



CORPORATE  
SOCIAL  
RESPONSIBILITY

# DIVERSITY & INCLUSION

TAKING THE NEXT STEP TOGETHER



SANOFI

Sanofi  
is committed  
to creating  
an inclusive work  
environment  
that enables  
all employees  
to develop  
and perform  
to their full  
potential.





Diversity,  
which is part  
of our Corporate  
Social Responsibility  
approach,  
contributes  
to constructively  
shaping  
the relationship  
between individuals,  
businesses and  
society to ensure  
an equitable work  
experience for all.

# Our Vision

As a global healthcare company operating in more than 100 countries with more than 110,000 employees, Sanofi benefits from the wide-ranging talents of our multicultural workforce.

Thanks to them, we are equipped to develop solutions that meet the needs and expectations of patients, customers and other stakeholders.

*Sanofi embraces human diversity as an opportunity to develop our performance as a diversified healthcare leader, focused on patients' needs.*

# Our Strategy

*Sanofi believes that promoting diversity is essential for business, for the communities we serve and, naturally, for all employees.*

Managing diversity helps individuals feel confident and empowers them to fulfill their professional potential.

We are convinced that the rich diversity of our workforce makes us more innovative, effective and competitive.

## One definition

# DIVERSITY AND INCLUSION

**Diversity is not simply a question of gender, age or race.**

Diversity includes all facets of an individual that contribute to building an organization: culture, religion, ethnic background, education, work experience, nationality, sexual orientation, opinions, personality and the other characteristics that make each person unique.

# Our commitment

*We prohibit all forms of discrimination and comply with international standards, national laws and regulations in the area of human rights and labor law.*

Fostering a stimulating, creative and non-discriminatory workplace environment for all employees and contractors while ensuring respect for diversity and personal dignity is part of the Sanofi Code of Ethics and our Social Charter.

Our complaint management policy and process are designed to ensure that Sanofi employees may raise concerns about potential inconsistencies between practices and the Code of Ethics.



**Inclusion is about working together to successfully activate the attributes that each one of us possesses.**

It refers to making each person feel welcome and a part of the organization, allowing us to be ourselves

every day, sharing ideas and opinions, challenging one another, and using our extraordinary strengths and talents to drive our best performance.

# Our Policy

Our Diversity Policy is designed to promote diversity in the broadest sense possible. It outlines the framework and principles governing non-discrimination, equal opportunity and respect for individuals. We base our commitment on:

- Non-discrimination, which is integrated into our Human Resources processes
- Equal treatment and equal opportunity for all

- Awareness and training for all employees relevant to their local environments and laws
- Updating the policy's orientations and priorities on a yearly basis
- An established procedure for employees to report complaints



Team in Leganes distribution center (Spain)

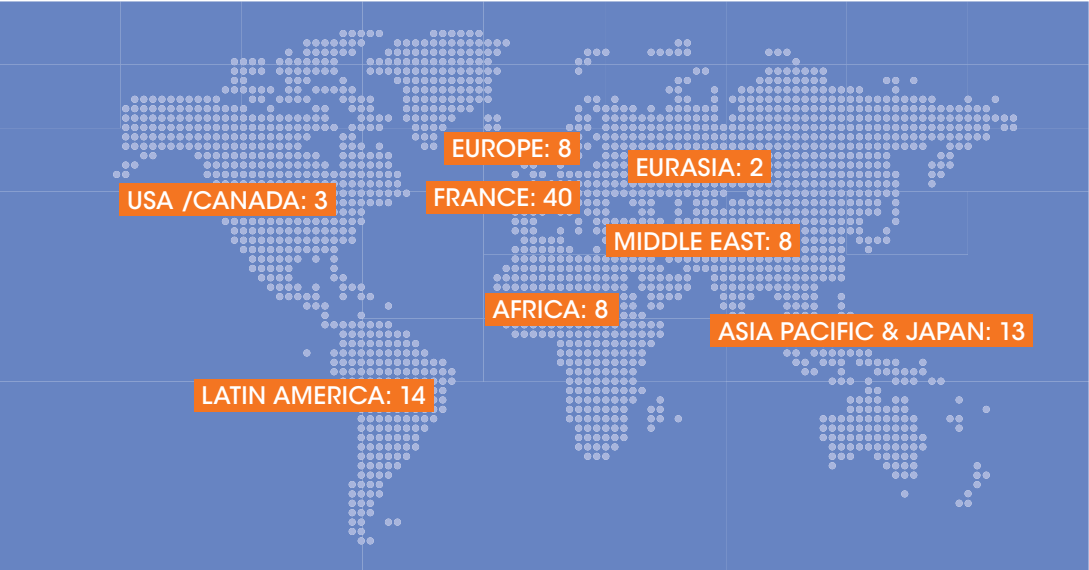


# Our Experts and Networks

Sanofi's Corporate Diversity Department reports to the Senior Vice-President of Corporate Social Responsibility. We work closely with the Human Resources Department to actively promote an inclusive workplace environment. We also rely on the support of our CSR experts and the Corporate Communications team.

Our **Diversity network**, which encompasses **96 delegates covering 92 countries**, plays a key role in implementing our policy. Our Diversity Delegates are the focal points for diversity

and non-discrimination at country level. They communicate and implement the Sanofi Diversity approach and engage teams in projects and initiatives. Thanks to their help, we have developed this Diversity Brochure, featuring business cases, commitments, key challenges and a wide range of best practices implemented across our affiliates. The various projects organized by our Diversity Delegates are a source of inspiration for the entire Sanofi community.



# THE BENEFITS

Being **socially responsible** while creating sustainable added value for the company

Motivating each individual and improving our overall business **performance**

Attracting, developing and retaining the **best talents** in an inclusive company

Enhancing our **image and reputation**



# OF DIVERSITY

**Reflecting  
our market**

**place:** patients,  
customers,  
communities  
and  
stakeholders

Fostering  
**innovation**  
through an  
inclusive culture,  
enriching  
competencies  
and constructive  
challenges

**Understanding  
international  
cross-cultural  
diversity:**

behaviors,  
stereotypes,  
values  
and beliefs

# CHALLENGES



One of the keys to embedding diversity at every level of the organization is the commitment of all employees. Because diversity concerns all of us, each person at Sanofi is called on to show commitment, leadership and openness to diversity and inclusion.



Training and awareness are critical to foster an understanding among all employees that diversity is an essential driver of Sanofi's performance and long-term success.



## CULTURAL DIVERSITY

Thanks to global mobility and modern communications, Sanofi employees often work in increasingly multicultural and diverse teams. Openness to people from different backgrounds is essential to foster respect and enable employees to work together effectively. In addition, cultural intelligence and a strong sense of diversity will help all of us better serve patients.



## WOMEN AND MEN IN THE WORKFORCE Gender Balance

Promoting gender balance is a key component of our business strategy. Studies suggest a strong correlation between economic performance and a balanced proportion of women and men within an organization.

# CHALLENGES



In today's business world, three generations often work side by side: Baby Boomers, Generation X and Generation Y. Shifts in each generation's values may drive profound changes in society's expectations.



Flexibility allows moving both technologically and culturally from traditional limitations to new working practices. It improves different generations of employees' quality of life and work-life balance while increasing the company's effectiveness.



The full integration of people with disabilities into Sanofi's workforce means that employees with disabilities have an equal opportunity to work for Sanofi.



Sanofi is aware of the challenge of managing work accountabilities and career aspirations while taking into account parenthood and its responsibilities.

# CHALLENGES



Sanofi ensures supplier diversity and apply CSR principles in our procurement activities by selecting goods and services that are produced and provided in compliance with high environmental, social and ethical standards.



All over the globe, diversity councils, committees and other governance bodies play a key role in ensuring that diversity is successfully embedded across all Sanofi entities worldwide.

# BEST PRACTICES & AWARDS







Contacts:

CSR Diversity Department

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web site: [sanofi.com](http://sanofi.com) > Our Responsibility > Working together > Diversity

We wish to thank all those who contributed to creating this brochure, in particular all our **Diversity Delegates**.



Each Day, across the globe, Sanofi's 110,000 employees are working to protect your health and improve access to healthcare for as many patients as possible. As a healthcare company, Sanofi places quality, safety, ethics and respect for the planet at the heart of our business.





# EMPLOYEE COMMITMENT

One of the keys to embedding diversity at every level of the organization is the commitment of all employees. Because diversity concerns all of us, each person at Sanofi is called on to show commitment, leadership and openness to diversity and inclusion.

**In the Czech Republic and Slovakia,** **focus groups** bring together Zentiva employees on parental leave to address topics such as gender balance, parenthood, and generational and culture differences.

**In France,** Sanofi invites employees who are personally involved in an association linked to disability to propose innovative ideas in response to an annual **call for projects**. The employee presents the association and its objectives, his or her role in the association, and the project for which support is needed. A jury composed of employees from various departments and social partners vote for the best projects. In 2013, 10 projects were selected and funded fully or partially by Sanofi. An awards ceremony is organized and the Diversity Team ensures follow-up. This initiative was launched in 2009 and is part of our commitment to the **Group Disability Agreement**.

**In the United States,** Employee Resource Groups are company-supported, employee-managed groups that bring together individuals who share a common background, interests and similar experiences. These resource groups are a forum for support and information.



# EMPLOYEE COMMITMENT

## Employee Resource Groups

- Women Inspiring Sanofi Excellence (**WISE**) is designed to be a catalyst for women to reach their full leadership potential.  
.....
- **ParentsConnect** is organized to give balance to working parents and access to useful resources.  
.....
- **ADVANCE** champions diversity and seeks to create an inclusive environment for all employees, with an emphasis on under-represented employee groups, including the LGBT community.
- Launched in 2013, **DiabetesConnect** provides resources and support to employees affected by diabetes.  
.....
- **VETS** (Veteran Transition Support) offers transition and support for reemployment of soldiers, awareness about post-traumatic stress disorders, and support to families.





# TRAINING AND AWARENESS

Training and awareness are critical to foster an understanding among all employees that diversity is an essential driver of Sanofi's performance and long-term success.

In 2013, nearly **3,100 employees** received training in **19 countries\*** on diversity topics  
(compared with 2,100 employees in 18 countries in 2012)

\*UK, Norway, Finland, Germany, Turkey, Czech Republic, Taiwan, Japan, Australia, New Zealand, Bangladesh, India, Egypt, South Africa, Canada, US, Brazil, Mexico and France

In 2013, we decided to develop specific **Diversity and Inclusion training for all Diversity Delegates**. The objective is to share a common vision and understand the benefits of diversity for the business. Our Diversity Delegates will then be better equipped to promote diversity in their countries and implement actions based on regional challenges and needs.

Training is provided in face-to-face classes, and on line via e-learning, among other methods.

- **Diversity training** is part of the on-boarding program in the UK, Czech Republic and Slovakia, Taiwan and Canada.

- Training about the **Non-discrimination Policy** in Mexico targeted 415 employees.

- In Canada, diversity training is provided in line with the **Employment Equity Program**.

# TRAINING AND AWARENESS

- **Disability awareness** training was provided in the UK, Germany, Brazil and in Turkey (Zentiva), where 82 employees learned techniques to improve communications with a person with a disability.

- In Germany, training on **Elder Care** (550 employees trained) is part of the "Living and Working at Sanofi" program.

- In France, sessions about **religion at work** were organized primarily for Human Resources.

- **Preventing violence against women in the workplace** and outside the company was part of the "Safety Awareness for Women program" in India.

- **Preventing harassment in the workplace** is the focus of e-learning in the US, which is mandatory for all employees.

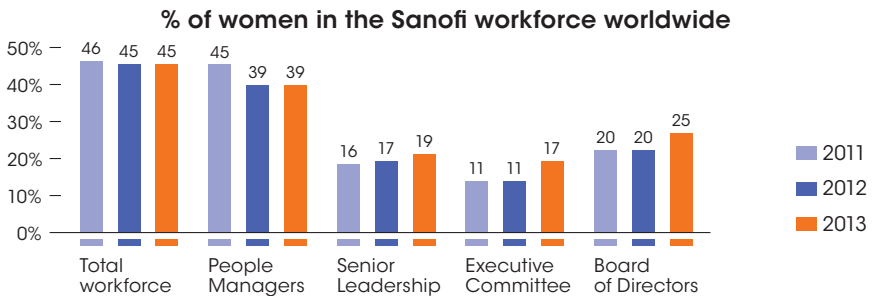
- **CSR training** is offered to employees in all countries.

- **Training in South Africa complies with Employment Equity Legislation** which requires regular reporting in relation to race, gender and disabilities. Government grants are available for training of specific employee groups to help companies reach equity balance targets.



# WOMEN AND MEN IN THE WORKFORCE GENDER BALANCE

Promoting gender balance is a key component of our business strategy. Studies suggest a strong correlation between economic performance and a balanced proportion of women within an organization.



In North America, during one month, events are organized **on women's contribution to scientific innovation** (eg Canada: participation in a campaign "Sanofi Women inspiring Innovation").

Find out more on the Sanofi intranet site:  
"About the Group – Gender Balance"



# WOMEN AND MEN IN THE WORKFORCE

## GENDER BALANCE

### Mentoring and other development programs

Twenty-three female executive potentials from various countries participated in the Corporate Catalyser mentoring program, designed to accelerate the preparation of the next generation of female leaders.



Sanofi US has rolled out the “**Elevate Leadership Development Program.**”

**Speed networking** events were organized in many countries and sites in 2013. A training kit was provided by Corporate HR.

The **Sanofi-Pasteur mentoring program** currently has 28 mentors for 47 women based in France and other countries.

Since 2012, 33 women have participated in the **Industrial Affairs mentoring program**, which aims to achieve short-term objectives (leadership, networking) as well as longer-term objectives (such as career development, pursuing a strategic vision, etc.).

In the US, Women Inspiring Sanofi Excellence (**WISE**) launched a “best in class” **mentoring program.**

Mentoring programs have been designed **for male and female** employees in the Czech Republic, Slovakia, Taiwan and Japan.

Sanofi Germany has implemented **a cross-company mentoring** program with 8 other companies.

In Canada, the **Harvard Mentor e-Learning Program** provides on-line courses to enhance employees’ professional and leadership capabilities.



# WOMEN AND MEN IN THE WORKFORCE

## GENDER BALANCE

### Networking

Women's networks are growing worldwide. To name but a few: **WISP** (Women in Sanofi Pasteur), which has expanded to 55 countries, **the European Sanofi Women's network**, **SWANZ** (Australia/New Zealand network) and **WISE** (Women Inspiring Sanofi Excellence) in the US, which extends beyond the pharma business.

To facilitate mobility, Sanofi is part of the International Dual Career Network (**IDCN**).

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### External events in 2013



A total of 28 delegates (women and men) took part in the Women's Forum in **Deauville, France**, showing that female talent development and its role in shaping our culture and future is a priority for the company.

For the second consecutive year, the Women's Forum in **Brazil**, featured discussions focusing on ways to achieve better gender balance in companies. Sanofi sponsored a panel entitled "Rethinking our health." It was decided to re-launch the "Movimento MUSAS," a digital platform to communicate healthy attitudes among women, with 10,000 women enrolled and 250,000 "likes" on Facebook.

Our CEO attended the inaugural Women's Forum in **Myanmar**.

At the initiative of Sanofi-Pasteur, 20 companies have joined the **Global Alliance for gender balance** in companies. Supported by the French Minister for Women's Rights, the alliance shares best practices, carries out benchmarking, and develops innovative action plans to improve gender balance, especially at the executive level.

# WOMEN AND MEN IN THE WORKFORCE

## GENDER BALANCE

### International Women's Day 2013

To celebrate this annual event on March 8, **presentations and panel discussions** were held by many of our affiliates: in Algeria, Argentina, Bangladesh, Columbia, India, Israel, Japan, Lebanon, Mexico, Senegal, South Korea, Taiwan, Tunisia, United Arab Emirates and the US. Quizzes were organized on gender balance and work-life balance in Hong Kong, UK, Ireland and Pakistan.

**Conferences** were organized **with special guests** in Ivory Coast, Senegal, Spain and France (Sanofi Leaders).

Sanofi Benelux created a **dedicated Internet site with women's insights**. Specific communications were posted on is@ in Algeria, Germany, Spain,

UK and Ireland. The Czech Republic and Slovakia created a specific screen saver for March 8, and Zoom magazine had a special feature communications in honor of International Women's Day.

ITC Central Africa organized a **contest** to invite employees to work on a project fostering gender balance.

In Australia, a breakfast was hosted by **UN Women Australia with Sanofi women and the Australian Prime Minister and Minister of Health**.



# DIFFERENT GENERATIONS WORKING TOGETHER

In today's business world, three generations often work side by side: Baby Boomers, Generation X and Generation Y. Shifts in each generation's values may drive profound changes in society's expectations.

For recruitment, mobility, access to information and remuneration, Sanofi is committed to respecting the principle of non-discrimination on the basis of age.

**Baby Boomer:** a person born after World War II (born between 1946 and 1964).

**Generation X:** follows Baby Boomers (born mid-1960s to early 1980s).

**Generation Y:** follows Generation X (born after early 1980s); also known as Millennials.

## Developing external partnerships for young employees and future professionals

**In 2013, 25 Sanofi affiliates (up from 18 in 2012) signed partnerships** with schools, universities and associations to foster the integration of young employees.

**In Kazakhstan,** Sanofi was a key partner for the first "Students' Game Challenge" where participants were asked to develop business case solutions.

**In Brazil,** "+ Acelere" is an internship program allowing eligible post-graduates to participate in a robust recruitment process.

**In Central America,** the "Quiero ser grande" program provides guidance to students nearing high school graduation to prepare them for the job market.

**In Germany,** as part of the "Start Plus" program, young people who lack the qualifications required for vocational training are given the chance to embark successfully on a career.



# DIFFERENT GENERATIONS WORKING TOGETHER

**In Egypt** the "Future Access Program" gives pharmacy students an opportunity to join a 2-month development program at Sanofi.

**In Italy**, the "Sodalitas" project represents a source of support for start-ups founded by young adults.

**In France**, several innovative partnerships: recruiting using a simulation-based approach, with no resume required.

**In the Philippines**, the "Work Appreciation Program" gives university students and underprivileged youth an opportunity to gain valuable work experience.

## Creating opportunities within Sanofi

In Europe, Sanofi's Industrial Affairs Division created "**Imagine your future differently**," a program to introduce young talents to a wide range of job opportunities and career paths.

In Germany, nearly 800 students were recruited in 2013 to work as trainees, interns and apprentices.

The "**International Corporate Volunteer Program (V.I.E.)**" is open to candidates from the European Union who fulfill assignments abroad.

The **SWAP** program offers junior talents the opportunity to take part in a Sanofi job rotation program between emerging and mature markets.

## Helping the generations learn from one another

Mentoring programs in: Canada, US, Turkey, Finland, Germany, Benelux, Czech Republic, Italy, Algeria, Morocco, Central Africa, Egypt, South Africa, Kazakhstan, Colombia, Brazil, Mexico, Thailand, Philippines, Hong Kong, India, Romania and Taiwan.

In Egypt, 10 transversal task forces to foster innovation, with a total of 90 participants.

**In Finland**, a reverse mentoring program was launched in 2013 to improve the transfer of know-how across the generations.



# FLEXIBILITY AT WORK

Flexibility allows moving both technologically and culturally from traditional limitations to new working practices. It improves different generations of employees' quality of life and work-life balance while increasing the company's effectiveness.

Among the options to ensure more flexible working arrangements are working part-time, from home, on a flexible schedule, and choosing to acquire additional leave.

## Part-time work and job sharing

**Part-time options** are available in France, Denmark, Norway, the Baltics, Benelux, Canada, Japan, Australia, Russia and the United States.

In the US, 50 sales employees take part in **job sharing** (i.e., two part-time employees share one job).

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## Working from home

To enable employees to work from home, **teleworking** is possible in Sweden, Finland, Denmark, Norway, Estonia, Lithuania, Latvia, United Kingdom, Slovakia, Czech Republic, Benelux, Germany, Canada, US,

Bangladesh, Japan, Australia and New Zealand. In France, currently 2,500 employees work from home one or two days weekly. In the US, a "remote work" policy allows working from home up to two days per week.

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## Acquiring additional leave

In the UK and Australia, employees may "buy" or "sell" vacation days.



# FLEXIBILITY AT WORK

## Flexitime

**Variable working hours** options are available in Iran, Israel, Poland, Venezuela, Romania, Moldavia, Hungary, Bulgaria, Finland, Czech Republic, Denmark, Norway, Italy, United Kingdom, Ireland, Turkey,

Canada, Brazil, South Africa, Morocco, Egypt, Australia, Philippines, Bangladesh, Taiwan, Thailand, China, Japan, Senegal, Ivory Coast, France and the United States.

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## Promoting quality of life at work

### **Programs to improve work-life balance**

and promote quality of life at work are up and running in Benelux, Thailand and many other countries. In Argentina, Paraguay and Uruguay, employees have Friday afternoons off during the summer.

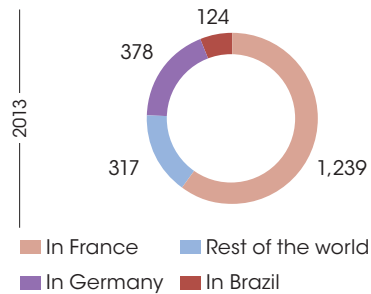
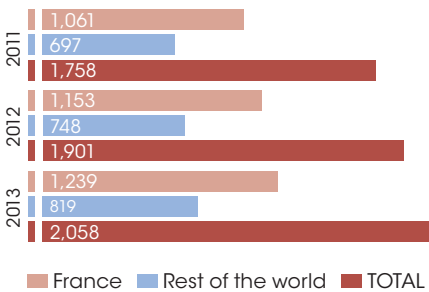
In Germany, a works council agreement on a long-term working time account has been implemented for nearly 2,800 “non managerial” employees. Employees may spend part of their compensation to acquire days off to care for dependents.



# PEOPLE WITH DISABILITIES

The full integration of people with disabilities into Sanofi's workforce means that employees with disabilities have an equal opportunity to work for Sanofi.

### Number of Sanofi employees with disabilities



## Our commitment

Sanofi seeks to comply with the goals set by the UN Convention on the Rights of Persons with Disabilities, namely to eliminate discrimination and exclusion and create a working environment that values diversity.

We are committed to employing persons with disabilities, with the aim of making progress in terms of recruitment, job retention, awareness and communication, accessibility to information and premises, partnerships and outsourcing to sheltered workplaces.

For 2014, the objective is to comply with the commitment made in France disability Agreement, to raise awareness and propose action plan to regions.





# PEOPLE WITH DISABILITIES

## Recruiting and retaining employees with disabilities

In France, the **company-wide agreement** to promote the integration and job retention of employees with disabilities was renewed for the third time and **was extended to 2013-2016**.

In other countries, **labor law encourages companies to have a certain percentage of employees with disabilities** in their workforce.

This is the case, for example, in Egypt, Germany, Brazil and Turkey. In Egypt, in our industrial site currently 11% of employees are people with disabilities (the legal requirement is 5%).

In Germany, we are near to achieving the legal target of 5%.

**In around 20 countries**, Sanofi **employs persons with disabilities**: Turkey, the Baltic States, Spain, Germany, Romania, Italy, UK, France, Egypt, West and Central Africa, Algeria, Tunisia, Ukraine, Taiwan, China, Japan, Bangladesh, Canada, Columbia Mexico and United States.

**In 13 countries**, we work with **suppliers or sheltered workshops** employing persons with disabilities: Finland, Norway, France, Romania, Egypt, South Africa, Japan, Philippines, US, Brazil, Germany, Canada and Central America.

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## Accessibility

Accessibility is important to give each employee the opportunity to work independently. We seek to make **information accessible** to as many people as possible, within the Sanofi

workforce and the broader community. We also take steps **to ensure our buildings are accessible to all**, with reserved parking spaces, ramps to enter restrooms, dining rooms, etc.

# PEOPLE WITH DISABILITIES

## Creating an inclusive environment for employees with disabilities

• **In Hungary**, the “Mozaik” project supports the job retention of employees with disabilities and contributes to changing behaviors.

• **In Japan**, “La Maison Business Support” employs recent graduates with disabilities. This project has expanded from 6 people in 2009 to 13 people today.

• **In Brazil**, Sanofi employees have volunteered to learn sign language to be able to communicate better with their hearing-impaired colleagues.

• **In France**, employees with hearing disabilities communicate with colleagues using Tadeo, a system that includes video interpretation in sign language and simultaneous subtitling via Internet connection and web cam.

## Increasing awareness and communication

In France, we celebrate **SEPH (Semaine pour l’Emploi des Personnes Handicapées)**, a national week for raising awareness about the employment of people with disabilities, by organizing a quiz on disability for all employees, speakers on topics such as Alzheimer’s, disability and performance, mental disorders, etc. (around 20 sites participated).

To boost employee awareness, we posted a video about initiatives in 6 countries (Brazil, Egypt, France, Hungary, Japan, Mexico) on the Sanofi intranet/internet for the **International Day of Persons with Disabilities**, December 3, 2013.



# PARENTHOOD

Sanofi is aware of the challenge of managing work accountabilities and career aspirations while taking into account parenthood and its responsibilities.

## Facilitating parental leave

**Interviews with employees prior to and/or after parental leave** are organized in many countries in order to maintain strong ties and facilitate the return to work: Turkey, Finland, Germany, France, United Kingdom, Czech Republic, Slovakia, Denmark, Benelux, Canada, Colombia, Brazil, South Africa, Philippines, Thailand, Australia, Morocco and Central Africa.

In Czech Republic and Slovakia, **a network of employees on parental leave** was created to exchange ideas on diversity topics.

In the UK, Germany, Czech Republic and Slovakia, employees on maternity leave can take part in **a program to stay connected** with the company. They receive regular news from their managers and can attend important meetings.

In Brazil, Sanofi has extended maternity leave from 4 to 6 months and paternity leave from 5 to 10 days.

## Providing help for working parents

**Employee assistance programs** in Canada, France and Germany (run by an outside firm) provide access to resources related to maternity and parental leave, adoption, childcare services, nursing and retirement homes, managing family relations, etc.

Some affiliates provide **childcare** directly within Sanofi or offer **financial aid**: Colombia, Canada, Ireland, Turkey, Czech Republic, Egypt, Japan, Taiwan, France, etc.



# PARENTHOOD

A **toolkit for parents** is provided in Australia, Mexico, Panama, Central Asia and India.

In the US, working parents can be involved in the **“Work-Life Program,”** while **“Parents Connect,”** an employee resource group, is a valuable resource for all stages of parenthood.

In Germany, **“Leben und Arbeiten bei Sanofi”** (Living and working at Sanofi) program provides wide-ranging support for parents: more childcare facilities, new rules on pay after maternity leave for non-exempt employees, etc.

## Supporting employees’ families

**“Enfants de Sanofi”** is a non-profit association providing support for the children of Sanofi employees, from birth to age 25.

The **“Sanofi Holiday Exchange Program”** is a worldwide program for employees’ children to spend holidays abroad hosted by other employees’ families.



## Caring for aging parents

Because our employees need flexibility **to take care of aging parents,** affiliates in Sweden and Italy have introduced more flexible working hours. Workshops on elder care are offered in Germany.

# AWARDS

Sanofi has received external awards in many countries in recognition of the efforts by the company and our employees to promote diversity.

## In the United States

- “Best of the Best Employers 2013” from *Professional Woman’s Magazine*
- “Top 50 Employer 2013” from *Equal Opportunity Magazine*
- “Best of the Best 2013” from *Hispanic Network Magazine*
- “10 Best Corporations for Veteran-Owned Businesses” from National Veteran owned Business Association (NaVOBA)
- The Head of Supplier Diversity was named one of *Diversity Plus Magazine’s* Top 30 Champions of Diversity

In **Morocco**, Sanofi was granted the CSR Label (including for our commitment to Diversity) from the Moroccan Employers Association (CGEM).

In the **Czech Republic**, Zentiva was distinguished as a Family-Friendly Company in recognition of favorable workplace conditions to achieve work-life balance and equal opportunities for men and women.



In **France**, the Women In Sanofi Pasteur (WISP) movement was awarded the Gender Parity prize by the French Executive employment association (APEC).

In **Mexico**, Sanofi has been recognized as Socially Responsible Company since 2009, and as an inclusive company since 2012 by the Labor Ministry.



# ALSO ON THE DIVERSITY AGENDA

All over the globe, diversity councils, committees and other governance bodies play a key role in ensuring that diversity is successfully embedded across all Sanofi entities worldwide.

• Sanofi US and Sanofi Australia/New Zealand have had Diversity and Inclusion Councils since 2012. Members represent many different functions and management levels.

• Working groups address diversity topics in Canada, Bangladesh, India, Central Asia, South Africa and the Nordic and Baltic countries.

• In 2013, Sanofi Mexico created a Diversity Committee to develop a diversity policy based on national and international standards, perform an assessment of diversity in all areas, and implement strategies to promote diversity.

• Sanofi Spain signed the Diversity Charter (El Charter de la Diversidad) in July 2013.

## Diversity and inclusion councils: what's on the agenda?

- Championing gender balance
- Fostering an inclusive culture and working environment
- Increasing workforce diversity to better mirror market demographics
- Embedding diversity and inclusion into how we do business
- Improving accountability and action across the organization
- Leveraging diversity and inclusion to drive business growth

In Germany, a diversity platform (Living and working at Sanofi) to promote equal opportunities for women and men addresses caring for family members, disability, equal pay, work-life balance and parenthood. It aims to shape an inclusive culture within the company.

