



Sanofi Australia Innovate Reconciliation Action Plan

January 2023 - January 2025

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Acknowledgement

Sanofi acknowledges the importance of reconciliation and is committed to working towards an Australia where all people have an equal voice. We acknowledge the Traditional Custodians of Country throughout Australia, especially those on which our offices are located, and recognise their continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures, and to Elders past, present and emerging.

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About our artwork

Sanofi's Innovate RAP incorporates new artwork commissioned by Jeremy Donovan. Jeremy is a Kuku-Yalanji and Gumbayngirr Man from the First Nations of Far North Queensland and the Mid North Coast of New South Wales. A talented well-recognised artist, his work has been featured in several solo exhibitions. He has been described as one of the most collectable young Aboriginal Artists of Australia. Jeremy often describes his artwork as a medicine for his spirit, he sees his artwork as a gateway to connecting with his ancestors.

Jeremy is also one of Australia's most celebrated keynote speakers and performers, his exceptional skill with the didgeridoo, and extensive knowledge of his cultural heritage have earned him the recognition of his peers as a master storyteller and performer. He is truly passionate about elevating the lives of Aboriginal and Torres Strait Islander peoples.

Jeremy's painting was inspired by the values of Sanofi and the colour palette provided. "The business is about people and health. The U shapes are symbolic of people within the business and people you interact with. The moving lines are reflective of water. Water is life, and water is symbolic of health. The human body is approximately 90% water so was dominant in the design of the artwork."



A message from our Country Lead

Welcome to our second Reconciliation Action Plan (RAP)

The past year has seen Sanofi make important steps in our engagement with Aboriginal and Torres Strait Islander peoples. We are particularly proud of our people's engagement in programs to build cultural understanding and of our engagement with NACCHO to become the sponsor of their inaugural NACCHO Aboriginal and Torres Strait Islander Pharmacist Scholarship, which awarded five scholarships in 2022. We completed all 13 actions in our Reflect RAP led by our active and engaged RAP Employee Resource Group.

In this Innovate RAP we are taking new steps to embed cultural understanding and engagement within Sanofi. We are also seeking to deepen our engagement on the Uluru Statement from the Heart and build new partnerships with Aboriginal and Torres Strait Islander organisations.

The RAP process has been very valuable in getting us to this point. We have learnt the value of taking time to build relationships with partners, that listening and taking advice along the way is critical, and that all steps towards reconciliation are good steps.

Our thanks to Reconciliation Australia for their guidance with preparing this RAP. Thank you to our partners and advisers, and to all within Sanofi who are participating in our reconciliation journey.



Karen Hood
Country Lead
Sanofi Australia &
New Zealand



Reconciliation Australia CEO Statement

Reconciliation Australia commends Sanofi on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Sanofi to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Sanofi will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments.

The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait

Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Sanofi is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Sanofi's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Sanofi on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

Our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples experience equality and equity in health, and First Nations cultures are celebrated as integral to who Australia is as a nation.

As a healthcare leader, Sanofi will work in partnership with Aboriginal and Torres Strait Islander communities to create meaningful change, and a more fair, equal and just society.

Our business

We have been operating in Australia for **over 40 years** and are one of the country's top five medicines and vaccines companies.

Today, we have more than **50 medicines on the Pharmaceutical Benefits Scheme**, seven Rare Disease therapies on the Life Saving Drugs Program, and **17 vaccines in Australia** with seven on the National Immunisation Program. Some **95% of young Australians will have had a Sanofi vaccine by age five**, and one in four Australians has had one of our flu vaccines.

Our **new \$280 million Translational Science Hub** will connect world-class researchers in Queensland with Sanofi scientists in France and the US, creating a first-of-its-kind, global scientific community focused on mRNA technology and translational science. **This is in addition to the \$17 million we invest in clinical trials every year in Australia.**

Our Australian operations also include a standalone consumer healthcare business with a state-of-the-art manufacturing centre in Queensland. Our well-known consumer healthcare brands include Betadine, Telfast, Nature's Own, Cenovis, Ostelin and many others.

Our team in Australia **service more than 5,780 pharmacies and over 720 hospitals. We employ 635 people.** At this time one of our employees identifies as an Aboriginal person.



Our RAP

This Innovate RAP is Sanofi's second RAP and builds on actions under our first Reflect RAP (April 2021 to August 2022).

Our first RAP had 13 actions with 31 'deliverables', 22 of which were completed and the remaining nine of which are ongoing.

The key lessons we gained from our first RAP were:

- External advice from Aboriginal and Torres Strait Islander peoples is essential to navigate a pathway for the delivery of RAP actions
- Time is required to build relationships and partnerships with Aboriginal and Torres Strait Islander communities
- Effective resourcing is required to effectively deliver a RAP, both in terms of budget and personnel
- When it comes to reconciliation, it is vital to take that first step no matter how small
- It is essential to bring the people in Sanofi on the journey of reconciliation with regular communication.

How we developed this RAP

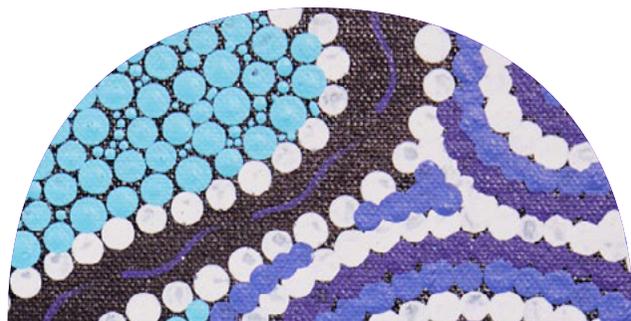
In 2021 the Sanofi RAP Employee Resource Group (ERG – our RAP Working Group) along with Sanofi’s external Aboriginal and Torres Strait Islander adviser (see ERG membership below) reviewed outcomes under our first RAP and considered natural next steps for the organisation that built on our learning.

Today our reconciliation efforts are ordered under four key themes. New actions have been formulated under each of these themes:

- *Celebrate Culture* – including actions of cultural awareness training
- *Economic Participation* – increasing our procurement from Aboriginal and Torres Strait Islander businesses and lifting employment of Aboriginal and Torres Strait Islander peoples
- *Community Partnerships* – in particular with our partnership with NACCHO (see case study below)
- *Critical Conversations* – on the Uluru Statement from the Heart.

An update on our reconciliation journey, as well as an overview of potential new actions were then presented to our country leadership team in early 2022 and endorsed.

The final set of actions under this RAP were presented to our Country Council and endorsed in April 2022.



Our RAP Employee Resource Group (RAP Working Group)

- **Rebekah Cassidy**
Deputy Head of Corporate Affairs and Sustainability, ANZ (ERG Sponsor & Executive RAP Champion)
- **Siân Fussell**
Global Change and Communication Lead – Chloe Project (ERG Lead & RAP Champion)
- **Linda Matthews**
Reward, Performance & Inclusion Lead, JPAC
- **Lonnie Toia**
CHC Head of HSE AMEA
- **Jinny Nagi**
Regional Medical Claims Lead
- **Samantha Shepherd**
Strategic Commercial and Business Development Manager
- **Teresa Yarnold**
Strategic Commercial and Business Development Manager
- **Robert Menzies**
Scientific Engagement Lead
- **Kaushalya Welikala**
Science Project Manager
- **Jason Mifsud**
Mifsud Consulting (external Cultural Adviser and First Nations representative on the RAP Working Group)
- **Taylor Tanaka**
Wholesale Business Coordinator – (First Nations Representative on RAP Working Group)
- **Stephen Richardson**
Corporate Policy Lead, ANZ

We have engaged *Jason Mifsud*, a leading consultant who advises clients across the community, government and private sectors on Aboriginal and Torres Strait Islander engagement.

Jason has provided our ERG and leaders with insights into the sustainable design and implementation of potential partnerships with Aboriginal and Torres Strait Islander peoples.



Case Study: Our partnership with NACCHO

In February 2022 the National Aboriginal Community Controlled Health Organisation (NACCHO) launched their inaugural Aboriginal and Torres Strait Islander Pharmacist Scholarship, proudly supported by Sanofi.

The scholarship supports prospective or current Aboriginal and/or Torres Strait Islander pharmacy students and aims to build the pharmacist workforce among Aboriginal and Torres Strait Islander peoples.

The scholarship was established to support two applicants per year. However the quality and number of applicants led to the expansion of the program to include five recipients for 2022, two each from Victoria and Queensland and one from South Australia.

Commenting on the scholarship winners, Associate Professor Faye McMillan, a proud Wiradjuri Yinaa woman, Deputy National Rural Health Commissioner, Pharmacist, and scholarship judging panel member said,

“Look at what is possible when there are strong relationships between organisations such as NACCHO and Sanofi, the benefit to individuals, families and communities of these scholarships is transformational. Congratulations to all the recipients, I am excited to see where their journeys take them and the future of the pharmacy workforce.”

Our warmest congratulations to the inaugural scholarship winners, the judging panel, and to the team at NACCHO for their ongoing leadership of this scholarship program.

As part of our Innovate RAP we are planning to continue this program and use the experience as we consider further appropriate partnerships with Aboriginal and Torres Strait Islander organisations.



Relationships

Sanofi believes that strong relationships with Aboriginal and Torres Strait Islander peoples are a foundation to understanding and respect by our organisation. Relationships are a crucial gateway for sustainable reconciliation.

	<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
1	<i>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</i>	Meet with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2023	ERG Sponsor
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Sep 2023	Lead: ERG Sponsor. Support: ERG Lead
		Investigate and establish a further partnership with an Aboriginal and/or Torres Strait Islander organisation in an area related to our business.	Dec 2023	Lead: ERG Sponsor. Support: ERG Lead
		Develop a Sanofi staff volunteering initiative with an Aboriginal and/or Torres Strait Islander organisation.	Dec 2023	Lead: ERG Sponsor. Support: ERG Lead
2	<i>Build relationships through celebrating National Reconciliation Week (NRW).</i>	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2023, 2024	ERG Lead
		RAP Employee Resource Group members to participate in an external NRW event.	27 May - 3 June 2023, 2024	ERG Lead
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023, 2024	Lead: ERG Lead Support: ERG Sponsor
		Organise at least one NRW event each year.	27 May - 3 June, 2023, 2024	ERG Sponsor
		Register all our NRW events on Reconciliation Australia’s NRW website.	May 2023, 2024	Lead: ERG Lead Support: DE&I Lead



	<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
3	<i>Promote reconciliation through our sphere of influence.</i>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2023	Lead: ERG Lead Support: ERG Sponsor
		Communicate our commitment to reconciliation publicly.	Jan 2023	ERG Sponsor
		Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Sep 2023	ERG Sponsor
		Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Dec 2023	Lead: ERG Sponsor. Support: ERG Lead
		Hold a round table with other members of healthcare industry providers to talk about our reconciliation journey, lessons and opportunities.	Dec 2023	ERG Sponsor
4	<i>Promote positive race relations through anti-discrimination strategies.</i>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jan 2023 Jan 2024 Jan 2025	Strategic Commercial and Business Development Manager
		Develop, implement, and communicate an anti-discrimination policy for our organisation.	Jan 2023	DE&I Lead
		Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Jan 2023 Jan 2025	ERG Lead
		Educate senior leaders on the effects of racism.	Sep 2023	DE&I Lead



Respect

Sanofi believes that by understanding Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights we can appreciate, celebrate, learn and talk to the future alongside Aboriginal and Torres Strait Islander peoples.

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	Conduct a review of cultural learning needs within our organisation.	Dec 2023 Dec 2024	DE&I Lead
5	<i>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</i>	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Feb 2023 Lead: DE&I Lead Support: ERG Lead
		Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2023 DE&I Lead
		Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Jan 2023 Jan 2024 DE&I Lead
		Promote Sanofi's online cultural awareness training and encourage participation from all staff.	June 2023 June 2024 ERG Lead
		Develop an appropriate immersion program for Sanofi leaders through internal and external consultation.	June 2023 Lead: DE&I Lead Support: ERG Lead
		Deliver a cultural immersion program for Sanofi leaders.	Mar 2024 Sep 2024 Lead: DE&I Lead Support: ERG Lead
6	<i>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</i>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023 June 2024 ERG Lead
		Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Jan 2023 ERG Lead



<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>	
	Review, update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Mar 2024	ERG Lead	
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jan 2023	ERG Sponsor	
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Jan 2023	Lead: ERG Lead Support: ERG Sponsor	
7	<i>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</i>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023, 2024	ERG Lead
		Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023 June 2024	DE&I Lead
		Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023, 2024	ERG Sponsor
8	<i>Internally and externally support and promote understanding of the Uluru Statement from the Heart</i>	Host a panel discussion for employees with external experts on the Uluru Statement from the Heart.	Jan 2023	ERG Sponsor
		Host an industry discussion to support greater understanding of the Uluru Statement from the Heart.	Sep 2023	ERG Sponsor
		Develop and circulate resources to increase employee awareness and understanding of the Uluru Statement from the Heart.	Dec 2023	ERG Sponsor
		Publicly promote Sanofi's position and support for the Uluru Statement from the Heart.	Dec 2023	ERG Sponsor



Opportunities

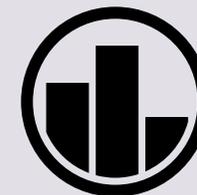
Sanofi believes it has an active and forward-looking role to play in developing opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities. By doing so we can deliver outcomes that can benefit both Sanofi and Aboriginal and Torres Strait Islander peoples.

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
11 <i>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</i>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Mar 2023	Lead: DE&I Lead Support: TA Lead
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	Jan 2023	Lead: DE&I Lead Support: ERG Lead
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	Mar 2023	ERG Lead
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jan 2023	ERG Lead
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Jan 2023 Jan 2024	Lead: DE&I Lead Support: ERG Lead
	Set a target for Aboriginal and Torres Strait Islander employment at Sanofi and commence work towards it.	Dec 2024	DE&I Lead
	Expand the Sanofi NACCHO Aboriginal and Torres Strait Islander Pharmacist Scholarship and provide support and funding for the scholarships to ensure at least two scholarship places annually.	Apr 2023 Apr 2024	ERG Sponsor



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<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
<i>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</i>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Sep 2023	Procurement Lead
	Investigate Supply Nation membership.	Jan 2023	Procurement Lead
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Sep 2023	Lead: Procurement Lead Support: ERG Sponsor
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Dec 2023	Procurement Lead
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Mar 2024	Procurement Lead
	Onboard at least one Aboriginal and/or Torres Strait Islander supplier business.	June 2023	Procurement Lead

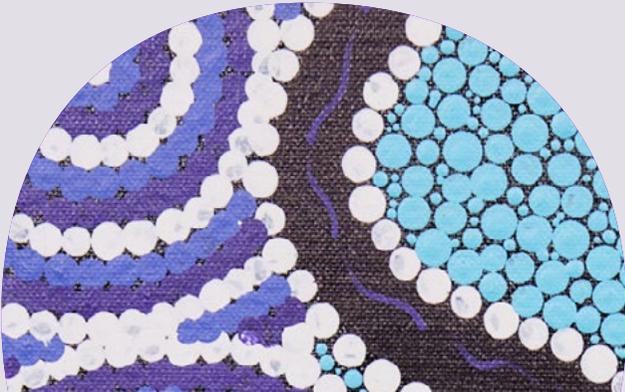


Governance

	<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
13	<i>Establish and maintain an effective RAP Working group (ERG) to drive governance of the RAP.</i>	Maintain Aboriginal and Torres Strait Islander representation on the ERG.	Mar, June, Sep and Dec 2023 Mar, June, Sep and Dec 2024	ERG Lead
		Review and update Terms of Reference for the ERG.	Jan 2024	ERG Lead
		Meet at least four times per year to drive and monitor RAP implementation.	Mar, June, Sep and Dec 2023 Mar, June, Sep and Dec 2024	ERG Lead
14	<i>Provide appropriate support for effective implementation of RAP commitments.</i>	Define resource needs for RAP implementation.	Mar 2023	ERG Lead
		Engage our senior leaders and other staff in the delivery of RAP commitments.	Dec 2023 Dec 2024	DE&I Lead
		Define and maintain appropriate systems to track, measure and report on RAP commitments.	Mar 2023	ERG Lead
		Maintain an internal RAP Champion from senior management.	Mar 2023	ERG Sponsor
15	<i>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</i>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023, 2024	ERG Lead
		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug 2023, 2024	ERG Lead
		Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep 2023, 2024	ERG Lead
		Report RAP progress to all staff and senior leaders quarterly.	Mar, June, Sep and Dec 2023 Mar, June, Sep and Dec 2024	ERG Sponsor



<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	Publicly report our RAP achievements, challenges and learnings, annually.	Sep 2023, 2024	ERG Sponsor
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	ERG Lead
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Jan 2025	ERG Lead
16 <i>Continue our reconciliation journey by developing our next RAP.</i>	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024	ERG Lead



The Sanofi logo is displayed in a white, lowercase, sans-serif font. The background of the slide features a repeating pattern of stylized, concentric circles in various shades of blue and purple, creating a textured, cellular appearance. Two large, solid purple circles are positioned on the left and right sides of the slide, partially overlapping the patterned background.

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