafeteria.
- **77%** asked for centralized access to helpdesk, banking and other services.

“Sanofi Brazil’s new offices feature an activity-based workplace design that was informed by inputs from employees, and provides easier access to public transportation. The design concept is being replicated at other Sanofi offices in Latin America and by the end of 2020 more than 85% of administrative offices in the region will be operating within the new model.”

Fernando Faria, Head, Real Estate & Facility Management LATAM.
What Sanofi’s new headquarters offers

13,561 m² in total area – equivalent to two football pitches

Accessibility on all floors

After approximately two months in the new office, the employees’ satisfaction with the workplace evolved from 54% to 91%, according to internal research.

116 meeting rooms

165 spaces for informal meetings

More employee amenities: mindfulness room, lounge, first-aid room, doctor’s office, quick massage, nutrition advice, fitness coaching, physiotherapy, concierge, bank, among others

An event venue for up to 300 people

130 people

Cafeteria for

Only pharmaceutical company with the LEED Platinum - Commercial Interiors (CI) certification

Mindfulness Room: At the request of employees, Sanofi’s new headquarters feature space for absolute silence, offering chromotherapy, aromatherapy and virtual reality headsets for meditation.
Our History in Brazil

1919
Sanofi starts operation (Rhône-Poulenc subsidiary founded in Brazil)

1974
Pasteur starts operation

1996
Medley starts operation

1997
Genzyme starts operation

1999
Rhône-Poulenc merges with Hoechst to form Aventis

2004
Aventis merges with Sanofi to form Sanofi-Aventis and Sanofi Pasteur

2009
Sanofi acquires Genzyme

2011
Sanofi acquires Medley

2016
Acquisition of Boehringer Ingelheim’s Consumer Healthcare business

2017
Opening of new Sanofi’s headquarters

2019
Sanofi acquires Medley

2004
Sanofi acquires Genzyme

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1997
Genzyme starts operation

1919
Sanofi starts operation (Rhône-Poulenc subsidiary founded in Brazil)
Future vision: The Sanofi Business Model 2020

Launched two years ago, our business model is underpinned by Sanofi’s global strategy and values.

Our purpose
At Sanofi, we work with passion every day to understand and solve people’s needs in healthcare all over the world.

Our values
Team work: maximum performance to improve people’s lives, winning together as One Sanofi.
Courage: daring, innovating, leading, assuming risks and learning from mistakes.
Respect: to promote diversity, the different ways of thinking and the needs of our people, our customers and communities.
Integrity: working with honesty and transparency, assuring the highest ethical and quality standards.

Our ambition
To be one of the three leading, innovative, global and diverse human healthcare companies in 2025, adopting transformative technologies and focusing on their areas of excellence, earning the respect and trust of the people and patients served by Sanofi.

Our Skills
Action for change; Developing people; Transversal cooperation.
Our commitment to Corporate Responsibility 103-1 e 102-47
Sanofi believes that understanding and anticipating health-related and civil-society trends is central to fulfilling our mission as a health journey partner to patients. These trends shape the expectations of our stakeholders and, by continually engaging with them, we are better able to address global challenges and turn them into opportunities to develop innovative solutions. Stakeholder insights are therefore a key input into the company’s value creation strategy.

At Sanofi we recognize our role in and responsibility towards society, and have focused our global Corporate Responsibility approach on three pillars based on key principles that ensure we adhere to the highest standards of ethics and transparency in everything we do:

• Extend access to healthcare for the underserved;
• Support the communities where we operate, including employee communities;
• Ensure that environmental considerations are part of our decision-making process, with a focus on environmental preservation.

When we revisited our materiality matrix in 2016 to reflect global guidance, Sanofi Brazil identified three priority levers based on the level of materiality for stakeholders, risks, opportunities, and importance for the business. The programs and initiatives we have chosen to support have since taken these three priority drivers into account. 102-44

In 2017 Sanofi Brazil invested more than R$ 4.1 million in corporate responsibility projects and programs with either company-sourced or tax-deducted funds through incentive mechanisms such as Lei Rouanet, FUMCAD and the Sports Incentive Act. These initiatives have delivered on our commitment to Corporate Responsibility causes through partnerships with key stakeholders, and have generated positive outcomes for society.

“Sanofi supports collaborative and educational initiatives that support water stewardship in Brazil, including initiatives to protect rivers and groundwater sources and sustain increased water availability and responsible use.”

Marcia Goraieb, Head of Communications and Corporate Responsibility

EMPOWERING RESPONSIBILITY

EDUCATION FOR HEALTH AND QUALITY OF LIFE
Educational and cultural exhibitions are organized to raise awareness about diseases using an entertaining and inclusive approach. Sanofi has also invested in projects that empower children and youth to discuss health issues, and provide information about nutrition and quality of life to the general public and especially underserved populations.

DIVERSITY & INCLUSION
Projects supporting diversity (gender, disability and ethnic equity) and initiatives to raise awareness and promote inclusion.

RESPONSIBLE WATER MANAGEMENT
Sanofi supports collaborative and educational initiatives that support water stewardship in Brazil, including initiatives to protect rivers and groundwater sources and sustain increased water availability and responsible use.

Read more in:
Empowering the Essence of Ethics, page 26
Empowering the Source of Life, page 36
Empowering the Beauty of Human Nature, page 54
Empowering Green Vitality, page 70
Sanofi: present at every step of the patient’s health journey
As a lifetime health journey partner, Sanofi is there from childhood to seniority, supporting people through every stage and every challenge.

Sanofi is organized into five business units united by the One Sanofi culture. Since 2016, the One Sanofi program has engaged all functions company-wide in process simplification initiatives to achieve greater efficiency in decision-making and capture synergies through integration. This has empowered our business units to support our business strategy at Sanofi Brazil by offering healthcare solutions in the following segments:

**Prescription drugs: commitment to medical treatment**
A diversified portfolio spanning treatments in areas such as diabetes, cardiovascular diseases and established prescription products.

**Day-to-day quality of life**
A market leader in over-the-counter products, consumer products, pain relief and vitamins. Sanofi is the third-largest consumer healthcare company globally.

**Solutions for rare, complex and difficult to diagnose diseases**
A pioneer in the development of therapies for rare diseases, multiple sclerosis, oncology and immunology.

**Disease prevention with vaccines**
Global leader in human vaccines.

**Development and access to generics and similar drug products**
A leader in the local market for generic and similar drug products. In 2017 the company won the Most Trusted Brands (Seleções/Datafolha) award for the eighth consecutive year.

On January 31, 2018 the legal entity Genzyme was merged into Sanofi-Aventis Farmacêutica Ltda. The merger will simplify internal processes across tax, legal, financial, supply chain and human resources, delivering greater efficiencies and cost savings. In early 2017 Sanofi concluded a commercial agreement involving its industrial site in Brasília (DF) under which part of the facilities at the site will be shared, and equipment has been sold, to another pharmaceutical company that is separate and independent of Sanofi. Another change in our organizational structure was the discontinuance of our Merial animal health business on December 31, 2016.
Awards and recognitions

Ranked among the best places to work
Sanofi has been ranked among the 150 Best Places to Work by VOCE S/A – FIA. Companies are selected based on an employee survey using a proprietary methodology developed by Fundação Instituto de Administração (FIA). The award is among the foremost accolades in this segment in Brazil.

Respect for consumers
Medley was presented with the “Most Consumer-Respectful Pharmaceutical Company Award 2017” by the magazine Consumidor Moderno.

Social and environmental responsibility
Sanofi was ranked as a “Healthcare Leader 2017” in the Social and Environmental Responsibility category and was among the pharma companies demonstrating outstanding performance in the previous year.

Innovation, quality and excellence
The legal team at Sanofi Brazil was selected to the Legal 500 GC Powerlist. This internationally recognized publication evaluates legal teams on aspects such as innovation, quality and excellence and highlights the most influential in-house lawyers in business.

Top of mind for generics
Medley was named Top of Mind for generics in one of the most important brand recall awards in Brazil, organized by Folha.

Among the top marketing case studies in the pharmaceutical market
A marketing case study for Sanofi’s Puran T4 was recognized by the Brazilian Pharmaceutical Industry Union (SINDUSFARMA) with a Lupa de Ouro award in 2017 in the Prescription – Mature Products category. A case study for our Competitive Intelligence Cell project was also presented with an award in the Best Market Intelligence, Productivity and Effectiveness Project category.

Media relations
For the first time as One Sanofi, we have been listed as one of the Top Companies for Communication with Journalists (18/09), in an award program organized by the Center for Communication Studies (CECOM) and Negócios da Comunicação magazine.

Trust
Medley (in the Generics Company category) and Dorflex (in the Pain Relief category) were ranked among the Most Trusted Brands in a survey by Seleções magazine in collaboration with Datafolha that evaluated consumer-brand relationships.

Best generics company
Medley was named the Generics Company of the Year 2017 in the 13th edition of Rio de Janeiro Pharmaceutical Retail Association (ASCOFERJ) Destaque award.

Top employer for the second consecutive year
Sanofi received international certification from the Top Employers Institute, which for 25 years has recognized excellence in the conditions that employers create for their people by developing talent and continually improving human resources practices. A stringent evaluation process assessed Sanofi’s practices against criteria such as: Talent Strategy; Training & Development; Career & Succession Management; Rewards & Benefits; Corporate Culture.

Global recognition in sustainable development
Sanofi’s performance has been recognized by the Dow Jones Sustainability Index, one of the most important international sustainable development indices. We ranked 6th on the Access to Medicine Index (ATM) in 2016, rising two positions from the previous edition (the index is published every two years). In 2017 Sanofi achieved the UN Global Compact Advanced Level as a company that fully meets the minimum requirements for communication on progress, and is committed to being a Top Performer on the 10 principles of the Global Compact.
Driven by innovation

Our culture of innovation—previously confined to research and development—was cascaded company-wide in 2017. A digital acceleration unit is driving expanded adoption of technological tools in executing commercial, physician relations and consumer relations strategies. Brand differentiation is one of the benefits that the digital strategy is delivering. It also supports employee development and helps to attract qualified talent.

“Product innovation alone no longer cuts it. We also need to innovate in the way we interact with physicians, patients, and communities in a complete redesign of our approach in order to stay a meaningful partner in their respective health journeys.”

Pius S. Hornstein, MSc, PhD
Country Chair of Sanofi Brazil & General Manager of GEM (General Medicines & Emerging Markets)
**Prescription medicines: commitment in treatment**
Sanofi has a diversified portfolio across therapeutic areas such as inflammation, diabetes, cardiovascular diseases and metabolic diseases.

Every 12 adults in Brazil, one has diabetes¹. The estimate is that 12.4 million Brazilians have the disease¹, according to the International Diabetes Federation. Committed to fighting the global diabetes epidemic, Sanofi has developed key innovations, such as a new long-acting insulin, launched in 2016.

Globally, every two seconds someone dies because of some cardiovascular disease², being the most common heart attack. In Brazil, there are 300,000 deaths a year caused by cardiovascular diseases² according to the Ministry of Health. High levels of LDL (bad) cholesterol are a major risk factor.

In order to fight against this scenario in 2017, Sanofi has successfully launched in Brazil an innovative drug indicated for patients with hypercholesterolemia, who do not reach their LDL cholesterol goals with standard statin therapy and lifestyle changes.

Sanofi also offers the most complete portfolio for the treatment of hypothyroidism in children, adults, the elderly and pregnant women. The treatment allows rescuing the quality of life of these patients.

"With a well-defined strategy in 2017, our CHC business in Brazil has become Sanofi’s third-largest consumer healthcare market and a market leader in Brazil.”

Rodolfo Hrais, General Director of Consumer Healthcare

Consumer Healthcare: day-to-day quality of life through self care
Sanofi and Boehringer Ingelheim (BI) successfully completed a business deal on January 1, 2017, with the acquisition of BI’s CHC business enhancing our position in strategic categories. Sanofi has integrated BI’s assets into our CHC business model; rejuvenated management of the Consumer Healthcare business; defined a growth model and target-operating model; and identified key areas for internal and external growth.

In 2017, CHC became a Global Business Unit (GBU) and one of Sanofi’s growth pillars worldwide, growing in weight in the company’s strategy. Since April 2017, the CHC business has worked to develop its Mission, Vision and Roadmap with a focus on gaining deeper consumer insight to inform new strategies; innovating in our services and pipeline; understanding the shopper journey at the point of sale to deliver the best possible experience; building a high-performance culture and team; and optimizing internal processes.

Our CHC portfolio is organized into the following segments: pain – which includes our Dorflex, Anador and Novalgina brands; allergy – with the now-over-the-counter Allegra 60 mg, 120 mg, 180 mg and 6 mg/mL; nutrition – with the multivitamin supplement Pharma-ton Complex B; and digestive care – with the probiotic Enterogermina and the laxative Dulcolax.

Our priority brands were also featured in digital communication campaigns to engage with consumers in their daily lives and provide scientific content and services that enhance quality of life. Through this strategy, Brazil has become Sanofi’s third-largest Consumer Healthcare market globally.

Our CHC business also opened an innovative Product Development Center in Suzano (SP), which will accelerate and support innovation in Brazil.

1 Interfarma. Of the five best selling drugs in the country, three are painkillers. Available at: https://www.interfarma.org.br/noticias/1617. Accessed on: August 2018.
Sanofi Genzyme: solutions for rare, complex and difficult-to-diagnose diseases
Sanofi Genzyme specializes in developing solutions for people with debilitating and complex conditions that are often difficult to diagnose and treat. It is a pioneer in research, discovery and development of breakthrough treatments for patients with rare diseases, neurological diseases such as multiple sclerosis, and endocrine and immune diseases, as well as supporting diagnostic testing and infusion treatment. The Sanofi Genzyme business offers the following treatments:

Rare and difficult to diagnose diseases
There are estimated to be some 7,000 rare diseases in the world—around 80% of cases are genetic in origin and affect less than seven out of every 10,000 people. Sanofi Genzyme has developed medicines for a wide range of genetic diseases: Fabry disease, Pompe disease, Type I mucopolysaccharidosis and Gaucher disease, Multiple Sclerosis and atopic dermatitis.

Oncology
In 2017 our Oncology franchise launched a biological treatment for second-line colorectal cancer, one of the most prevalent types of cancer in Brazil and worldwide. Sanofi Genzyme will invest in the development of innovative therapies that will redefine cancer treatment through techniques relying on the patient’s own immune system. Drugs for a less recurrent form of skin cancer and for lung cancer are in the Sanofi Genzyme pipeline.

Sanofi Genzyme has developed adjuvant therapy for the diagnosis and treatment of patients with thyroid cancer. The drug makes it possible for the patient to maintain the treatment for hypothyroidism, avoiding the symptoms resulting from its suspension. For a rare form of thyroid cancer, MTC (Medullary Thyroid Carcinoma), Sanofi is the only company to make available pharmacological treatment in Brazil for these patients.

Sanofi Pasteur: preventing diseases with vaccination
Sanofi Pasteur supports prevention of influenza and polio and provide protection against 20 infectious diseases. In Brazil, Sanofi Pasteur supplies a portfolio of about 20 vaccines to the Ministry of Health, private clinics and companies.

We also manage entire vaccination programs, including administration at customer sites. This service has allowed companies to offer immunization to about 800,000 employees every year, with 30,500 vaccination sites in 2017.

Sanofi Pasteur’s operations grew by 10% in 2017 under a commitment to prevent diseases through vaccination by supporting programs run by the Ministry of Health and private clinics.

In 2017 Sanofi Pasteur launched a ready-to-use, fully liquid six-in-one vaccine for the prevention of six major childhood diseases (Diphtheria, Tetanus, Haemophilus influenzae, Hepatitis B, Poliomyelitis and Pertussis) requiring no reconstitution prior to administration. The vaccine is addressing growing demand from private clinics due to product shortages on the market.
Since 1974, we have helped to meet public healthcare needs in Brazil through partnerships with the Ministry of Health and private clinics. We consistently deliver innovative, latest-generation vaccines in the local market.

Hubert Guarino, CEO
Sanofi Pasteur

Sanofi Pasteur produces around 20 vaccines that help prevent diseases such as: Dengue; Meningitis; Yellow fever; Influenza; Rabies; Polio; and Hepatitis B.

Since 1974, we have helped to meet public healthcare needs in Brazil through partnerships with the Ministry of Health and public laboratories.

Sanofi Pasteur’s dengue vaccine is the first to be developed and launched globally, including in Brazil.

Dengue continues to represent a public health challenge for Brazil. Only in 2016, 1.5 million suspected cases of dengue were recorded in the country, which spends about US$ 1.2 billion on the disease each year. Most Brazilians living in high-transmission areas may have contracted dengue at least once until they reach the age of eligibility for the vaccine, i.e. from 9 years old. About 75% of cases of first dengue infection are asymptomatic, that is, the individual does not manifest the disease symptoms.

The latest clinical vaccine data, reported in November 2017, confirmed strong long-term protection against dengue, particularly in preventing the severe form of the disease and hospitalizations in individuals who had previously had dengue.

From both an individual and public health point of view, preventing a subsequent infection in people who have already had dengue can play an important role in reducing the social and economic burden of disease and.

Medley: developing and enhancing access to high-quality generics and similar drug products

Our Medley manufacturing facility in Campinas (SP) produces high quality and affordably priced generics and similar drug products and is one of Sanofi’s four global centers. An innovation team monitors market trends and identifies opportunities for new products and partnerships with other local and multinational pharmaceutical companies.

In 2017, Medley implemented a strategic initiative to boost profitability as one of Sanofi’s global strategic objectives—one that was met and exceeded in the year. Growth in the similar drug product range was one of the primary drivers in the Medley portfolio, improving profitability despite a loss of market share by volume and revenue in the year.

As part of its strategy to build market share, in 2018 Medley will launch eight new generics—the primary volume driver in this segment—to diversify its portfolio. The new launches will act as volume boosters to drive up profits.

Medley’s operations delivered above-industry-average growth in distribution and sales had a net positive effect on Sanofi’s performance in Brazil as an important growth lever accounting for 50% of sales.

As a good practice in transparency, we have provided consumers with information about our closely controlled production processes, from the choice of raw materials to the tests we perform to ensure the quality, safety and performance of the medicines we develop to meet consumers’ needs. The initiative was part of our “Health is in the details” campaign.

“Medley is a major growth driver for Sanofi in Brazil. We are recognized by consumers for the quality of our products, which we produce with attention to detail from the choice of raw materials to the technologies we use in our manufacturing process.”

Carlos Aguiar, Head, Medley

Medley operates across four therapeutic areas: Cardiology, Women’s Health, Central Nervous System and Digestive Health.

Medley is proven to be one of the most recognized brands in the Brazilian pharmaceutical industry: it is Top of Mind in the category of generic drugs in the Datafolha survey of 2017. It also received the Brands of Trust Award for the 8th consecutive year - Seleções, Datafolha 2017.
Also as part of our strategy to bring the brand closer to consumers, Medley has increased its digital media presence with content that promotes health and well-being among social media followers, including more than 450,000 thousand Facebook followers.

In an innovative initiative, Medley partnered with Waze to point drivers to pharmacies offering Medley products in São Paulo (SP). The initiative was recognized globally at Sanofi as a strategy to strengthen the brand and increase the flow of consumers to points of sale.

Medley is also a leader in the Ministry of Health’s “Health Is Free” program, which provides free medications for hypertension and diabetes at Popular Pharmacies. It also runs a qualification program called “Ao Farmacêutico”, which in 2017 trained 20,000 professionals, independent pharmacy owners and business partners.

Sleep Hotel
In addition, as part of our initiatives to promote health and well-being, Medley ran a campaign to raise awareness of the importance of quality sleep: 40% of people currently suffer from sleep disorders. In an initiative in partnership with the Brazilian Sleep Association—an authority on the subject—and with advice from sleep experts, Medley set up the perfect bedroom for a good night of rest at a hostel in Vila Mariana, São Paulo (SP).

For two weeks, the “Sleep Hotel” hosted journalists, guest opinion makers and people who signed up to for the experience. The initiative explored the theme of sleep quality and health while also raising an alert about insomnia.

Health Blitz
Medley’s Health Blitz initiative helps people take better care of their health by providing services such as weight and blood pressure measurement and tips on healthy living.

In 2018, Health Blitz campaigns will run from a truck that will tour partner pharmacies offering services such as UV camera tests to see the effects of sun exposure on the skin; bioelectrical impedance tests to measure the percentage of body fat and water; and advice on health and well-being.

As part of the experience, visitors will also have the opportunity to learn about how Medley medicines are developed and manufactured. When test results are outside the normal range, the Health Blitz advises visitors to seek medical attention.
Empowering the Essence of Ethics
Sanofi is listed on Euronext Paris, France and on the New York Stock Exchange, and our corporate governance framework is organized under French corporate law. Sanofi is subject to certain securities laws and regulations as a company listed in France and is also regulated as a US-listed foreign issuer. 102-5

Sanofi Brazil is organized as a privately held limited company. Our organizational culture in Brazil supports a group-wide strategic vision that drives synergies across different businesses. Sanofi Brazil’s organizational structure is as follows:

- **Executive Committee** 102-18
  The Executive Committee comprises the executive country manager, country managers and steering committees over each business/division.

- **Country Committee** 102-18
  The Country Committee is composed of key managers across operations in Brazil and the managers of our main cross-cutting functions — Financial, Sales, Human Resources, Industrial, Legal, Medical, Research, Public Affairs, Communications and Corporate Responsibility. The objective is to discuss strategic issues of importance to the sustainability of Sanofi in Brazil.

- **Sanofi and Medley Pharmaceutical Operations**
  Headed by the vice-president for Latin America, based in Panama.

- **Vaccine Operation**
  Headed by the vice-president for Sanofi Pasteur Latin America, based in Panama.

- **Sanofi Genzyme Operations**
  Headed by the vice-president for Genzyme Latin America, based in São Paulo.

- **Sanofi Consumer Healthcare**
  Headed by the vice-president for CHC Latin America, based in Panama.
Sanofi operates in an increasingly complex environment and has undertaken public commitments to integrity and ethical and responsible conduct. Ensuring we deliver on these commitments is among the responsibilities of our Ethics & Business Integrity (formerly Compliance) function, which supports Sanofi’s operations in aligning our policies and practices with industry best practice. This strengthens our compliance with national and international regulations, including anti-bribery and anti-fraud regulations.

Our processes and organizational culture uphold a high standard of ethics and integrity at all levels of the organization, under guidelines laid down in our Code of Ethics. The Code addresses issues surrounding our relations with employees, patients, customers, suppliers and other stakeholders.

Sanofi also has an Ethics & Business Integrity program that supports high standards of ethics and governance by strengthening employees’ skills and ensuring we timely detect and correct any issues in our day-to-day operations and prevent and mitigate conflict of interest. Below we describe some of our practices in these areas.

Internal policies and formal procedures
Our employees are supported by formal policies and procedures, such as processes for monitoring and promptly responding to and taking corrective action to address identified issues. We also provide training and disseminate disciplinary guidance, and are supported by a Compliance Officer and Compliance Committee in managing ethics and transparency issues.

Committee for donations and other forms of support
In 2017, a more structured and centralized governance process was created for approving requests for donations and other contributions, including support for projects developed by patient associations. This not only provides a strategic vision for the leadership teams involved, but also expedites the approval process. The committee meets on a quarterly basis and includes the heads of several institutional functions unrelated to Marketing & Sales.
Interaction with government officials
Sanofi has an internal anti-bribery process for documenting and monitoring all interactions with government officials. It is our policy not to make any facilitation payments (e.g. to expedite approvals) or contributions to political parties.

Responsibility Committee
Sanofi’s Responsibility Committee was approved in December 2017 and began to function in January 2018. It provides a forum for discussion on consequences and disciplinary action for deviations and/or violations of internal policies.

Preventing conflicts of interest
Sanofi has proactive mechanisms for detecting conflicts of interest. Our internal policy guidelines establish formal rules and procedures for aspects including risk management, prevention and mitigating impacts.

Compliance Helpline
The Compliance Helpline assists employees in identifying potential violations or suspected misconduct and exposure to risk, and encourages them to seek their immediate managers as a focal point for support in case of doubts and for guidance. The Helpline can also be used anonymously.

Sanofi’s leadership is also supported by our legal, ethics and integrity and human resources functions in providing guidance to employees in specific cases requiring greater attention.

Employees and external stakeholders can report concerns through a 24h toll-free number 0800 891 8807 (24h) and the helpline website https://wrs.expolink.co.uk/, which is available in multiple languages, including Portuguese. Information is reported to Global Ethics & Business Integrity, based in France.

Interfarma and ABMIP
Sanofi adheres to the ethical standards on relations with the market and health professionals established in the Interfarma and ABMIP Code of Conduct, of which we are a signatory.

Membership of the UN Global Compact
As a member of the UN Global Compact since 2000, Sanofi supports and applies its fundamental principles in the field of human rights, working conditions, the environment and business integrity.

“Our strategic pillars are based on transparency, on minimizing the risk of conflicts of interest with healthcare professionals and on fighting corruption, especially in our dealings with government officials. Sanofi has zero tolerance for corruption and fraud.”

Lilian Lustre, Head, Ethics & Business Integrity
Sanofi’s e-learning platform offers training courses that strengthen our practices and management of Ethics & Business Integrity. In 2017, all employees attended annual mandatory anti-corruption training. The following training was also provided:

• Ethics & Business Integrity training week. This event provided immersion training on ethics and business integrity, including lectures, workshops and other activities surrounding Sanofi’s policies and procedures on detailing, events, donations, due diligence, interaction with patients, among other strategic topics. Our experience in Brazil has become a global benchmark at Sanofi;

• Training on Sanofi’s policies;

• Ethics discussions led by team leadership.

In October 2017 Sanofi Brazil was introduced to the Ethics & Integrity Champions, a group of volunteers or appointees from different departments with a mission to broaden discussions with Sanofi employees and disseminate our policies, processes and procedures on Ethics & Integrity.

IN 2018 OUR ETHICS & INTEGRITY ACTIVITIES WILL BE FOCUSED ON:

Digital Compliance
Supporting the business on the journey to digital innovation while mitigating risks.

Monitoring
Ensure transactions in high-risk areas are monitored and any needed adjustments and corrections in our processes and policies are identified in three cycles each year, with results reported on a global dashboard. Monitored transactions will include sponsoring physicians at events, sponsorship and payment of medical fees, donations, transactions within patient programs, support for patient associations and interactions with government officials.
Relations with the medical community and our industry

Sanofi’s Medical Affairs and Medical Transparency functions are also focused on ensuring we adhere to best practice in relations with the medical community and uphold the highest standards of transparency and ethics in all dealings internally and externally.

As part of our policy on transparency in relations with the medical community, all interactions with healthcare professionals are managed and all payments are tracked against established limits on payment amounts and number of transactions, enhancing transparency in our dealings with these stakeholders.

These practices are a regulatory requirement in some countries and, in 2017, the Government of Minas Gerais required all pharmaceutical companies to report on all interactions with physicians. Sanofi is a step ahead of the industry, having already implemented good practices in monitoring data on physician interactions.

Responsible procurement

Sanofi’s global responsible procurement strategy requires suppliers to adhere to Sanofi’s commitments on human rights, health and safety and the environment via the Suppliers Code of Conduct and also specific CSR evaluations of our suppliers.

Sanofi monitors not only the quality of raw materials that go into making our products, but also economic, social and environmental practices of our suppliers, through supplier risk assessment, evaluation and development.

Close relationship with the medical community reinforces good practices

1,049
Number of supplier assessments since 2012

194
suppliers were assessed through audit programs
Sanofi has highly regulated research centers with related internal processes. All research in the development of vaccines and medicines meets the regulatory requirements of national and international health authorities, including the guidelines and requirements of the Brazilian Health Surveillance Agency (ANVISA).

Product testing in humans is carried out in accordance with strict safety standards and under the oversight of our Clinical Study Unit (CSU) to ensure patient well-being and integrity. All research projects are approved by an ethics committee and are conducted by professionals who undergo frequent training and are required to have attended at least 40 hours of training before working on any research.

A team of professionals monitors ongoing studies and periodically visits the CSU to audit each process. Sanofi also conducts post-marketing studies to demonstrate the benefits of our products, and we assess product safety by monitoring for adverse events in accordance with international standards.
Across our portfolio, post-marketing safety and efficacy surveillance is done as part of our pharmacovigilance and quality processes. For products yet to be approved, monitoring is carried out during the clinical trial phase.

In 2017, we revised our Quality Policy and Quality Manual and launched a Quality Manifesto describing our primary focus areas in quality management over the coming years.

Country Quality analysts, coordinators and managers were qualified as auditors through theoretical and on-the-job training to provide supplier oversight with a focus on product quality. The team also attended Lean training that has helped them to simplify processes at the quality department, with some employees attending international conferences to learn about best practices and trends in the industry. Quality Analysts attended Global training on health products for diabetes and cardiovascular disease in Germany.

In 2018, Sanofi will continue to invest in process improvements and new systems, including a unified training platform for all functions company-wide. Educational materials about diabetes products will also be distributed through our Customer Service and Patient Support Program (PSP) channels to help prevent risks in patient treatment and reduce the number of technical complaints.

The overarching goal in our practices is to enhance our quality culture in operations. Toward this goal, Sanofi implemented a quality program called Resonate Quality, focused on:

- **Simplification**
  The product complaint process was reviewed across all stages to increase simplicity and improve efficiency. New systems were implemented to improve both agility and quality compliance in managing suppliers and quality documents.

- **Education**
  Training videos were provided to our external partners to promote best-practice data integrity and product complaint handling procedures. Quality documents were revised to make them simpler and better aligned with our drive for synergy in our operations.

- **Communication**
  A process for tracking trends in product complaints was implemented in collaboration with other functions such as Customer Service, Marketing and industrial operations. This has provided an integrated vision of consumer feedback to inform product improvements. In 2017 Sanofi observed Quality Week by providing reminders on good inspection practices among employees.
Customer Service
Sanofi conducts surveys to assess patient satisfaction with our customer service channels. After each call, agents invite consumers to answer two questions: whether they are satisfied with the agent’s instructions and/or solution; and whether they are satisfied with the agent’s cordiality. Consumers are asked to key in 1, 2 or 3 for satisfied, dissatisfied or indifferent.

For dissatisfied ratings, our outsourced customer service provider develops an action plan to address identified deviations, which is then translated into training and refresher or feedback sessions. Where deviations involve serious misconduct by a customer service agent, the offender is subject to disciplinary action, including termination.

PATIENT SATISFACTION

<table>
<thead>
<tr>
<th>Surveys on patient satisfaction with customer service</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>9,599</td>
<td>11,349</td>
<td>10,155</td>
</tr>
<tr>
<td>Number of patients satisfied</td>
<td>9,140</td>
<td>10,935</td>
<td>9,774</td>
</tr>
<tr>
<td>Number of patients dissatisfied</td>
<td>83</td>
<td>69</td>
<td>61</td>
</tr>
<tr>
<td>Number of patients indifferent</td>
<td>376</td>
<td>345</td>
<td>320</td>
</tr>
<tr>
<td>Average Satisfaction Score</td>
<td>95%</td>
<td>96%</td>
<td>96%</td>
</tr>
</tbody>
</table>

Note: The 2015 and 2016 data from the table have been updated.

Labeling and package inserts
The packaging, labels and package leaflets of medicines and products produced by Sanofi conform to the rules and resolutions issued by: ANVISA; the Health Surveillance Office of the Ministry of Health; the National Institute for Metrology, Standardization and Industrial Quality (INMETRO); the Consumer Defense Code; the International Olympic Committee (IOC); and the World Anti-Doping Code.

Package leaflets contain information required by applicable legislation and instructions on using the product safely.

All packaging art conforms to applicable regulations. Patient and healthcare professional package inserts are reviewed in a continuous process by an expert group and the final text is available at ANVISA Electronic Package Insert System.

Sanofi has also progressively incorporated recycling symbols on primary packaging, such as blister packs.
Empowering the Source of Life
Access to healthcare

Focus on the greatest needs and where we can have the greatest impact.

As a science-based company, Sanofi innovates constantly to better meet patients’ health needs. Our goal is to discover solutions to the world’s most pressing medical needs. We maintain a focus on patients, their feedback on treatment and their insights into their experience with disease and opportunities to improve treatment. This informs the development of new medicines or changes in prescribing habits.

Sanofi’s strategy focuses on the greatest health needs and areas in which we can generate the greatest impact. Globally, our efforts to improve access to healthcare rest on three major pillars:

- Developing new treatments or solutions through innovative R&D;
- Introducing new approaches to business and affordability;
- Strengthening health systems.

Sanofi is a founding partner of the Access Accelerated Initiative (AAI), an international coalition of leading biopharmaceutical companies working to address the burden of non-communicable disease in emerging economies. Sanofi’s involvement with AAI is centered on four major programs:

- My Child Matters, a Sanofi Espoir Foundation (France) program to fight childhood cancer;
- KiDS (Kids and Diabetes in Schools—read more on page 53);
- FAST (Fight Against Stigma), focused on mental health;
- Access initiatives in Ghana and the Philippines.

Through AAI, Sanofi commits itself to the UN’s overall goal of reducing premature mortality from non-communicable diseases through prevention and treatment by one third by 2030 and to promote mental health and well-being by one third.
Developing new treatments or solutions through innovative R&D

Sanofi has a broad product portfolio and remains continually alert to patient needs, trends in access to healthcare and the resources available for the development of new health products. We have protocols in place to ensure patient access to the right products, minimizing operational costs while supporting the selection of an optimal therapy for each patient’s clinical conditions. SASB, HC0102-01

Sanofi’s Clinical Study Unit (CSU) supports new drug approval; conducts research into new indications or new formulations—with products soon to be launched in oncology, diabetes, immunology, respiratory diseases, cardiovascular diseases, immunology and rare diseases (globally); post-marketing studies; and epidemiological and bioequivalence research—in diabetes, hypercholesterolemia, asthma, rheumatoid arthritis, multiple sclerosis, oncology, rare diseases and vaccines (read more in Ethics and Transparency, page 29).

In 2017, CSU Brazil prioritized efforts to meet or exceed research goals for the Unit, supporting the approval, launch and marketing of new products.

Processes were simplified and optimized to exceed the expectations of research centers and researchers and reduce the time taken to run studies, positioning Sanofi as a leader in R&D. In addition, we worked to develop our employees and build a talent pool for our future needs.

We also delivered incremental innovation on established products by developing new formulations and dosage forms for products that have been in our portfolio for many years, some with expired patents.

We aim to increase our R&D investments from € 5 billion to € 6 billion annually by 2020. In Brazil alone, 71 studies are in progress to support the development of new products, largely involving biological therapeutics. From 2015 to 2020, seven innovative medicines will be launched in Brazil.

Clinical research and access to healthcare

Sanofi’s clinical research helps to improve access to healthcare. Importantly, it allows new drugs to be tested in Brazil’s highly heterogeneous population so that patient responses to treatment can be determined.

Clinical trials also provide patients with access to treatments that are still in the experimental phase, but which can be a therapeutic solution—often the only one available—for rare diseases, cancer and other diseases.

Clinical studies also allow participating patients to have access to treatment even after the trials have been completed, if recommended by their physician.

It is also part of Sanofi’s health access strategy to use new technologies to accelerate the delivery to market of new molecules which still require significant time to be produced.
Health innovations

€ 20.3 million invested in the São Paulo Clinical Studies Unit

CSU Brazil is Sanofi’s 5th largest clinical research unit

116 professionals

71 studies in progress

Focus of research:
asthma, cosmetics, diabetes, rare diseases, multiple sclerosis, generics, hypercholesterolemia, oncology and vaccines.
The research and development center at Sanofi Genzyme conducts research focused on patients with few or no treatment options. Significant ongoing clinical studies include a study to develop oral treatments for Gaucher and Fabry disease, involving more than 50 patients, and enzyme replacement therapy for Niemann-Pick Disease Type B. The unit is also engaged in global clinical studies for the treatment of Parkinson’s disease, Hemophilia and age-related macular degeneration.

The Consumer Health Care (CHC) Product Development Center in Suzano (SP), which started operations in 2017, is part of a strategy to provide increased agility, flexibility and better support in Brazil’s CHC market. It will also develop products targeted to countries in Latin America, Europe and Australia. 102-10

Also in Brazil, a Medley’s Generic and Similar Products Development Center conducts research on new generics and incremental innovation.

There are about 43 studies in progress, with the goal of delivering health solutions and contributing to public health.

Sanofi also invests in medium and long-term strategies to provide patients and consumers with products that improve their quality of life.

In 2017, Sanofi was awarded a 14% price increase by the Ministry of Health for a rare disease therapy after a seven-year price freeze. Beneficially, this will provide a margin to be reinvested in product development and manufacture.

The company also entered a Production Development Partnership (PDP) with public laboratories to bring biological product development technologies to Brazil. This came as a result of a high level of engagement with the government in seeking adequate solutions for patients.
Process simplification
In 2017 Sanofi continued to invest in processes simplification to increase efficiency in strategic new product submissions. Our regulatory department was restructured to improve alignment with Sanofi’s strategy and strengthen its approach to formal matters surrounding the development of new product dossiers.

We redesigned our competencies and responsibilities matrix to optimized human resource allocation in strategic stages of the process, and our operations in Latin America, including Brazil, received training with a focus on quality and operating efficiency.

Numerous significant reviews of local team processes were also conducted, resulting in 16 approvals for the entire Brazilian regulatory team (including CHC) in 2017.

Sanofi, together with the class entities, is available to assist the health authority on issues affecting the entire pharmaceutical industry and, consequently, patients. One example is the pilot project that, through Sindustarma and the participation of four other companies, Sanofi Brazil regulatory affairs led, seeking together with the Agency a solution for the liability of regulatory processes of post registration. The initiative has contributed to the elaboration of regulations that have brought new ways of analyzing these processes, similar to those of other international regulatory agencies, resulting in faster access to medicines and avoiding ruptures.

For the year, Sanofi manages and monitors approximately 4,000 processes from the Regulatory Affairs area, which includes innovations, formula improvement, bulletin updates, among other technical issues. The work is carried out with the support of a system that controls the records of the products in the company. The look of risk also involves attention to industry trends, Anvisa’s operations and positioning and to international regulatory issues.
New business models and accessibility

Sanofi Genzyme’s International Charitable Access Program (ICAP) aims to provide free treatment on a limited-time basis for patients diagnosed with adult-onset Fabry and childhood-onset Pompe disease. The program is intended for patients who require emergency care and cannot afford medication.

A request to include a patient in the program can only be made by the patient’s physician to the Sanofi Genzyme Medical Excellence function by completing standard forms and submitting laboratory tests to demonstrate eligibility. All documentation is reviewed by the local Medical Manager and subsequently by the Global Team, and the medicines are furnished to the patient after Global approval.

Diagnosing rare diseases and providing support for infusions

Laboratory tests to diagnose rare diseases are often offered by few laboratories and are costly for patients. To support the diagnosis of underdiagnosed diseases in Brazil, Sanofi Genzyme offers physicians specializing in rare diseases a kit for collecting patient material at their offices.

The material is then collected by Sanofi and sent to partner laboratories at no cost to the patient, and the test results help doctors identify the appropriate treatment. Sanofi’s diagnostics support service offered free tests to more than 18,000 patients in 2017.

We also provide infusion support, including adequate infrastructure and training for healthcare professionals, for patients who have no public infusion centers near their homes due to their social condition.

Sanofi also runs campaigns providing information about rare diseases and their symptoms to healthcare professionals in general.
StarBem Mais: comprehensive care for patients with diabetes

Our StarBem Mais program provides comprehensive patient care through initiatives across two pillars: education and access.

The program, which was launched in 2013 and reformulated in 2016, combines Sanofi’s full range of initiatives for people with diabetes in Brazil. It includes a variety of services to improve quality of life for these patients and enhance the physician-patient relationship by offering:

• Educational visits and informational materials providing basic information about diabetes, the importance of self-monitoring and how to use insulin.
• A portal and app that provide an educational and motivational journey to help patients achieve treatment adherence, and the opportunity to contact specialist diabetes educators. They also feature motivational support content, nutrition tips, and SMS and e-mail reminders;
• A network of 10,000 Partner pharmacies;
• Ruler of differentiated discounts - provides better access to the drug, as well as discounts on glycosimeters and other inputs needed to maintain treatment.

More than
60,000
patients benefited by discounts, each month

More than
300,000
patients registered in the Program
In February 2017 Sanofi launched Viva, a platform offering patient support as well as exclusive benefits and services. It also provides support, education and advice to help patients adhere to prescribed treatment.

In the very first year of the program, Viva was recognized by Sanofi’s global Patient Solutions Award 2017, competing with 14 other initiatives in several countries.

One of the aims of the program is to improve quality of life by helping patients understand their disease and actively participate in their treatment.

More than 25,000 registered patients and 19,000 benefited by discounts

More than 200 subsidized tests

In 1 year of the Viva Program

More than 5,000 accredited pharmacies

More than 1,000 in-person consultations

More than 47,000 units sold
Strengthening healthcare systems
Sanofi maintains close relations with Brazil’s Congress and with government agencies within our strategy of advancing the agenda of regulatory and public policy discussions. In 2017, we successfully attracted the interest of a São Paulo State deputy to the cause of atopic dermatitis, a disease that can be highly debilitating and, in severe cases, can have social and emotional impacts on patients. 103 | 415

As a result, it was instituted the National Atopic Dermatitis Day on September 23—an important date that can be marked by organizing initiatives to provide information about the disease. 415-1

Sanofi also supported the creation of the Senate’s Health Affairs Commission for Rare Diseases in Brasilia (DF), which held several meetings in 2017 that have further advanced discussions on rare diseases and access to healthcare.

Throughout the year, Sanofi engaged widely in sharing new ideas, fostering discussion, and contributing important insights into the debate to better inform decision-makers’ approach to achieving long-term access to healthcare.

Another component of our strategy is our role as an innovation player and an important link between the industry, the government—and government policy—and the patient community. We participate in important forums in Brazil and support access to healthcare through our relations with the medical community, using digital media as a tool to strengthen these relations. Sanofi has explored opportunities for collaboration with startups and strategic hospitals, and we have worked to continually evolve our approach to operations and identify opportunities for improvement and new business.

Sanofi also works to provide public and private healthcare managers and their stakeholders with evidence-based information and data from research conducted at our laboratories that attests to the efficacy, effectiveness and safety of our medicines. This information is important in enhancing patient relations by indicating optimal treatments. 103 | 416

We also help to empower patient associations in our priority therapeutic areas. Sanofi has structured a process designed to contribute to the institutional development of associations and provide patients with the support they need during medical treatment, including access to—typically high-cost—therapies, transportation to laboratories and hospitals for therapy, psychological support and other forms of support. In 2017, a public notice was published on the Sanofi Genzyme website inviting rare disease associations to submit their projects and initiatives for review by the company. Our strategy was to support initiatives providing patient education and services that improve quality of life.

Sanofi’s goal is to reach more than 40 supported associations in 2018. This support not only strengthens benefitted organizations, but also helps to promote their causes. In 2017, Sanofi has donated nearly R$ 2.8 million to 33 patient associations.

40 patient associations will be trained by Sanofi in 2018
## Financial support in 2017

<table>
<thead>
<tr>
<th>Name of the patient association or group of patients</th>
<th>Financial contribution (R$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABEM – Brazilian Multiple Sclerosis Association</td>
<td>100,000</td>
</tr>
<tr>
<td>ABPDG – Brazilian Association of Patients with Gaucher Disease</td>
<td>100,000</td>
</tr>
<tr>
<td>ABRALE – Brazilian Lymphoma and Leukemia Association</td>
<td>55,000</td>
</tr>
<tr>
<td>ABRISTA – Brazilian Thalassemia Association</td>
<td>50,000</td>
</tr>
<tr>
<td>ACAMU – Santa Catarina Association of Mucopolysaccharidosis and Rare Diseases</td>
<td>70,000</td>
</tr>
<tr>
<td>ACBG – Mouth and Throat Cancer Association</td>
<td>15,000</td>
</tr>
<tr>
<td>ACDG – Ceara Association of Genetic Disease Professionals, Patients, Relatives and Volunteers</td>
<td>15,000</td>
</tr>
<tr>
<td>AEDW – Diabetes Education Association</td>
<td>12,787</td>
</tr>
<tr>
<td>AGEM N – Goiânia National Multiple Sclerosis Association</td>
<td>60,000</td>
</tr>
<tr>
<td>AGF – Rio Grande do Sul Association of Fabry Disease Patients and Relatives</td>
<td>150,000</td>
</tr>
<tr>
<td>AGMPS – Rio Grande do Sul Association of Mucopolysaccharidosis</td>
<td>20,000</td>
</tr>
<tr>
<td>AMAVI – Associação Maria Vitória</td>
<td>25,000</td>
</tr>
<tr>
<td>AME – Associação Amigos Múltiplos pela Esclerose Múltipla</td>
<td>141,000</td>
</tr>
<tr>
<td>AMMIPS – Minas Gerais Mucopolysaccharidosis Association</td>
<td>48,500</td>
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<tr>
<td>AMPAG – Minas Gerais Association of Gaucher and Rare Disease Patients</td>
<td>40,000</td>
</tr>
<tr>
<td>AMPSRN – Mucopolysaccharidosis Association of Rio Grande do Norte</td>
<td>10,000</td>
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<tr>
<td>“GUARDIAN ANGELS” Association of Mucopolysaccharidosis and Rare Disease Caregivers</td>
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<tr>
<td>ANPB – Brazil Niemann Pick Association</td>
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<tr>
<td>APAR – Santa Catarina Association of Kidney Patients</td>
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<tr>
<td>APENSMAR – Santa Maria Association of Multiple Sclerosis Patients</td>
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<tr>
<td>ASPDOR – Sergipe Association of Patients with Rare Diseases</td>
<td>10,000</td>
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<tr>
<td>ASPRECE – Paraná State Association of Patients with Kidney Disease</td>
<td>130,000</td>
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<td>ADJ Diabetes Brazil</td>
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<td>Casa Hunter - Brazilian Association of Patients with Hunter’s Disease and Other Rare Diseases</td>
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<td>FENAPAR – National Federation of Kidney and Transplant Patient Associations</td>
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<td>Rheumatic Patient Support Group, Ribeirão Preto</td>
<td>90,000</td>
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<tr>
<td>Child Diabetes Support Institute, Rio Grande do Sul</td>
<td>45,000</td>
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<tr>
<td>Instituto Lado a Lado pela Vida</td>
<td>200,000</td>
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<tr>
<td>Instituto Oncoguia</td>
<td>55,000</td>
</tr>
<tr>
<td>IVR – Instituto Vidas Raras</td>
<td>110,000</td>
</tr>
<tr>
<td>SAUVI – Brazilian Association of Serious, Chronic, Autoimmune and Rare Disease Patients, Relatives and Friends</td>
<td>400,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,838,762</strong></td>
</tr>
</tbody>
</table>
Sanofi provides continuing physician education on diseases for which our portfolio offers health solutions or which are addressed by yet-to-be-launched therapies under development. These programs are organized in partnership with public and private institutions aiming to improve access to healthcare in Brazil.

To continue to advance scientific knowledge in the medical community, we offer training for physicians at centers of excellence where they participate in theoretical and practical training on procedures and therapies, delivered by experts who are recognized authorities in Brazil and internationally.

We also sponsor physicians’ attendance at conferences and national and international scientific events. These initiatives aim to impart greater quality, best practice and more modern solutions to patient care.

Sanofi also provides the medical community with informational materials developed to the highest scientific and ethical standards. We also use technology solutions to build better channels for physician communications and bring the company closer to physicians through enhanced information access initiatives geared to the medical community.

Multiple Sclerosis: advancing scientific knowledge

In 2017, Sanofi sponsored four important public universities and one private university in offering 30-day theoretical and practical internships in multiple sclerosis to ten physicians.

The initiative was run jointly with the Brazilian Committee for Treatment and Research in Multiple Sclerosis and Neuro-immunological Diseases (BCTRIMS), which was responsible for the scientific program, the selection of participants through a public competitive procedure, and final assessments.

After completing the internship, participants submitted a report to the BCTRIMS describing their activities and the scientific benefits from the internship, as well as their professional and scientific ambitions.
In Brazil, Sanofi has organized medical and scientific partnerships, collaborations with universities, support for clinical research and public-private partnerships for the development of medicines, therapies and vaccines for neglected diseases. These strategic alliances all contribute to meeting public health needs in Brazil.

**Leishmaniosis**
Medicines for Leishmaniosis are supplied globally from our site in Suzano (SP).

**Influenza vaccine**
We concluded a public-private partnership with Instituto Butantan for the transfer of influenza vaccine manufacturing technology. While having successfully completed the transfer, Sanofi Pasteur has continued to play an important role in supplying additional vaccines to national immunization programs.

**Human rabies vaccine**
Sanofi manufactures and supplies rabies vaccines to Instituto Butantan through a collaborative partnership to provide this life-saving vaccine for use in the Brazilian public healthcare system.

**Polio vaccine**
Public-private partnership between Sanofi Pasteur and Oswaldo Cruz Foundation (Bio-Manguinhos) to transfer the vaccine manufacturing technology to this institution, allowing the introduction of the inactivated poliomyelitis vaccine in the national immunization calendar, in an avant-garde manner in relation to countries of Latin America.

**Malaria**
Partnership focused on the development of malaria treatment.

Sanofi Pasteur has an important role in providing vaccines in national immunization campaigns.

**Malaria and Chagas disease are the focus of attention of Sanofi’s Global Health department.**
Infectious diseases, such as Malaria and Chagas, and Non-communicable diseases are the focus of a newly created Global Health department at Sanofi, which implements global initiatives aiming to provide better access to healthcare for these patients, in partnership with leading organizations on the international health scene.
Moved by Heart (Movidos pelo Coração)

EDUCATION FOR HEALTH AND QUALITY OF LIFE

In the world, every two seconds someone dies because of some cardiovascular disease *, the heart attack being the most common of them. In Brazil, there are 300,000 deaths a year caused by cardiovascular diseases, according to the Ministry of Health.

Sanofi has provided tax-deductible support to Moved by Heart (Movidos pelo Coração), a program sponsored by the Brazilian Cardiology Society (SBC) via Rouanet Law (Federal Law of Incentive to Culture), since September 2016. Through art and culture, the initiative educates adult, adolescent and child audiences about heart health and the risks posed by diseases such as hypertension, high cholesterol, diabetes, alcoholism and stress. It also provides free health care services focused on prevention of cardiovascular disease and diabetes, and raises awareness about the importance of understanding individual cholesterol targets and ways to prevent diabetes.

More than 20 thousand people were benefited in the cities hosting the project: Fortaleza (CE), Belo Horizonte (MG), Rio de Janeiro (RJ) and São Paulo (SP). Over 70 Sanofi employees worked as volunteers in the editions held in São Paulo (SP) at Villa-Lobos Park and the Unified Education Center (CEU) in Paraisópolis.

Provided **2,000 free tests** (total, HDL, and LDL cholesterol, blood glucose, waist circumference, pressure)

More than **300 people** trained in TECA-L (Cardiovascular Emergency Training for Lay People)

More than **20,000 participants**

Through research conducted at the Moved by Heart (Movidos pelo Coração) events in São Paulo in 2017, it was identified that:

- 89.8% of the public was not able to report their LDL cholesterol level and 91.3% did not know their LDL cholesterol goal before the event.
- 17.3% stated they had never had cholesterol tests before.
- 69.4% declared that they did not have private health insurance.

These data reinforce the importance of the program for the impacted population.
This Sanofi-sponsored touring exhibition of Museu da Vida – Fiocruz provides free information about the *Aedes aegypti* mosquito, the diseases it transmits—with a focus on dengue, zika and chikungunya—and ways to prevent mosquitoes from breeding, using an entertaining approach to engage visitors.

Sanofi has sponsored the exhibition since 2013, which has received more than 32 thousand visitors. In 2017, the exhibition received 7 thousand visitors in Rio de Janeiro (RJ) and São Paulo (SP)—including students from 63 elementary and secondary schools. In 2018, the exhibition will be held in Fortaleza (CE) and Olinda (PE) and will also be featured on a website with all content in Portuguese, English and Spanish.

Organized into six modules, the exhibition features scientific information and interactive activities:

**Interactive Yard**
Visitors use a magnifying glass to observe the life cycle of *Aedes aegypti* mosquitoes from egg to larvae, pupae and adult. Visitors also look for potential breeding sites, such as tires, uncovered water tanks, and unlined bottles.

**Dengue Detective Game**
Visitors compete to find and secure the largest number of breeding sites, and carry their scores to the following mission.

**Discovering the mosquito**
A giant 3D mosquito model features sensors that detail its anatomy.

**Mosquito life**
Visitors are shown the life cycle of the mosquito using virtual reality headsets.

**Mosquito hunt**
Visitors are shown the life cycle of the mosquito using virtual reality headsets.

**Educational Materials**
For people with visual impairments, the exhibition features 3D virus models, braille signs describing the mosquito cycle, and captions and sign language interpretation on exhibition videos.
Comida que Cuida Collection

Launched in 2006, the Comida que Cuida book collection helps patients derive more pleasure from food despite the limitations imposed by their treatment or condition. The three books provide tips that promote healthy eating habits: Comida que Cuida 1 - more color on your plate and in your life during cancer treatment; Comida que Cuida 2 - deriving more pleasure from food and from life with diabetes; Comida que Cuida 3 - recipes and stories for you to make peace with your heart.

In 2017, a fourth edition of the book was launched for patients with Familial Hypercholesterolemia. With support from specialist physicians and renowned cardiology associations, Comida que Cuida 4 delivers on Sanofi’s “beyond-the-pill” approach by listening to patients and providing advice to give them back the pleasure of living life to the fullest despite the challenges of disease.

KIDS (Kids and Diabetes in Schools)

The KIDS (Kids and Diabetes in Schools) program fosters a safe and supportive school environment for children and youth with type 1 diabetes. Launched in Brazil in 2014, this education and awareness initiative helps students manage their diabetes, addresses discrimination and promotes quality of life, while also helping to prevent the development of type 2 diabetes.

In 2017, KIDS became one of Sanofi’s leading global programs through an international coalition launched to address the burden of non-communicable diseases in emerging economies, with a goal of reducing premature deaths from those diseases by one third by 2030. In addition, eight educational videos were published on YouTube by ADJ - Diabetes Brasil in partnership with Sanofi Brazil. An educational kit and videos were also offered to parents, education and health professionals, and other patient associations.

Minuto Saúde

Sanofi sponsored, via Rouanet Law (Federal Law of Incentive to Culture), the Minuto Saúde series on TV Cultura. Two-minute episodes provide information about health and prevention presented by Dr. Jairo Bover, a physician trained at the Medical School of the University of São Paulo and a media personality.

The programs were aired from December 2017 to January 2018 and discussed prevention for a healthy life; cholesterol; diabetes; rare diseases; dengue; and the importance of lifelong vaccination.

Partnership with UNICEF

In 2017, Sanofi established a new partnership with UNICEF to promote adolescent health in towns within Brazil’s semi-arid region. The program has been recognized by a UNICEF Municipal Seal of Approval (as an initiative aiming to support municipalities in implementing public policy to reduce inequalities and protect the rights of children and adolescents). The program will begin in 2018.
Empowering
the Beauty of
Human Nature
Engaging our employees, and
develop our community

Human capital strategy promotes employee development

Sanofi’s mission is to work passionately, every day, to understand and solve the health care needs of people around the world. In fulfilling this mission we rely on the passion and professionalism of our people. For this reason, engaging and developing our employees has become an integral part of our growth roadmap to 2020. This informed the development of our Human Capital Strategy—an agenda designed to engage and develop our employees, while making the organization more globally aligned, leaner and more agile.

Our people management function at Sanofi is responsible for developing the competencies needed for employees’ growth by improving priority capabilities using modern learning structures. It recognizes the importance of our leadership in driving business development. It builds successful teams that act with integrity while supporting performance through organization-wide cooperation. It also works to build an organizational culture that is aligned with Sanofi’s values, empowering and enabling high performance teams in patient care and in relations with strategic stakeholders.
Engaging Employees
Organizational Development Committee seeks excellence, innovation and collaboration in Sanofi’s operations

In 2017, we worked to strengthen our people management strategy by eliciting inputs from employees about their value expectations from the company. Our Organizational Development Committee played an active role in driving excellence, innovation and collaboration across our operations, improving speed and quality of execution in our initiatives during the year.

Sanofi built a detailed report with insights from 300 managers who attended 11 workshops in which they provided suggestions on ways to improve the employee experience at Sanofi.

As a result, our employee service processes have been restructured for increased efficiency in handling human resources matters, such as benefits, and providing health services such as Take Care & BWell, a global health program offering personalized benefits and on-site activities as part of a new benefit package with enhanced services for employees.

The year also saw improvement in our talent management process as a result of four meetings—one each quarter—in which our leadership came together to identify employees with high development potential. With a 99% attendance rate and a high level of discipline, the initiative was one of our success cases in 2017, with members of senior management sharing high-quality ideas and providing important insight into people management, achieving gradual progress at each meeting.

Sanofi’s priorities are excellence in execution, innovation and collaboration. Our projects and initiatives accordingly work towards this objective, with our Organizational Development Committee helping to accelerate implementation and improve quality in execution, delivering optimal solutions through collaboration.

Training
All Sanofi employees attend training that includes classroom-based and leadership development training. Sanofi also offers training on digital channels and to improve foreign language proficiency.

One Sanofi Academy
An e-learning training portal featuring educational initiatives for employees working in different regions of Brazil. The platform offers a diverse range of dynamic technical training courses on products and systems; processes; behavioral styles; leadership and careers; as well as programs on competencies, businesses and strategy.

GoFluent
An English learning platform, available to all employees, including trainees. In 2018, available courses will be extended to French, Spanish, Italian, German and Portuguese.

Harvard Manage Mentor
A digital platform with 44 online training titles, organized by competency and by type of employee (individual employees, team managers and managers of managers).
The table below summarizes the average hours of training per year per employee for Sanofi:

<table>
<thead>
<tr>
<th>Average hours of training per year per employee</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total hours of training</td>
<td>159,158</td>
<td>178,951</td>
<td>120,679</td>
</tr>
<tr>
<td>Total number of attendances</td>
<td>50,461</td>
<td>58,753</td>
<td>49,597</td>
</tr>
<tr>
<td>Average hours of training (per employee)</td>
<td>3.15</td>
<td>3.05</td>
<td>2.43</td>
</tr>
</tbody>
</table>

Note 1: Training information could not be detailed by gender and employee due to difficulties in harmonizing the different systems used. The data refers to both classroom-based and distance training including leadership training, soft skills for leaders and non-leaders, and technical training.

Note 2: Includes training on Quality, HSE, Safety, Sales Force, Pharmacovigilance, Ethics and Integrity, as well as other training at the Campinas, Suzano and Headquarters sites in São Paulo.

Note 3: Sanofi believes in innovative training and development initiatives in which digital tools are increasingly consistent, enabling them to optimize the use of training hours and improve the learning experience.

Our global program portfolio offers training for all levels of leadership: Executive Level (to prepare employees for the future of the business, with a focus on leadership and excellence – Ignite, Evolution Center for Excellence, Business for Tomorrow, Leading for Tomorrow); Senior Leadership (to develop leaders to have a positive impact on their reports, with a focus on leadership that inspires—Impact, Influence, Inspire, Insight, Evolution Center for Leadership); Managers of Managers (to support our leaders in developing essential leadership skills and competencies – Leadership Essentials) and Team Managers (focused on management skills and competencies—Management Essentials). The training uses a journey format, with activities including peer-to-peer coaching and on-the-job content, in addition to classroom-based training.

In 2017, Sanofi launched a new methodology called DEEP Conversations as part of our performance management and feedback process. In line with our values, the new approach encourages direct, empathetic, open and productive conversations. Supporting materials and a portal with training tools are also available to leaders in training, as well as training modules that are being developed as a supplement.

**People Survey**

We ran our first global People Survey involving employees from all functions and geographies around the world, with a response rate of 78%. Eliciting the views of our employees is aligned with our vision of Empowering Life, and with our values and culture.

The survey will run annually as a way to measure progress on our cultural transformation to achieve our future vision. The survey results build on the feedback from our One Sanofi 2020 leadership workshop related to company culture, and on the inputs from the 150 Best Companies to Work survey.

Managers and business functions are now mapping their specific priorities, as part of our drive for simplification and agility, to achieve synergies that will propel and accelerate our cultural transformation.
Diversity and inclusion are core values at Sanofi. We respect the culture, origin and experiences of employees in the more than 100 countries where we operate, and believe this rich diversity helps to drive performance and product and process innovation. A diverse workforce allows us to better connect with our patients and customers, attract and retain the best talent, and generate new ideas, leveraging diverse thinking and styles to drive innovation and business performance.

To engage senior management around gender equity, since 2010 we have been supported by the Women’s Leadership Council, a group of global vice presidents—including women and men—who track progress and champion innovative best practice to achieve gender balance at all Sanofi sites worldwide.

Sanofi is also supported by the Women’s & Diversity Council Brazil, a committee formed in 2015 as a result of a survey involving 76% of employees to map out opportunities for improvement, identify potential barriers and define priority initiatives. The first identified initiative was an opportunity to discuss key gender equality metrics and leadership commitment. In 2016, the committee focused on four strategic themes:

- Gender Equity;
- Inclusion for People with Disabilities;
- Racial/Ethnic Diversity;
- Generations.

Different initiatives and activities have been implemented according to our level of maturity on each pillar. Meetings are held quarterly to revisit action plans and discuss KPIs to track progress. A team of ambassadors meets every two months to follow up on actions.
Promoting diversity
The Challenge Your Bias program raises awareness about unconscious bias and how to reduce the impacts from bias on decisions (hiring, promotions, etc.). In 2018, this training will also be delivered to the next level of leadership, involving approximately 200 leaders.

Every year, Sanofi organizes multiple rounds of discussions with employees to discuss barriers to the career advancement of women and the role that men play in family dynamics, among other aspects related to diversity.

In 2017, employee roundtables were organized in March under the theme “Unconscious bias and diversity”, addressing topics such as “Diversity without labels”, “Diversity and Career Decisions” and “Diversity and Family Dynamics”.

Sanofi has also partnered with Fórum Mulheres em Destaque, a local forum which was attended by some of our executives.

In Brazil, 49% of us are women.
Globally, 46.2% of our more than 100,000 employees are women.

In 2017, 100% of members on Sanofi Brazil’s steering committee received training in our Challenge Your Bias program.
Internal census

From March to April 2017, Sanofi conducted an internal self-identification census to provide a better picture of the level of diversity in the organization. The census survey enjoyed a high response rate of 76%.

It included questions about gender, color/ethnicity, age, origin and disabilities and/or work restrictions. The results showed that Sanofi has a majority of whites, followed by Asians.

We recognize that there is much opportunity for improvement in including racial minorities, especially indigenous, black and brown minorities. 74% of employees rated Sanofi and being “well prepared” or “prepared” to include people with disabilities

Sanofi has developed partnerships with recruiting firms specializing in finding diverse talent

Agenda on diversity

Sanofi has an employee engagement agenda on diversity comprising the following initiatives:

- Roundtables and discussions throughout the year;
- A “Leadership Communication” newsletter that encourages our leaders to share important information with their teams and play a leading role in building engagement and dialog – there is a fixed space for diversity;
- “One Sanofi”, a print magazine that is distributed to all employees, with an editorial design that includes spots dedicated to discussing diversity and corporate responsibility.

Sanofi has been a member of Movimento Mulher 360 since 2016. The initiative brings together companies looking to support the economic empowerment of women in Brazil within a 360º vision by promoting, articulating and disseminating innovative business policies and practices and engaging society around women’s empowerment.

The initiative organizes monthly meetings to discuss and share best practice. Each year, member companies complete a questionnaire to track their performance on diversity. Sanofi’s Country-Chair, Pius Hornstein, attends the CEO Breakfast every year.

Cinesolar: promoting diversity in communities where we operate

In 2017, Sanofi Genzyme sponsored Cinesolar, a touring film circuit with sessions featuring Brazilian films dealing with the theme of diversity, with tax-deductible funding. The project was previously sponsored by Sanofi Genzyme in 2014.

Five movie sessions were held in regions with high social vulnerability in São Paulo (SP), Suzano (SP) and Campinas (SP), with more than 630 people attending. Two film production workshops with 82 young participants were also organized to provide more democratic access to filmmaking.

In a satisfaction survey, more than 97% of participants approved the initiative. The project uses a solar power source for equipment and entrance to the sessions is free.
At the end of 2017, Sanofi sponsored the “Collaborative Biographies” project created by NBS Rio+Rio with tax-deductible funding. The initiative will tell the inspiring stories of five women entrepreneurs from low-income communities in São Paulo, supporting a positive entrepreneurship agenda to further empower women in these and other communities.

Sanofi also sponsored a Taekwondo project organized by the Olga Kos Institute for Cultural Inclusion to foster the inclusion of people with intellectual disabilities in sports, with tax-deductible funding. Both projects will be implemented in 2018.
### Total Workforce by Employment Type, Work Contract and Region, Discriminated by Gender

<table>
<thead>
<tr>
<th>Total workforce by employment type</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>Definite term *</td>
<td>256</td>
<td>412</td>
<td>110</td>
</tr>
<tr>
<td>Indefinite term</td>
<td>2709</td>
<td>2094</td>
<td>2217</td>
</tr>
<tr>
<td>Total by gender</td>
<td>2965</td>
<td>2506</td>
<td>2327</td>
</tr>
<tr>
<td>Total</td>
<td>5471</td>
<td>4483</td>
<td>4148</td>
</tr>
</tbody>
</table>

* Interns are included under the definite term employment type.

**All employees work full-time.

Note: situation on 31/12 of the current year

### Total Workforce by Region

<table>
<thead>
<tr>
<th>Total workforce by region</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>South</td>
<td>339</td>
<td>157</td>
<td>198</td>
</tr>
<tr>
<td>Southeast</td>
<td>2221</td>
<td>2004</td>
<td>1861</td>
</tr>
<tr>
<td>Midwest</td>
<td>122</td>
<td>97</td>
<td>116</td>
</tr>
<tr>
<td>Northeast</td>
<td>249</td>
<td>213</td>
<td>147</td>
</tr>
<tr>
<td>North</td>
<td>34</td>
<td>35</td>
<td>5</td>
</tr>
<tr>
<td>Total by gender</td>
<td>2965</td>
<td>2506</td>
<td>2327</td>
</tr>
<tr>
<td>Total</td>
<td>5471</td>
<td>4483</td>
<td>4148</td>
</tr>
</tbody>
</table>

### Total Workforce by Functional Level

<table>
<thead>
<tr>
<th>Total workforce by functional level</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>Senior Management</td>
<td>80</td>
<td>45</td>
<td>66</td>
</tr>
<tr>
<td>Middle Management</td>
<td>469</td>
<td>288</td>
<td>395</td>
</tr>
<tr>
<td>Head/coordinator</td>
<td>178</td>
<td>141</td>
<td>102</td>
</tr>
<tr>
<td>Technical/supervisor</td>
<td>318</td>
<td>312</td>
<td>222</td>
</tr>
<tr>
<td>Administrative</td>
<td>183</td>
<td>410</td>
<td>161</td>
</tr>
<tr>
<td>Operational</td>
<td>794</td>
<td>458</td>
<td>537</td>
</tr>
<tr>
<td>Sales</td>
<td>818</td>
<td>598</td>
<td>745</td>
</tr>
<tr>
<td>Interns</td>
<td>122</td>
<td>249</td>
<td>96</td>
</tr>
<tr>
<td>Total by gender</td>
<td>2965</td>
<td>2506</td>
<td>2327</td>
</tr>
<tr>
<td>Total</td>
<td>5471</td>
<td>4483</td>
<td>4148</td>
</tr>
</tbody>
</table>

* All core business activities are performed by direct employees.

** Data was sourced from an employee and intern database as of Dec/2017, compiled from the payroll system.

Note: In 2017, Sanofi employed 69 minor apprentices, including the Campinas and Suzano factories, the Guarulhos Distribution Center and the company headquarters in São Paulo.
In 2017, Sanofi implemented two restructuring programs within the salesforce team.

### Percentage of workforce by age group

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>Under 25</td>
<td>42.8%</td>
<td>57.2%</td>
<td>35.0%</td>
</tr>
<tr>
<td>25 to 35</td>
<td>47.9%</td>
<td>52.1%</td>
<td>45.0%</td>
</tr>
<tr>
<td>35 to 50</td>
<td>58.5%</td>
<td>41.5%</td>
<td>56.0%</td>
</tr>
<tr>
<td>Above 50</td>
<td>74.9%</td>
<td>25.1%</td>
<td>72.9%</td>
</tr>
<tr>
<td>Total by gender</td>
<td>54.2%</td>
<td>45.8%</td>
<td>51.9%</td>
</tr>
</tbody>
</table>

Note: situation on 31/12/2017.

### Percentage of employees discriminated by gender

- **2015**: 54% (Men), 46% (Women)
- **2016**: 52% (Men), 48% (Women)
- **2017**: 51% (Men), 49% (Women)

Note: Based on the diagnosis of the inclusion census, conducted in 2017, Sanofi is developing a plan of action to address the results by functional area and business unit. The goal is to present the information in 2018.
## Members of governance bodies* by age group

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>25 to 35</td>
<td>100.0%</td>
<td>0.0%</td>
<td>75.0%</td>
<td>25.0%</td>
<td>66.7%</td>
<td>33.3%</td>
</tr>
<tr>
<td>35 to 50</td>
<td>67.8%</td>
<td>32.2%</td>
<td>63.4%</td>
<td>36.6%</td>
<td>66.7%</td>
<td>33.3%</td>
</tr>
<tr>
<td>Above 50</td>
<td>56.2%</td>
<td>43.8%</td>
<td>56.2%</td>
<td>43.8%</td>
<td>65.4%</td>
<td>34.0%</td>
</tr>
<tr>
<td>Total by gender</td>
<td>65.3%</td>
<td>34.7%</td>
<td>61.7%</td>
<td>38.3%</td>
<td>66.3%</td>
<td>33.7%</td>
</tr>
</tbody>
</table>

* Chief officers.

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## PERCENTAGE OF MEMBERS OF GOVERNANCE AUTHORITIES * DISCRIMINATED BY GENDER

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>35%</td>
</tr>
<tr>
<td>2016</td>
<td>38%</td>
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<tr>
<td>2017</td>
<td>34%</td>
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</tbody>
</table>

* Directors.
<table>
<thead>
<tr>
<th></th>
<th>Total employees who took parental leave</th>
<th>Total employees who returned to work after parental leave ended</th>
<th>Total employees who did not return to work after parental leave ended</th>
<th>Total number of employees who returned to work after parental leave ended and were still employed 12 months after their return to work</th>
<th>Employee retention rate (employees still employed 12 months after their return to work)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>men</td>
<td>women</td>
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<td>women</td>
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<td></td>
<td>4</td>
<td>4</td>
<td>62³</td>
<td>1</td>
<td>88</td>
</tr>
<tr>
<td></td>
<td>88</td>
<td>102</td>
<td>80</td>
<td>21</td>
<td>71</td>
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<td>71</td>
<td>67</td>
<td>80</td>
<td>21</td>
<td>71</td>
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</tbody>
</table>

1. Refers to the number of employees who returned from leave in the current year, and the license may have started in the same year or the previous year.
2. Employees who left the company on the first working day after the end of the maternity / paternity leave.
3. As from 2017, due to the use of a new management system, it became mandatory to report the paternity leave of employees. By 2016, this report was not required. In 2018, it will be possible to report the number and retention rate for men who took the paternity leave and were employed 12 months after returning.
4. Historical values were changed due to the change in the methodology of data calculation. 102-48
5. Employees who returned to work after the end of maternity / paternity leave in the previous year, and remained employed for another 12 months, which is the end of the current year.
6. Refers to the ratio of the number of employees who remained employed 12 months after the return of the license-paternity (time this completed in the current year) divided by the total number of employees who returned from maternity / paternity leave in the previous year.

Note: Sanofi guarantees all employees the right to maternity leave of 120 days, without prejudice to employment and salary, in addition to offering the possibility of extending the license for another 60 days through the Citizen Company Program. For employees, it guarantees the right to paternity leave for 20 calendar days, in the first two weeks after the birth of the child or adoption.
Sanofi has a comprehensive benefit policy that extends beyond minimum legal requirements. Employees are entitled to the following benefits:

- Meal voucher or cafeteria service (depending on the site);
- Transportation tickets or free transportation (depending on the site);
- Company vehicle (for eligible employees);
- Life and personal accident insurance; health insurance (with variable provider reimbursement amounts depending on seniority) and dental insurance;
- Reimbursement for medicines;
- Disability coverage;
- Parental leave (except for trainees and apprentices);
- Day care allowance;
- Private retirement plan (for eligible employees);
- Payroll loans;
- Profit sharing (except for trainees and apprentices);
- Discounts at schools, restaurants, fitness centers, etc.
Advice and support service for pregnant women
A telephone service operated by a partner firm that provides assistance to pregnant employees and their partners during all phases of pregnancy and in the postpartum period. The service offers advice and information and answers callers’ questions. In addition, pregnant women are exempt from health insurance copayments for prenatal testing recommended by the Brazilian Society of Gynecology and Obstetrics. Newborns are also exempt from copayments for baby checkups until 12 months of age, a benefit also extended to some medications.

Our Suzano site has a program called “Gestação: eu cuido!” run in partnership with São Luiz Hospital. Beneficiaries attend courses on how to have a healthy pregnancy and a smooth postpartum recovery. Topics addressed include the changes a woman’s body experiences during pregnancy; labor; breast-feeding; and baby care. Nine couples attended the course in 2017.

At our Campinas site, an eight-hour course for pregnant women is offered at the headquarters building. The course is administered by a pediatrician, gynecologist/obstetrician, speech therapist, nutritionist, physiotherapist and a Human Resources representative. During breaks, participants are treated to healthy and functional foods and participate in a raffle for products approved by the speakers. In 2017, 45 people participated in the program.

Stress survey
In partnership with Albert Einstein Hospital’s Center for Preventive Medicine, Sanofi ran an employee survey in 2017 to identify the level of stress at the workplace. The results will be presented to our Steering Committee in 2018 to inform an action plan against workplace stress.

Support for employees and their families
Sanofi’s Bem Me Care service provides employees and their families with psychological support; social service; legal advice; and financial advice—including advice on getting loans.

The channel can be contacted by telephone and the service is provided by specialist professionals, including psychologists, psychiatrists, social workers, lawyers and financial consultants. The counseling is confidential and can last up to six sessions. The number is toll-free from anywhere in Brazil and available 24/7.
Community outreach

Sanofi also conducts initiatives that support employees and the communities surrounding our operations.

More than 3,100 children received individual support, and 43 thousand children participated in collective actions, in 86 countries.

More than €1.9 million donated by Sanofi employees.

More than €9 million donated by Sanofi.

25th Anniversary of Enfants de Sanofi

Created in 1993, the Paris-based NGO Enfants de Sanofi is supported by Sanofi funds and donations from employees around the world. It provides counseling and financial assistance to the children of Sanofi employees aged zero to 25 who are experiencing problems in:

• Health: Medical costs insufficiently or not reimbursed by local private health plans;
• Expenses related to people with disabilities (rehabilitation centers, specialized institutions, medical devices, prostheses, etc.);
• Family support in case of social or economic difficulties, support for child care;
• Education in case of economic difficulties (contribution to educational expenses such as school fees, meals, etc.).

Sanofi employees can provide support for the program and serve as volunteers.

In 2017, 164 children received individual support in 28 countries and 3,300 children in 12 countries were supported by collective activities such as vaccination, dental treatment and educational programs. The NGO also provided support to the children of Venezuelan employees to help them through the country’s economic crisis, and to children in Mexico in the wake of the earthquake in September 2017.

Instituto Jacarandá

Since 2000, Medley has supported Instituto Jacarandá de Educação, a municipal non-profit organization that benefits communities in Campinas (SP) and the children of Sanofi employees. In 2017, 216 children—from four months to six years old—were benefited, in an investment of more than R$ 3.8 million.
Empowering Green Vitality
Healthy Planet

Sanofi is committed to monitoring and reduce its environmental impacts in all stages of the product life cycle.

At Sanofi we recognize that human health and ecosystems are intertwined. Accordingly, we are committed to monitoring and reducing environmental impacts at all stages of the product lifecycle, and to protecting biodiversity across our operations. Current and future climate effects will affect biodiversity and expose an increasing number of people to health threats. In response, Sanofi has committed to reduce our global environmental footprint.

**THE LANCET**

As a global healthcare player, we are alert to the potential effects of climate change on health, especially among vulnerable populations, and believe we can play a key role in anticipating these health challenges. For example, Sanofi was an official partner at the COP21 Paris Climate Conference in 2015, where we had the opportunity to present a number of our climate-related commitments, from R&D projects on infectious diseases and development to production and distribution of dengue vaccines. Sanofi is also among the pharmaceutical companies that supported the report of the 2015 Commission on Health and Climate Change published in *The Lancet*.

In 2010, Sanofi has committed to achieving ambitious goals on its industrial and R&D sites: by 2020, it aims to reduce CO2 emissions from Scope 1 and 2 by 20%, and water withdrawal by 25%. Through the global initiative Planet Mobilization, the company set ambitious new goals to reduce its environmental impact.

The initiative involves Sanofi employees around the world and is backed by senior executives: the program aims to prioritize Sanofi’s environmental challenges by establishing robust governance with clear goals. Since 2017, the company globally celebrates Sanofi World Environmental Day, internally disseminating the results of its actions to reduce its environmental footprint.

### PLANET MOBILIZATION AMBITION AND GOALS

#### Carbon footprint

- **Achieving carbon neutrality in our operations**
  - Implement internal carbon pricing by 2020
  - Reduce greenhouse gas (GHG) emissions by 50% by 2025 (compared to 2016)
  - Reach carbon neutrality in operations by 2050

#### Water

- **Managing water sustainably in our activities**
  - Reduce water consumption by 10% by 2020 (compared to 2016)
  - Track, manage and optimize water use for 100% of Sanofi sites by 2025, based on a comprehensive knowledge of the source of water supply, with a specific focus on water scarcity areas

#### PIE

- **Handling Pharmaceuticals In the Environment (PIE)**
  - Incorporate PIE management into the development and management of products, the assessment and improvement of manufacturing activities and the promotion of appropriate use of medicines within 100% of our activities by 2025

#### Waste

- **Turning waste from our sites into a resource**
  - Reuse, recycle or energy-recover 90% of the waste generated by all sites by 2025
  - Achieve a landfill disposal rate < 1% and promote zero-landfill by 2025

#### Biodiversity

- **Preserving local biodiversity at all of our sites**
  - Implement biodiversity risk management programs on 100% of priority sites (defined through risk evaluation study) by 2020
  - Develop biodiversity awareness programs at all sites by 2025

#### Ecodesign & Ecomarketing

- **Fostering eco-design and promoting greener solutions**
  - Design and develop all new products in order to reduce their environmental footprint, while ensuring high standards of quality and security of our products
Sanofi’s new headquarters building certified LEED Platinum

Sanofi’s headquarters in São Paulo was certified LEED Platinum – Commercial Interiors (CI) in recognition of innovative initiatives aligned with our commitment to generate positive environmental impact and support employee health and well-being.

This certification sets Sanofi as an example for sustainable offices in major cities. We are one of only seven companies, and the only company in the pharmaceutical sector, to have received this certification in Brazil.

Location
Our head offices are located near a train station (450 m) and bus stops, making it more convenient for employees to use public transport. The location was also selected for its proximity to where most employees live.

Water savings
Water savings of 40% have been achieved through the use of vacuum toilet flushes, flow-controlled taps and water recycling for toilet and urinal flushing.

Electricity savings
Electricity savings of 30% were achieved by using 100% LED lighting and motion and brightness sensors in densely populated areas.

Employee well-being
Biophilic design—with more plants and natural lighting—increases the sense of well-being by 15%, and creativity by 15%.

Indoor air and environment quality
Indoor air quality can provide 0.8 to 1.3% savings on health and absenteeism costs, and a 3-18% improvement in productivity. The new office’s Variable Refrigerant Flow (VRF) air-conditioning system provides zoned temperature control, improving comfort for occupants.

Waste
82% of waste materials from construction were recycled and 18% were landfilled.

The service connects registered co-workers commuting on the same route for ridesharing. The entire service is fully secure: only Sanofi employees can participate and each receives individual login credentials. By participating in the carpooling program, both the driver and passengers earn Multiplus loyalty points.

Carpooling Program
In 2017 Sanofi partnered with the carpooling platform Bynd to help ease traffic in São Paulo and provide an additional commuting option for employees.

Managing energy consumption

At our Suzano (SP) site, energy management is monitored and evaluated on an annual basis. We also have projects focused on reducing electricity consumption by improving the performance of industrial-scale loads. For the air conditioning system, which accounts for 70% of total electricity consumption, action has been taken to reduce losses involving ductwork, filters, mechanical linkages and operating ranges.

Annual energy savings targets have also been set for our Campinas site (SP), and are being addressed through a strategic project with a multidisciplinary team. In 2017, the Campinas site marked Environment Week with a visit from Fundação SOS Mata Atlântica to show the positive impacts achieved by planting 15,000 native saplings a distance of 20 km from the site, contributing both to reforestation and to water security in the Campinas area.

Internal and regulatory policies on energy savings have also been implemented at the Guarulhos Distribution Center (SP). A mitigation plan is being finalized and will include actions to reduce energy consumption at the distribution center.

At our headquarters in São Paulo (SP), longer-life LED lighting helps to reduce both electricity consumption and disposal waste. In addition, light and motion sensors control the lighting systems at workstations depending on natural lighting and occupancy levels.

Sanofi’s Health, Safety & Environment (HSE) policy encourages partners and service providers to adopt responsible policies on health, safety and environmental protection, and these issues are factored in the supplier screening and approval process. However, Sanofi does not monitor energy consumption by service providers and suppliers outside the organization.

ENERGY CONSUMPTION WITHIN THE ORGANIZATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dry natural gas</td>
<td>107,921.00</td>
<td>109,568.00</td>
<td>111,876.00</td>
</tr>
<tr>
<td>Diesel fuel</td>
<td>434.81</td>
<td>1,423.81</td>
<td>651.51</td>
</tr>
<tr>
<td>LPG</td>
<td>347.00</td>
<td>252.00</td>
<td>288.36</td>
</tr>
<tr>
<td>Total energy consumed from nonrenewable sources</td>
<td>108,702.81</td>
<td>111,243.81</td>
<td>112,815.87</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Energy consumed (GJ)</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>140,428.90</td>
<td>131,352.51</td>
<td>140,657.15</td>
</tr>
<tr>
<td>Total energy consumption within the organization (GJ)</td>
<td><strong>249,131.71</strong></td>
<td><strong>242,596.32</strong></td>
<td><strong>253,473.02</strong></td>
</tr>
</tbody>
</table>

* In 2015 and 2016 only the Suzano and Campinas sites were accounted for.
** In 2017, the Guarulhos Distribution Center and our headquarters in São Paulo were included alongside Suzano e Campinas.

The Brazilian GHG Protocol (1 kWh = 0.0036 GJ) conversion factor was used to calculate energy consumption at the Suzano, Headquarters and Guarulhos Distribution Center sites, at the Campinas site the 5703 (GDOPS-014178) conversion factor was used, in which 1 GJ equals 0.278MWh.
Emissions management

At Sanofi, we recognize our role in combatting climate change and have established a global target to reduce Greenhouse Gas (GHG) Emissions by 50% by 2025 (compared with 2015).

At the Guarulhos Distribution Center, emissions are tracked through a regularly published Greenhouse Gas Emissions Inventory report. Emissions inventories and internal policies are used to unify all emissions initiatives and metrics. These metrics also inform mitigation plans outlining actions for improvement on emissions management. The Greenhouse Gas Emissions Inventory for 2016 was issued in April, while the report for 2017, and its related Mitigation Plan, are still under development.

For this reason, emissions data is not being presented for the Guarulhos Distribution Center in this report.

In relation to ozone-depleting emissions, our Suzano (SP) and Campinas (SP) sites produced combined emissions of 0.05 metric tons of HCFC R-22 gas in 2017, an improvement from 0.09 and 0.097 metric tons of R-22 in respectively 2015 and 2016. HCFC R-22 is used in cold storage facilities and emissions are computed based on the amount of gas purchased per year.

In 2016, the Guarulhos Distribution Center (SP), which began operations in October 2015, produced 1,430 metric tons of HFC emissions. The ozone-depleting emissions reported for 2017 are a partial figure and will be updated in the report for 2018.
DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS

Direct greenhouse gas emissions, by source - SCOPE 1 (t CO₂) 305-1

<table>
<thead>
<tr>
<th>Source</th>
<th>2015</th>
<th>2016</th>
<th>2017**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity, steam, heat or energy</td>
<td>5,510.0</td>
<td>5,624.0</td>
<td>5,703.2</td>
</tr>
<tr>
<td>Mobile combustion for transportation in general</td>
<td>-</td>
<td>128.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Other combustion processes (Incineration)</td>
<td>-</td>
<td>154.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total direct emissions (Scope 1)</td>
<td>5,510.0</td>
<td>5,906.0</td>
<td>5,703.2</td>
</tr>
</tbody>
</table>

Indirect greenhouse gas emissions, by source - SCOPE 2 (t CO₂) 305-2

<table>
<thead>
<tr>
<th>Source</th>
<th>2015</th>
<th>2016</th>
<th>2017**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchased electricity, heat or steam</td>
<td>1,143.0</td>
<td>1,461.4</td>
<td>3,342.9</td>
</tr>
</tbody>
</table>

Indirect greenhouse gas emissions, by source - SCOPE 3 (t CO₂) 305-3

<table>
<thead>
<tr>
<th>Source</th>
<th>2015</th>
<th>2016</th>
<th>2017**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation and distribution of finished products</td>
<td>-</td>
<td>3,600,000.0</td>
<td>-</td>
</tr>
<tr>
<td>Business travel</td>
<td>-</td>
<td>33.8</td>
<td>-</td>
</tr>
<tr>
<td>Total direct and indirect emissions (t CO₂)</td>
<td>6,653.00</td>
<td>3,607,401.1</td>
<td>9,046.1</td>
</tr>
</tbody>
</table>

* In 2015, the emissions of the Suzano and Campinas units were considered; already in 2016, the emissions of the Guarulhos CD were included in the scope. For 2017 the data of the Distribution Center of Guarulhos were not included, since they were unavailable until the publication of the report. These results will be updated in the publication of the 2018 report.

** For 2017 Suzano emissions calculations, the average conversion factors of the 2017 Corporate Inventories (Ministry of Labor, Science, Innovation and Technology) were used; already for the Campinas emissions, Scope 1 was used to calculate the Brazilian Program GHG Protocol 2018. For Scope 2, the average conversion factors of the 2017 Corporate Inventories (Ministry of Labor, Science, Innovation and Technology) were used. Technology.

TONNES OF CO₂ ISSUED TO EACH 1,000,000 COMMERCIAL UNITS OF DRUGS PRODUCED

CAMPINAS

<table>
<thead>
<tr>
<th>Year</th>
<th>CO₂ Tonnage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>8.58</td>
</tr>
<tr>
<td>2016</td>
<td>6.50</td>
</tr>
<tr>
<td>2017</td>
<td>6.55</td>
</tr>
</tbody>
</table>

SUZANO

<table>
<thead>
<tr>
<th>Year</th>
<th>CO₂ Tonnage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>18.80</td>
</tr>
<tr>
<td>2016</td>
<td>23.70</td>
</tr>
<tr>
<td>2017</td>
<td>24.4</td>
</tr>
</tbody>
</table>
Effluent and waste management

Waste management initiatives at Sanofi help to reduce our environmental footprint. At the Suzano site (SP), generated waste is monitored on a monthly basis by our Health, Safety and Environment (HSE) function. The amount of waste disposed of is measured by weight using a weigh bridge installed in 2015.

Reduction in waste generation

A workshop held in 2017 looked into ways to reduce the amounts of waste at Suzano, and one proposed initiative was to reutilize returnable pallets and transportation crates. This initiative is currently being implemented.

For cosmetic products, Sanofi makes an annual financial contribution in exchange for reverse logistics support from the Brazilian Personal Hygiene, Fragrance and Cosmetics Industry Association (ABIHPEC), which runs programs in partnership with waste picker cooperatives that collect our Dermacyd product packaging for recycling. Sanofi’s sites provide waste segregation facilities where employees can dispose of recyclable waste from their homes, such as plastics, metals, paper and batteries.

The waste management system at the Campinas (SP) site covers the entire supply chain including technical and commercial screening of prospective suppliers and HSE audits every two years. Each year an independent firm also performs an internal audit on aspects related to waste management.

Every three years, a corporate HSE audit also addresses waste management. Every year, a Waste Management Plan and consolidated data on waste sent for recycling are filed with the São Paulo State environment agency (CETESB).

Management of hazardous waste

Hazardous waste at the Campinas (SP) site is, in the following order of priority, incinerated with energy recovery (co-processing); incinerated without energy recovery; or sent to an industrial landfill. Sanofi conducts studies to inform projects to reduce the volume of hazardous waste going to landfill. In 2017 we partnered with a supplier to recycle blister packaging into a material for the manufacture of doors, skirting boards and plastic sections.

At the Guarulhos Distribution Center (SP), hazardous waste from reverse logistics of pharmaceutical products is handled by the Sanofi team. The co-processing figure only partially reflects actual volumes due to the tax-exemption hold time in which medicines are stored until government authorization is received for destruction. Non-hazardous waste, with the exception of recyclables, is managed by the warehouse facilities management firm and is sent to a sanitary landfill. Recyclable waste—paper, plastic and wood—is managed by the logistics company DHL.

Selective collect

At our headquarters in São Paulo (SP), waste segregation bins are available on all floors and are emptied on a daily base in a basement storage area. The facilities management firm has a waste collection provider that ensures each type of waste is disposed of properly.

Sanofi has good practices in its operations to reduce the environmental footprint.
## Waste by Type and Disposal Method

<table>
<thead>
<tr>
<th>Nonhazardous waste (in metric tons)</th>
<th>2015¹</th>
<th>2016¹</th>
<th>2017¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Composting</td>
<td>0.4</td>
<td>0.4</td>
<td>0.4</td>
</tr>
<tr>
<td>Recycling</td>
<td>1,739.0</td>
<td>1,937.1</td>
<td>1,713.4</td>
</tr>
<tr>
<td>Co-processing (energy recovery)</td>
<td>0.0</td>
<td>8.1</td>
<td>0.0</td>
</tr>
<tr>
<td>Incineration (mass burn)</td>
<td>0.0</td>
<td>41.2</td>
<td>0.0</td>
</tr>
<tr>
<td>Sanitary landfill</td>
<td>387.8</td>
<td>402.6</td>
<td>303.9</td>
</tr>
<tr>
<td>Construction waste in Suzano (SP)</td>
<td>-</td>
<td>-</td>
<td>94.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,127.2</td>
<td>2,389.4</td>
<td>2,112.3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hazardous waste (in metric tons)</th>
<th>2015¹</th>
<th>2016¹</th>
<th>2017¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycling</td>
<td>31.1</td>
<td>18.4</td>
<td>0.0</td>
</tr>
<tr>
<td>Co-processing (energy recovery)</td>
<td>415.3</td>
<td>397.1</td>
<td>1,094.1</td>
</tr>
<tr>
<td>Incineration (mass burn)</td>
<td>163.5</td>
<td>32.0</td>
<td>110.8</td>
</tr>
<tr>
<td>Sanitary landfill</td>
<td>84.6</td>
<td>1.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Wastewater treatment plant</td>
<td>24.0</td>
<td>24.0</td>
<td>24.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>718.5</td>
<td>472.5</td>
<td>1,228.9</td>
</tr>
</tbody>
</table>

¹In 2015 only the Suzano and Campinas sites were accounted for. Data for 2016 includes the Campinas and Suzano sites and the Guarulhos Distribution Center. The data for 2017 covers the Campinas and Suzano sites, the Guarulhos Distribution Center and data for August to December 2017 for our headquarters in São Paulo.

²Wastewater treatment sludge from the Campinas site is sent to licensed effluent treatment facilities (with Environmentally Sensitive Waste Handling Certificates (CADRI).

## Quantity of Waste Generated to Each 1,000 Units of Drugs Produced (KG)

Note: Suzano’s plant reported a reduction of 9% in 2017 in the amount of waste generated per 1,000 units of drugs produced compared to 2016. The plant in Campinas had a reduction of 27%.
Responsible water management

Sanofi has set a global target to reduce water consumption by 10% by 2020, compared with a 2015 baseline.

The Suzano (SP) site is certified to ISO 14001:2015 and OHSAS 18001:2007 and water consumption is monitored on a monthly basis by our Health, Safety and Environment (HSE) function. Over the past few years, the Suzano site has invested in initiatives to raise employee awareness about preventing water wastage, and has announced performance indicators on a monthly basis.

Facility-specific water metering at the site allows managers to detect differences between the amount of water supplied to the site and the amount consumed, helping to identify potential problems faster so repairs are made promptly and waste is minimized. There are also plans to:

- Construct a Wastewater Treatment Plant to re-cycle wastewater for use on-site in the cooling towers. Construction is scheduled to begin in the fourth quarter of 2018 with a goal of re-utilizing at least 40% of wastewater currently going to the municipal sewer system;
- Construct a Water Treatment Plant for pre-treatment of groundwater for use in the production process; construction is scheduled to begin in early 2018, with a goal of reducing municipal water consumption by 65,000 m³.

Our Campinas (SP) site has set an internal and corporate commitment to reduce water consumption by 20% by 2020. Annual water savings targets have also been set and are being addressed through a strategic project with a multidisciplinary team.

At our offices in São Paulo (SP), water savings were among the factors considered in the selection of the new headquarters building, which has a vacuum sewer system and utilizes harvested rainwater for floor washing and flushing, reducing water consumption by approximately 40%.

None of Sanofi’s sites has a significant impact on water sources.
### WATER WITHDRAWAL BY SOURCE (M³)

<table>
<thead>
<tr>
<th>Site</th>
<th>Source</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suzano</td>
<td>Groundwater (well)</td>
<td>128,876</td>
<td>83,867</td>
<td>83,453</td>
</tr>
<tr>
<td></td>
<td>Municipal water supplies or other water utilities</td>
<td>102,479</td>
<td>85,022</td>
<td>68,795</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>231,355</td>
<td>168,889</td>
<td>152,248</td>
</tr>
<tr>
<td>Campinas</td>
<td>Groundwater (well)</td>
<td>54,763</td>
<td>48,032</td>
<td>16,962</td>
</tr>
<tr>
<td></td>
<td>Municipal water supplies or other water utilities</td>
<td>-</td>
<td>-</td>
<td>21,226</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>54,763</td>
<td>48,032</td>
<td>38,188</td>
</tr>
<tr>
<td>Guarulhos</td>
<td>Municipal water supplies or other water utilities</td>
<td>-</td>
<td>1,560*</td>
<td>462</td>
</tr>
<tr>
<td>Distribution</td>
<td>Total</td>
<td>-</td>
<td>1,560*</td>
<td>462</td>
</tr>
<tr>
<td>Center</td>
<td>Groundwater (well)</td>
<td>-</td>
<td>-</td>
<td>452</td>
</tr>
<tr>
<td>Headquarters</td>
<td>Municipal water supplies or other water utilities</td>
<td>-</td>
<td>-</td>
<td>4,679</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>-</td>
<td>-</td>
<td>5,131</td>
</tr>
<tr>
<td><strong>Total de água retirada</strong></td>
<td></td>
<td><strong>286,118</strong></td>
<td><strong>218,481</strong></td>
<td><strong>196,029</strong></td>
</tr>
</tbody>
</table>

*The amount reported for 2016 is based on the minimum consumption charge paid to the facilities managers, and therefore does not reflect actual specific consumption. Since 2017, water usage has been charged on a consumption basis at Sanofi’s Distribution Center and therefore reflects actual consumption. The amount of consumption reported for 2016 does not provide a basis for comparison.

### WATER CONSUMPTION PER 1,000 COMMERCIAL UNITS PRODUCED (M³)

- **Suzano**
  - 2015: 0.96
  - 2016: 0.90
  - 2017: 0.78

- **Campinas**
  - 2015: 0.48
  - 2016: 0.39
  - 2017: 0.34
Specific water consumption per 1,000 commercial units produced has declined in recent years. In 2017, the Suzano (SP) site used only 0.78 m³ of water for every 1,000 commercial units produced, a decrease of 13% compared with 2016. At the Campinas (SP) site, specific water consumption performance also improved from 0.39 m³ to 0.34 m³ of water per 1,000 commercial units produced.

Percentage and total volume of water recycled and reused

The volume of water recycled and reused out of total water withdrawal increased from 19% in 2016 to 26% in 2017. This is partly due to an increase in water recycling rates at the Suzano, Campinas and Guarulhos sites.

At the Suzano site, the volume of water recycled and reused was 46,158 m³ in 2017, or 23% of the total water consumed and 30% of water withdrawals, improving from 39,459 m³ of water recycled (19% of total water consumed) in 2016.

At the Campinas site, water is recycled by a reverse osmosis wastewater treatment system and used for toilet flushing and grounds irrigation. The volume of water recycled/reused increased from 1,970 m³ in 2016 to 2,622 m³ in 2017, increasing the ratio of water recycled/reused to water withdrawal compared with the previous year by 3% to 7% in 2017.

At the Distribution Center, warehouse drainage water is piped to a third-party wastewater treatment plant. The treated wastewater returns to the system for reuse as flush water. In 2017, 77%—or 1,556 m³—of water used at the Distribution Center was recycled water.
**Water recycled and reused 303-3**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total volume of water recycled/reused (m³)</td>
<td>286,118</td>
<td>218,481</td>
<td>196,029</td>
</tr>
<tr>
<td>Total volume of water withdrawn from the source in the year in relation to the total consumed (%)</td>
<td>51,441</td>
<td>42,520</td>
<td>50,336</td>
</tr>
<tr>
<td>Ratio of water reused and recycled to total water withdrawal (%)</td>
<td>18%</td>
<td>19%</td>
<td>26%</td>
</tr>
</tbody>
</table>

---

**PERCENTAGE OF WATER RECYCLED AND REUTILIZED IN RELATION TO TOTAL CONSUMPTION (%)**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15</td>
<td>16</td>
<td>20</td>
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</tbody>
</table>

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**PERCENTAGE OF WATER WITHDRAWN FROM THE SOURCE IN THE YEAR IN RELATION TO THE TOTAL CONSUMED (%)**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>85</td>
<td>84</td>
<td>80</td>
</tr>
</tbody>
</table>

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1. In 2015, only the Suzano and Campinas units were considered. In 2016 and 2017, data from the Suzano and Campinas units and from the Guarulhos Distribution Center are considered.

2. For the calculations of recycled and reused water, the Suzano unit based on the HSE Global standard Sanofi - S706 Water Management and Water Effluent Management.

---

**TOTAL PLANNED AND UNPLANNED WATER DISCHARGE 306-1**

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<tr>
<th>Site</th>
<th>Destination</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suzano</td>
<td>Municipal Sewage Treatment Plant</td>
<td>124,125</td>
<td>85,922</td>
<td>93,479</td>
</tr>
<tr>
<td>Campinas</td>
<td>Municipal Sewage Treatment Plant</td>
<td>14,022</td>
<td>15,570</td>
<td>16,786</td>
</tr>
<tr>
<td>Guarulhos</td>
<td>On-Site Sewage Treatment Plant</td>
<td>-</td>
<td>1,560</td>
<td>1,614</td>
</tr>
</tbody>
</table>

**Total effluents discharged**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>138,147</td>
<td>103,052*</td>
<td>111,879</td>
</tr>
</tbody>
</table>

* The total figure for 2016 has been revised.
All water consumed at the Guarulhos Distribution Center is piped to an on-site Wastewater Treatment Plant and treated by the company ECOPOLO. Following treatment, the water is reused as flush water. Precise data on discharged sewage volumes have not been provided by the facility managers, as all warehouse tenants at the site use a common sewage collection system. All water consumed is for human consumption, and therefore 80% of water consumed is assumed to be discharged to the wastewater treatment plant, in accordance with NBR9649-ABNT.

All liquid, industrial and sanitary wastewater produced at the Suzano site is first piped to an on-site wastewater treatment plant for pH adjustment to within the limits prescribed by Article 19A of Decree 8.468/76 before being discharged into the municipal sewer system.

Wastewater at the Campinas site undergoes physical-chemical treatment for compliance with the requirements established in article 19A of State Decree 8468/76 specifically for discharge into municipal collection systems.

Partnership with SOS Mata Atlântica: Forests of the Future

At year-end 2016, Sanofi partnered with Fundação SOS Mata Atlântica for a project in 2017 to plant 15,000 native Atlantic Forest saplings in a deforested area as a way of mitigating CO2 emissions from our industrial sites while also improving hydrological stability in the area, which is located within the Piracicaba, Capivari and Jundiaí (PCJ) River basin in the state of São Paulo.

The area is located 20 km from our Campinas site, in an area with a deficit in forest cover at the boundary between the cities of Campinas and Jaguariúna. The region is considered strategic for the Campinas area and is classified as a “High Priority” area in the São Paulo State Government’s Source Program—which optimizes and manages public and private investment to meet legal carbon offsetting requirements, reduce water footprints or implement voluntary rehabilitation projects.

According to estimates by SOS Mata Atlântica, planting five to six trees compensates for the emission of one ton of CO2. So with support for the initiative, Sanofi has been able to reduce its environmental footprint by around 2,500 tons of CO2.

Ciência Móvel

Sanofi is a sponsor of Ciência Móvel, a program funded under the Rouanet Cultural Tax Incentive Act. This museum of sciences on wheels is an initiative of Fiocruz and supported by the National Council for Scientific and Technological Development (CNPq) / Ministry of Science and Technology, Innovation and Communications (MCTIC).

In 2017, Ciência Móvel traveled a total distance of 7,000 km, in 14 cities, attracting more than 82 thousand people to exhibitions, games, interactive activities, digital planetarium, movie showings, among other activities, in a truck. When visiting a city, the truck’s interior is transformed into a multimedia education room featuring videos, workshops and presentations for students and the local community.

Sanofi also sponsors the “Water is Life” program, a sub-component of the project featuring educational activities that raise awareness about the importance of water and water stewardship for life on earth. At year-end 2016, after 10 years on the road, the project had visited 100 municipalities and traveled a total of 73,000 km, reaching more than 700,000 people.
About this report
Our Corporate Responsibility Report is an institutional, non-commercial and non-promotional publication that provides readers with an overview of Sanofi’s approach to doing business and creating positive impact and shared value for our stakeholders.

The report content has been prepared in accordance with the “Core” option of the Global Reporting Initiative (GRI) Standards. In it, we report to our employees, patients, customers, suppliers, NGOs, the healthcare community and broader society on key aspects of our performance, our policies, and our interaction with key stakeholders identified in our 2016 materiality process. The information in this report covers the operations of Sanofi Brazil during the period January 1 to December 31, 2017.

This report has not been independently assured. Any changes in scope or restatements of information are described in the GRI Content Index or in footnotes throughout the body of the report. To submit any questions or feedback about this report, please write to responsabilidadecorporativa@sanofi.com.

Any medical information published in this report should not be relied on as a substitute for advice from a trained healthcare professional.

www.sanofi.com.br

Sanofi’s Corporate Responsibility Report 2017 presents the company’s initiatives and their impacts correlated to the Sustainable Development Goals (SDGs).
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<td>201-2 Financial implications and other risks and opportunities due to climate change</td>
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<td>103-2 The management approach and its components</td>
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From the inclusion diagnostic census, performed in 2017, Sanofi is developing an action plan to address results by functional area and business unit. The goal is to present the information in 2018.
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<td>417-2 Incidents of non-compliance concerning product and service information and labeling</td>
<td>In 2017 there were no confirmed incidents of non-compliance concerning product and service information and labeling. However, during the year Sanofi received a fine notice relating to Vitawin and Vitawin 2 requiring the submission labeling and formulation within 10 days. The fine was still appealable at the end of the reporting period (December 2017)</td>
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### Social and economic compliance

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**ALLEGRA® (fexofenadine hydrochloride).** ORAL USE. ADULT AND PEDIATRIC USE ABOVE 12 YEARS. Indications: It is an antihistamine for the treatment of allergic manifestations, such as symptoms of allergic rhinitis (including sneezing, nasal obstruction, pruritus, coryza, allergic conjunctivitis and urticaria (red and itchy rash on the skin)). MS Registry 1.1300.0228. Last Review: 31/10/2017.

If symptoms persist a doctor should be consulted.

**Allegra® is a drug. Its use may cause risks. Talk to your doctor and pharmacist. Read the package insert.**

**ANADOR® (dipyrone monohydrate).** Indications: analgesic and antipyretic. MS Registry 1.1300.1165. Last revised: 23/06/2018. In case of fever or allergy, see your doctor. This drug use may cause some risks. Read carefully before use and if symptoms persist, talk to your doctor or pharmacist.

If symptoms persist a doctor should be consulted.

**Do not use this drug during pregnancy and children under three months of age.**

**DORFLEX® (dipyrone monohydrate, orphenadrine citrate, anhydrous caffeine).** ADULT USE. Indications: in pain relief associated with muscle contractions, including tension headache. MS Registry 1.1300.0183. Last revised: 23/08/2018. In case of fever or allergy, talk to your doctor.

If symptoms persist a doctor should be consulted.

**Dorflex® is a drug. Its use may cause risks. Talk to your doctor and pharmacist. Read the package insert.**

**DULCOLAX® (bisacodyl).** ORAL USE. ADULT AND PEDIATRIC USE ABOVE 4 YEARS. Indication: cases of intestinal constipation, preparation for diagnostic procedures, pre and postoperative and in conditions that require a facilitated evacuation. MS Registry 1.0367.0022. Revision Date: 18/07/2018.

If symptoms persist a doctor should be consulted.

**Do not use this drug in case of serious intestinal diseases.**

**ENTEROGERMINA® Bacillus clausii spores in suspension Directions for use:** Consume 1 to 3 vials a day, orally, in intervals of 3-4 hours. Pregnant women, nursing mothers and children should only use this product under the guidance of a nutritionist or physician. This product should not be consumed by immunocompromised people (with deficiencies in the immune system).

“*Bacillus clausii* (probiotic) contributes to the balance of the intestinal flora. Their consumption should be associated with a balanced diet and healthy lifestyle.”

GLUTEN-FREE. EXCLUSIVE ORAL USE. DO NOT INHALE OR INJECT.

Each 5mL vial contains 2 x 10⁹ spores of *Bacillus clausii*. MS Registry No. 6.1931.0959.

**NOVALGINA® (dipyrone monohydrate).** Indication: analgesic and antipyretic. MS Registry 1.1300.0058. Last revised: 23/08/2018

In case of fever or allergy, see your doctor. This drug use may cause some risks. Please read the information about the medicinal product before use and, if symptoms persist, talk to your doctor or pharmacist.

If symptoms persist a doctor should be consulted.

**Do not use this drug during pregnancy and children less than three months of age.**

**PHARMATON COMPLEX** With B complex vitamins that help in energy metabolism and help you get energy to keep going. Fish oil with vitamins and minerals in capsules. The consumption of omega-3 fatty acids helps maintain healthy triglyceride levels, as long as it is associated with a balanced diet and healthy lifestyle.

People who have diseases or physiological changes, pregnant or breastfeeding women should consult the doctor before using the product. GLUTEN-FREE.

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General coordination
Sanofi Brazil Communications and Corporate Responsibility Directory

GRI consulting, editorial coordination & design
Report Sustentabilidade

Review
Alicia Toffani

Photography
Sanofi Collection and image bank