Human Resources

Playbook and Instructional Guide To Activate Inclusion

SANOFI
Sanofi has diversity at its core. When you bring together the global reach and impact of our medicines and the talents of our colleagues with their different backgrounds, experiences and approaches, you form an incredibly diverse workplace.

Wema Hoover
Global Head, Inclusion & Diversity
Innovation depends as much on collective differences as it does on aggregate ability."
At Sanofi, diversity and inclusion is foundational to how we operate and embedded in our Core Values. We respect the diversity of our people, their backgrounds and experiences. We recognize to truly tap into the richness diversity brings, we must lead with inclusion and have a workplace where those differences can thrive and be leveraged to empower the lives of our employees, patients and customers.
Maximize Value of I&D at Sanofi

PURPOSE

INCLUSION
How We Work Together

DIVERSITY
Who We Are

ENGAGEMENT
Sense of Belonging
Sanofi Leads with Inclusion

Global Inclusion & Diversity
Strategic Pillars

1. Activate Inclusion & Engagement
2. Advance Diversity & Working Across Cultures
3. Enable Sanofi Business & Reputation

Built on Our Core Values: Teamwork, Courage, Respect & Integrity
Develop and promote inclusive practices to integrate diversity of thought, background and approaches to drive Sanofi culture, allowing us to...

- Strengthen Sanofi culture
- Promote health & wellness
- Increase retention
- Empower employees
- Support work-life integration

**Did you know?**

Organizations with inclusive cultures are:

- 8x more likely to achieve better business outcomes
- 6x more likely to be innovative and agile
- 3x as likely to be high performing
- 2x as likely to meet or exceed financial targets
Build skills to attract, develop and retain diversity of talent to meet the needs of patients & customers.

Develop conscious inclusion to mitigate unconscious bias...

...allowing us to

- Create Gender Balance
- Enable Generations Working Together
- Promote Respect and Equality
- Challenge Unconscious Bias
- Develop Cultural Competence

Did you know?

Top reasons companies focus on diversity:

- 78% to improve culture
- 62% to improve company performance
- 49% to better represent customers

How gender diversity correlates with financial performance:

- Gender: 45 (4th) vs. 55 (1st)
- Profitability: 18 (4th) vs. 23 (1st)

SANOFI

INCLUSION & DIVERSITY PLAYBOOK
Create I&D tools to address global talent and business priorities.

Develop strategic partnerships to enhance Sanofi brand and image and to operate in sustainable ways...

...allowing us to

1. Contribute to societal welfare
2. Reflect patient and customers’ communities and needs
3. Strengthen reputation
4. Attract and retain top talent
5. Drive innovation

Did you know?
Sanofi has been recognized across our global markets:
Inclusion & Diversity Focus Areas

- Disability
- Millennial/GenZ Engagement/Generations Working Together
- Gender Balance
- Inclusive Work Environment
- Working Across Cultures
Leading with Inclusion

Inclusive Work Environment

People/Practices

- Gender Balance: 50/50 Male/Female Ambition by 2025
- Global Flexible Work Culture
  - Flex At Work: Flexible Work Approach
  - Flex From Work: Expanded Family Leave
- Enhanced Global Mobility Policy
- Pay Equity

Processes & Tools

- People Survey I&D Index: Measures factors that define and promote I&D practices
- Inclusion Nudges: De-biasing HR processes through behavioral interventions
- LEAD Competencies: I&D measurement in performance standard
- Global I&D Playbook: Instructional guide to activate I&D through global best practices
- I&D GBU Dashboard: Quarterly snapshot of I&D Global & GBU KPIs

Communications & Engagement

Internal
- Challenge Your Bias: Unconscious Bias training
- Global I&D Insights Forum: External insights and internal best practices

External
- Healthcare Business Women’s Association
- UN LGBTI Standards of Business Conduct
- Valuable 500 Disability Inclusion
Embedding Inclusion & Diversity

- Lead Competencies (Develops People: I&D Standard)
- People Survey (I&D Index)
- People Processes (Inclusion Nudges)
- Management Practices (Global Flexible Work Culture)

SANOFI People Survey
Many Voices, One Company

FLEX AT WORK

FLEX FROM WORK
Case Studies

I&D Regional Practices

Examples of evolving our culture and building capabilities
Activate Inclusion & Engagement

Diversity Shines in Africa MCO

Objective
• Support the successful re-organization of Africa MCO
• Provide recognition and awareness of the best African talents
• Create a better understanding of diversity of background, experience, gender

Process
• MCO Council aligned ways of working, promoted inclusiveness by amplifying talents across MCOs
  • Posters featured spotlight on employees
  • Improved communication process to embrace different ways of working at various cultural levels
• Created guidelines showcasing greatest opportunity within functions and leaders/managers to role model and best practice share

Result
• Implemented a Gender & Diversity Dashboard to track and measure progress
• Established a clear definition of One Africa Spirit, acknowledging and celebrating the unique attributes of the region
• Focused on the visibility of minorities working within the MCO regions, to expand and promote leadership’s awareness and inclusivity of all colleagues
• Created a marketing campaign of stories (intranet, posters, eScreens) that represented communities, patients and customers - serving higher engagement and pride

Lionel Picard
Head of Sanofi Pasteur, North Africa

“The project inspires employees and makes a real impact to embrace diversity! Empowering Life with incredible employee engagement experience!!”
Empower Inclusion of People with Disabilities in Plant

**Objective**

- Adhere to Brazilian legal requirement: companies must have 5% of workforce with a disability
- Hire 38 people with disabilities (physical and severe hearing disability) at the Suzano site
- Embrace *Empowering Life,* demonstrate Sanofi’s values of courage and respect with a positive impact on people’s lives

**Process**

- Created "Sensitization Communication Campaign" to increase disability awareness and engage all employees through structured course and intense education
- Educated and fostered accessibility by creating a truly inclusive recruitment process with equal opportunities, removing barriers of communication and work environment
- Offered Sign Language Training to implement inclusive communication capabilities for employees – led by two employees who learned LIBRAS (Brazilian Sign Language)
- Included a sensitization dynamic training focusing on integrating people with disabilities, bringing diversity to the forefront and focusing recognition of differences as opportunities

**Result**

- Trained >200 employees in Brazilian sign language
- Graduated 16th class – keeping the momentum & proud achievement
- Received positive feedback from employees with disabilities: feeling valued and integrated to the work environment, with a sense of belonging
- Received positive onboarding process feedback, strong impact on team collaboration and fostered deeper conversations
- Provided sustainable program to develop people with disabilities, while creating an opportunity to all employees to develop their full potential and recognize the richness diversity brings

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Inclusive attitude have raised the opportunity to implement a comprehensive and structured initiative to treat all with respect & integrate all as One Sanofi. Living Sanofi values and reinforces the imperative of richness in diversity.

Kerginaldo Melo
Industrial Head, Suzano site
Unique GEN Y – Skills Engagement & Development

Objective
- Engage and empower Gen Y (62% of millennials) by showing their importance to the whole affiliate, amplifying their value, contribution to innovation and transformation to business outcomes
- Provide visibility platform for GenY innovative projects in while embedding into I&D culture
- Fast track programs through innovation projects to:
  - Reduce attrition and increase retention
  - Create more job opportunities through a sales and marketing job rotation

Process
- Created the Mazeej* Taskforce, a diverse team from different functions and levels to support the modeling of I&D in Egypt, which:
  - Helped males and females to unleash their potential and career progression
  - Accelerated Gen Y innovation projects/fast track millennials,
  - Increased job opportunities for female talents in sales force/marketing via job rotations
- *Mazeej is an Arabic word meaning “blending things”

Result
- Hired 32% women in 2017 (up from 27%)
- Achieved strong work-life integration Survey results via innovative projects and increased adoption rate of digital promotion
- Created a Key Charter & Focused Project Plan, including:
  - GenY Summit Fostering Innovation Initiatives
  - Elle Forum Empowering Women
  - GenY Mentoring Program with digital interventions
- Reviewed at Council Level: annual conversion rate of innovation initiatives, talent pipeline, talent promotion, and monthly KPIs

Mazeej Taskforce journey is a pursuit for purposeful inclusion & diversity. This is evident that we won the prestigious TOP Employer award for evolving culture and strengthening the Sanofi brand.

Mohamed Zaatar
HR Director, Sanofi Egypt
Objective

- Respond to Challenge Your Bias commitment to focus on inclusive work practices for hearing impaired employees
- Create an inclusive environment that:
  - Builds capabilities and advocates for employee groups
  - Increases engagement and productivity
  - Creates an economic opportunity to shape attitudes
  - Enables employees to thrive

Process

- Launched an impactful communication and engagement program to showcase hearing impaired colleagues and their ability to contribute equally in the workplace
- Conducted a sign language program to remove barriers and enable better communication, sparking a dialogue and deepened conversations with hearing impaired colleagues
- Embedded 5 Sign Language sessions for 40 people, linked to Challenge Your Bias

Result

- Implemented transformative efforts to engage hearing impaired colleagues, resulting in a sense of belonging
- Increased ownership and responsibility of positive work culture through engagement initiated by employee task force
- Strengthened team bonding and working relationships with the impaired colleagues

Advance Diversity & Working Across Cultures
Challenge Your Bias Commitment by Mexico/LATAM

Félix Scott
Country Chair

Diversity makes business sense. Collaboration & performance can only flourish within a diverse environment.
Enable Sanofi Business & Reputation
Bring ERGs to Life in North America

Objective

- Improve professional and personal benefits to members and provide direct impacts to business goals
- Foster a diverse and inclusive environment that is aligned with Sanofi’s mission, values and goals
- Enable a culture of inclusion and a workplace that values diversity of background, identity, thought and perspective

Process

- Established objectives in partnership with the I&D Team to increase employee engagement, allow the voices of employees to be heard and the power of diverse thinking to influence new ground-rules that will define the workplace of the future for Sanofi
- Focused 10 ERG’s priorities on: Gender, Multiculturalism, LGBTQ identity, Cancer, Parental Status, Veteran Status, Diabetes, Caregiver Status, Age, Disability
- Demonstrated impact to meet business growth objectives related to:
  - Engaging Employees
  - Developing Leaders
  - Supporting I&D Strategies
  - Developing Customers and Clients
  - Partnering with Community

Results

- Measured ERG’s progress against established objectives
- Enforced accountability through metrics to assure objectives are being measured and attained
- Aligned strong efforts to business imperatives on success roadmap: Careers, Commerce, Culture and Community

Employee Resource Groups (ERGs) empower the lives of our employees. They foster inclusion, diversity and belonging and are a critical part of our I&D journey.

Clint Wallace
Global Head of HR, Digital and Analytics & Head of HR, North America
Enable Sanofi Business & Reputation

Advancing Inclusive Work Environment

Objective
- Further support ANZ’s 8 year flexible work journey
- Strengthen flexible work arrangements to better attract, develop and retain talent
- Bring more women back from parental leave by supporting them with financial support

Process
- Established critical flexible work guidelines/policies resulting in significant progress, including:
  - Child care allowance (age 0-4 years); employees can claim up to $3500 per annum for children in registered care (max $3,500 per family per annum)
  - Gender neutral flexible working to encourage return to work, settle into the role and be more productive
  - Flex public holidays due to a very multi-cultural workforce (i.e. swap Easter for Ramadan)
  - Shift from full-time to part-time roles
  - Flexible working allowing employees to commute less
  - Adjust working hours to allow different patterns of work to better manage: child care drop-offs, health and wellness (i.e. surfing/exercising in the morning)

Result
- Rolled out an inclusive work environment policy, creating innovation and established Sanofi as a progressive and sustainable employer
- Demonstrated Sanofi’s value of Respect – treating all with fairness and inclusion
  - Evolved the culture as flexible work arrangements are based on trust and delivery of output, empowering employees
- Increased employee engagement resulting in better attraction, retention, and employer branding
- Increased focus on health and wellness, allowing employees to bring their authentic self to work

Karen Hood – GM General Medicines, Country Chair of ANZ

Mindset as a leader, a focus on outputs and trust is key to the success of flexible work in the teams we lead. Leaders to act as strong advocate for flexible arrangements to enable our people so that they can deliver results and empower lives to support business outcomes.

“...”
Appendix
Global Trends Research
Flexibility at work can benefit both employees and the company. Flexibility may look differently depending upon the role.

- Flexibility can be formal or informal.
- Employees should be given the opportunity to work flexibly based upon personal needs and the needs of the organization.
- Managers should encourage flexible working in consultation with employees and HR.
- Our performance management policies and programmes should prioritize employee output and impact of work rather than physical presence.

Anyone on approved family leave will be considered an employee with full rights while on leave.

- For family leave, Sanofi will use the most inclusive definition of family and family member.
- No employee should be penalised or disadvantaged for taking approved family leave.

Local Country SOPs and Implementation with HR Support

Manager training to support adoption, awareness and implementation.
Inclusive Work Practices: Inclusion Nudges

INCLUSION NUDGES

INCLUSIVE PERFORMANCE MANAGEMENT:
Inclusion Nudges
Reference Guide – October 2018

INCLUSIVE RECRUITMENT
Inclusion Nudges
Hiring Manager Reference Guide – March 2019

INCLUSIVE RECRUITMENT
Inclusion Nudges
Recruiter Reference Guide – March 2019

INCLUSIVE CAREER DEVELOPMENT DISCUSSIONS:
Inclusion Nudges
June 2019
### Challenge Your Bias Dashboard Q4 2018

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- **Participants:** 3089, trained from 56 countries
- **Executives trained:** 322 (68%)
- **Facilitators (colleagues):** 120
- **Executive Covered:** 120
- **Level 5 Covered:** 322

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### Business Transformation Data

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