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Sanofi's approach to Employee Benefits & Wellbeing

May 2026



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Introduction

The health and wellbeing of our patients, our employees, and their families comes first.

As an R&D-driven, AI-powered biopharma company committed to improving people's lives, we have a strong belief in our duty of care to our employees. We strive to provide high-quality healthcare and benefits to all employees.

Our benefits and wellbeing programs are holistic, based on a strong foundation called "All Well": healthy bodies, healthy financials, healthy minds and healthy working culture.

Sanofi aims to support the health of our employees at all stages of one's career, from hire to retire, whether employees are thriving or facing personal life challenges, balancing preventive initiatives with support and care solutions. We are committed to providing a safe and healthy environment for employees, business partners, visitors and contingent workers across the globe.

What *All Well* means at Sanofi ?

A strong foundation based on a *holistic approach*



Healthy Bodies

We empower everyone at Sanofi to pursue a healthy lifestyle, by **promoting disease prevention and healthy choices**, and providing **quality healthcare**.



Healthy Financials

We help employees **feel comfortable and confident managing their personal finances** in all stages of life. From maneuvering difficult times to planning for their future, we are there to provide support.



Healthy Working Culture

We foster a respectful, supportive and inclusive work environment at all levels, supporting one another to pursue progress. **Our ways of working enable us to deliver better outcomes** for our customers, our patients and for our business.



Healthy Minds

We promote **emotional and mental wellbeing of our employees and their family members**. We advocate and offer resources to support individuals and nurture an environment of care and openness.





All Well *in Action*

Global approach to Wellbeing

Our wellbeing strategy is defined globally but delivered “glocally”. Sanofi's Global Benefits & Wellbeing Team establishes strategic priorities, global programs and frameworks, and minimum standards across all four pillars. At the local level, each country designates an AllWell champions network who adapts these global programs to local needs, cultural contexts, and regulatory requirements.

A key example of this approach in action is the All Well Days — local events organized by AllWell champions to highlight global and local benefits and wellbeing solutions focused on preventive care. Champions leverage local data insights, cultural expertise, and global as well as local programs to ensure every program remains relevant to their workforce. All Well Days were held in 40+ countries, reaching 10,000+ employees.

All Well Committee

Global governance meetings are conducted at least twice a year to share and align on the global All Well roadmap.

The committee represents a cross-functional group of representatives across the organization, composed of:

- Global Benefits & Wellbeing Team
- Corporate Communication
- Culture, Inclusion and Experience (CIE)
- Health, Safety & Environment (HSE)
- Learning
- Real Estate & Workplace
- Corporate Social Responsibility (CSR)

All Well Dashboard

Launched in 2025, the All Well dashboard is an internal analytics platform that consolidates data from our benefits programs, allowing us to monitor KPIs such as engagement, utilization and overall impact.

It helps us understand how our initiatives across All Well’s four pillars are performing, track progress over time, and make informed, data-driven decisions.

External Partnerships

In 2025, Sanofi actively participated in several external initiatives to advance employee wellbeing and inclusion, including the Engage & Care Coalition, the ILO Global Business and Disability Network and other industry and external networks. These partnerships reflect our commitment to collaborating with leading organizations to drive meaningful change in workplace wellbeing and disability inclusion on a global scale.

Our Path Forward

As we look ahead, Sanofi is committed to elevating its approach to employee wellbeing by developing data-driven strategies that aim to make our benefits proactive, guided by health outcomes and smarter prevention.

To deliver on this ambition, we are focused on three key priorities: First, we aim to make prevention a global standard of care, helping our employees build healthier lives while managing program and benefit costs responsibly. Second, we believe managers play a pivotal role in supporting employee wellbeing, and we are equipping them with the tools and training they need to support their teams proactively and enable sustainable performance. Finally, through timely and targeted communication, we strive to ensure that every employee receives the right support at the right moment, because being there when it matters most is at the heart of what we do.



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Prevention Programs



Eat Well: Healthy nutrition promotion and access

Onsite facilities offering meals that fit national and international criteria for good health (fresh, seasonal meal options with balanced macronutrients, vegetarian and vegan alternatives, clearly labeled nutritional information).

Global Food & Beverage Partnership: Consistent nutritional standards across all on-site facilities.

Employee resources promoting healthy nutrition habits such as nutrition guide or an online habit builder.



Stay Healthy: Preventive health campaigns

Preventive campaigns: onsite vaccination and screenings, smoke cessation campaigns.

Learning and awareness campaigns in many countries targeting variety of topics:

- Ergonomy
- Working with atypical hours
- Addiction
- Cancer
- Women's health
- Diabetes



Move Often: Physical activity programs

Walk Well +: global digital app enabling employees to set up their own team challenges around physical activity goals.

Sanofi Cup: since 2023: an annual global inter-site competition launched in 2023 combining physical activity challenges with volunteering activities. Global sponsorship of digital application focus on challenges targeting physical, mental and wider topics (environment, biodiversity, for example).

Ease access to sport/physical activity, via onsite facilities/classes, subsidized sport membership, or local event facilitations.



Digital Health Check-up

Since 2024, Sanofi has made digital preventive health assessments available to employees in all countries. The assessment covers physical and mental health risk factors and generates a personalized, confidential report with recommendations for preventive actions.

Menopause Hub

The Global Menopause Hub is a dedicated resource designed to raise awareness, educate, and empower employees and managers worldwide, fostering a stigma-free and supportive workplace.

The hub provides educational guides for employees and managers, practical health insights, and short educational videos covering essential wellbeing topics (weight management and menopause, sleep hygiene for menopause, menopause and work, cognitive health in menopause).

In collaboration with the Women's Life Stages Affinity Group (WLS), we delivered a global 3-part Menopause Series with certified experts and launched a CHRO-led video to champion open conversations about menopause at work.

2025 KPIs	
Vaccination and Screenings	54 countries offering flu vaccinations on 56 sites
Sanofi Cup	20,000+ registrants on the app across 50+ countries since launch
Digital Health Check-up	8,610 participants globally
Menopause Hub	<ul style="list-style-type: none"> • 3.2K visits of our Menopause Hub • 2.5K users of Menopause Hub resources • 1,423 participants to the Global 3-Part Menopause Series events
Sports and Physical Activity Benefits	About 90% of employees globally have access to on-site facilities/classes or sport access programs (apps, reimbursements, sponsorship)



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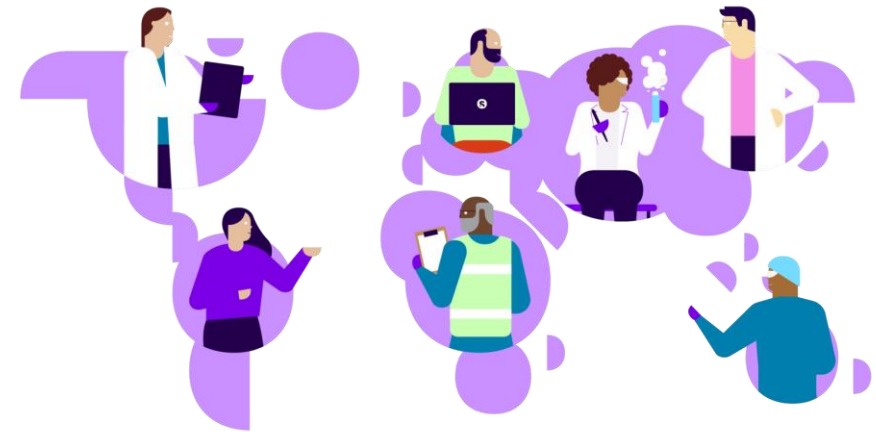


Quality healthcare for all

In alignment with local market practices, **employees and their eligible dependents are covered with comprehensive healthcare programs.**

Where legally possible, we aim to remove exclusions of pre-existing medical conditions from our benefit plans:

- no exclusions for conditions such as HIV, chronic conditions, cancer, pandemics, congenital defects, suicide, terrorism or war risks.
- no medical questionnaires or medical examinations for the employees to obtain coverage.
- We conduct regular audits with local markets to ensure compliance with the above standards.
- Competitive paid illness leaves.





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High Quality and Competitive Pension Arrangements

Supports employees to better plan their retirement and ensure reasonable income as they come towards the end of their career. Sanofi encourages the establishment of savings and retirement programs for employees in line with market norms.

Employee resources in case of unfortunate life events

- **Employee Assistance Program for financial guidance** (for example, debt management).
- **Life Insurance for all employees:** In nearly all of our countries, we provide financial coverage of at least 2 years base salary in case of death. In many countries the level of coverage is higher based upon market practices and norms.
- **Cancer & Work Acting Together:** Launched worldwide in 2024, Cancer & Work: Acting Together is Sanofi's 360° approach to address the needs of employees impacted directly or indirectly by cancer or other critical illness by caring about our employees from a financial, emotional, and social wellbeing perspectives. It provides a suite of benefits and solutions to better manage the impact of the disease within the company, from the moment news about the illness is shared, during the absence and upon return, over months or even the following years.

Enfants de Sanofi

Not-for-profit organization whose purpose is to help employees' children who are experiencing difficulties, such as medical problems, social troubles, or educational difficulties.

ESPP plan

The Employee Stock Purchase Plan (ESPP) is a company-run program in which employees can become Sanofi shareholders by acquiring company shares on preferential terms (discounted price, complimentary matching shares). This allows employees to participate in the company's growth, develop a common spirit worldwide and create a community of interest between employees and shareholders.

2025 KPIs	
Pension Arrangements	82% of employees globally are covered by a Defined Benefit or Defined Contribution plan
Cancer & Work	<ul style="list-style-type: none"> • 90% of employees globally completed mandatory e-learning • 500 employees supported through 1:1 peer connection • 150+ managers and teammates educated on cancer support
Enfants de Sanofi	<ul style="list-style-type: none"> • Individual support of 114 employees' children in 19 countries • Collective actions for ~1,006 employees' children in 5 countries • Total Spent: 592K€



Healthy *Minds*

We promote **emotional and mental wellbeing of everyone**. We advocate and offer resources to support individuals and nurture an environment of care and openness.

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Mental Health – Breaking Stigma

All Well Show

- A professional interview series featuring colleagues from across Sanofi - narratives that inform, influence, and inspire. Showcases the collective aspects of Sanofi's culture through diverse perspectives.
- Fosters connection by demonstrating that challenges are a universal part of the professional journey. Recognizes that while each individual's path at Sanofi is unique, every colleague has valuable insights to share.
- Creates a more empathetic and supportive workplace community through authentic conversations.

Healthy Minds – Sanofi employees’ Voices

- In 2025, we launched a series of employee testimonies sharing their mental health journeys on our internal social media platform.
- Seen by +7,000 employees and receiving more than 200 comments, this serves as a powerful message to reduce stigma and encourage openness in the workplace.

Global Employee Assistance Program (EAP)

- Ensures employees and their household members have support when facing challenges in their lives.
- Provides **confidential 24/7 support** to all employees and families worldwide.
- Offers **6 counselling sessions per person, per topic, per year**.

2026 Objective: Increase EAP utilization by 5% vs 2025 utilization.



2025 KPIs	
All Well Show	<ul style="list-style-type: none"> • 40 shows/podcast per year published on internal social media platform • 250 + shows/podcasts delivered across 12 seasons since inception
Global EAP	<p>8,309 users*</p> <p><i>*includes live counselling, digital engagement, trainings and critical event management – employees and/or household members.</i></p>



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Mental Health – Global prevention and support initiatives

Global Psycho-social Factors Assessments

Surveys and diagnostics across the organization designed to identify workplace stressors and organizational challenges. This recommended framework, aligned with ISO 45003 standards, is already in place in several countries including France, Brazil, Australia and Germany, integrating psycho-social risk management into our health and safety infrastructure. In 2025, a global guideline was released to encourage worldwide deployment. This framework assesses six key psychosocial risk factors: employment perspectives, work organization, work intensity and time, values at work, social relations at work, and managing emotions at work. The aim is to develop targeted action plans to prevent risks, support employee wellbeing, and create healthier, more sustainable work environments where our people can thrive.



Culture Talks – Psychological Safety

Series of films of external thought leaders on our winning culture priorities contextualized by Sanofi Culture Collective members. They help guide teams through an open, honest conversation about how we can each play our part in building a winning culture. The aim of Culture Talks is to uncover personal and team challenges, connect our people at a deeper level and accelerate our culture transformation.

Mental Health and Wellbeing Employee Training

- Global training program “Winning Healthy Minds”.
- Global “Explore More” annual events focused on learning and development, always embedding health and wellbeing topics.

Mental Health and Wellbeing Manager Training

- Global training program “Your Pivotal Role as a Leader” and “Thriving Together - You & Your Team” focused on health.
- Managers are a key audience of Sanofi mental health education, given they hold one of the biggest influences on the employees’ mental health daily.
- Materials are shared and promoted in Sanofi’s Manager Hub and local OneSupport so any manager may find the existing resources to support their teams, when they are facing struggles.
- Regular employee and manager “check-ins” (at least three per year) with wellbeing as a core topic.

2026 Objective: Expand access to mental health resources for managers globally, ensuring every people manager is equipped to lead with care and confidence.

2025 KPIs

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|---------------------------------------|---|
| Mental Health and Wellbeing Trainings | <ul style="list-style-type: none"> • Since 2023, 1,100 employees participated in our “Winning Healthy Minds” training program • 340 managers completed “Your Pivotal Role as a Leader” training • Over 72K connections to Explore More 2025 in 300+ events locally (webinars/in-person events) |
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Country Specific Mental Wellbeing Initiatives

USA:

- **Mental Health Finder:** internal platform matching employees with appropriate mental health support.
- **Daily mindfulness and emotional support:** mobile app with mindfulness breaks, emotional support and mental health education. This initiative is also available in Canada.

France:

- **On-site psychological support:** psychologists available during challenging periods (reorganization, crisis situations). It is also available in USA.
- **Psychosocial risk referents:** networks of ambassadors with whom employees can find support.
- **Mandatory mental health and psychosocial risk training:** Comprehensive training programs for employees and managers on mental health awareness and risk management. It is also available in UK, Ireland.

UK, Ireland:

- **Private medical insurance with mental health pathways:** Comprehensive coverage including diagnostics, specialist referrals, CBT, counselling, and 24/7 GP consultations.
- **Emotional wellbeing coaching and burnout prevention:** Professional coaching services focused on emotional resilience.
- **Mind & Macmillan:** Specialized training partnerships for manager education on mental health and cancer support.

China:

- Mental Health First Aiders, a volunteer-based program providing confidential, non-judgmental initial support (active in Australia, Brazil, China, and the UK), has evolved into the "**Sanofi Mental Ambassadors**" initiative, which expands beyond peer support to include awareness campaigns and resource connectivity.
- Expert workshops on stress management and psychological safety, mindfulness activities and a dedicated healthy minds corners in Shanghai.

India:

- **Yoga sessions and stress management workshops:** initiatives on emotional resilience, mindfulness and coping strategies.

Germany:

- **Structured mindfulness training:** Online sessions tailored to local workforce needs.
- **Other countries :** Mental health awareness initiatives including webinars, health fairs delivered through global programs (EAP, Digital Health Check-up) and tailored to local cultural contexts and workforce needs.

External Partnerships

- Participation in the **EN3S-led Global Business Network**, which brings together French multinationals to exchange best practices on social protection and workplace wellbeing. The network produces annual thematic guides shared across French companies. Sanofi contributed to the guide on mental health for multinational companies, sharing All Well best practices.
- Partnering in the creation of **the Engage & Care coalition**, and active participation in mental health stream, with active partnership of the World Health Organization on ASCEND program.
- Active membership in **the ILO Global Business and Disability Network**, which positions mental health as a core workplace and decent work issue, providing employers with practical tools and guidance for inclusive workplaces.
- Active partnership with **Catalyst (winner of 2025 Catalyst Award – Diversity Edge)** leveraging evidence-based research and guidance to advance workplace mental health, psychological safety, and inclusion across our organization.



Healthy *Working Culture*

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Code of Conduct

One of the key foundations we build our health and wellbeing strategy upon. We recognize that any unacceptable behaviors as discrimination, bullying or harassment directly impact our employees' mental health and overall wellbeing.

- **Speak Up:** the global Speak Up program launched in 2024 enables employees to share constructive, focused, timely and actionable feedback to build high-performing teams; openly debate ideas to promote diversity of views and drive better decisions; challenge the status quo to drive simplification and positive change; and raise concerns to promote fairness and accountability. The program fosters psychological safety and supports employee wellbeing.
- **Ombuds office:** a global network of peers trained to provide independent, impartial, confidential and informal support to employees to overcome disputes, conflicts and barriers that stand in the way of reaching their full potential.

Performance Impact

Our approach to continuously driving and assessing employee performance. Designed to help everyone have a greater impact and enjoy a purposeful career. Focus on setting goals aligned with the business priorities and creating a feedback culture through regular check-ins for delivering the greatest impact, as well as a stronger individual and collective performance.

It consists of “key moments in time” that guide employees throughout the year:

1. Agile stretch goal setting and priority alignment during January.
2. Regular check-ins between employees and managers, focusing conversations on wellbeing topics (including mental health challenges), career development and progress on goals.
3. Holistic impact level assessment at the end of the year.

Engagement Survey – Your Voice

Global annual and pulse survey designed to evaluate the level of engagement of all our employees worldwide and gather their feedback. The survey is voluntary, confidential, and externally administered. It provides leaders with critical insights to address key priorities such as engagement, inclusion, and wellbeing — enabling more frequent feedback and fostering a culture of continuous listening and improvement.

In 2025, with the support of our analytics team, we were able to apply data science techniques to 8,000 comments and generate a first analysis of trends on our overall All Well program.

2026 objective: we are targeting delivery of local education and awareness sessions to managers, highlighting their role in maintaining health and wellbeing of their teams. We will track the 2026 Your Voice score and comments to see if results materialize over time.



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WorkX: Empowering Wellbeing Through Human-Centric Workspaces

Our WorkX program is a core element of our workplace strategy, designed to foster a human-centric environment that inspires, connects, and supports our people every day.

The program recognizes that workplace design, facilities, and services significantly impact physical, mental, and emotional health, engagement, and productivity.

To ensure consistency and inclusivity across all our locations, we adhere to the following **baseline requirements**:

- Showers/Lockers: individual stall/unit showers to support active commuting and physical activity, with optional towel service to ensure comfort and convenience.
- Fitness access: prioritization of in-building fitness facilities. Where unavailable, alternative solutions such as subsidized memberships at local gyms, pop-up fitness or mindfulness sessions, and online wellness platforms.
- Parent’s Room: clean, safe, and well-lit space for nursing parents to sit comfortably and in privacy, typically equipped with a comfortable chair with washable fabric, seat-height table, sink, refrigerator, lockers, and a lockable door.
- Wellness Room: private space for workouts, yoga, and/or other wellness.
- Quiet Room: calm space to support diverse employee needs (e.g., meditation, napping, reading, individual prayer).

As part of our broader commitment to health and sustainability, we are also implementing **WELL Certification at scale across our global real estate portfolio**. This approach enables us to apply the WELL Building Standard, a globally recognized framework for advancing human health and well-being in buildings to multiple sites simultaneously, ensuring consistent impact and continuous improvement.

2026 Objective: Achieve WELL certification for 15 sites.

Employee Business Resource Groups (EBRGs) and Affinity Groups

Created by and for employees, their influence enables change, fosters inclusion, champions belonging, and amplifies voices within the organization. As far as the All Well program, they are key ambassadors, translating our programs into relevant groups and subgroups to ensure all voices are heard.

Foster psychological safety by creating trusted spaces where employees can openly share experiences, raise concerns, and access wellbeing resources within their communities.

Five global employee Business Resource Groups (Ability+, Culture and Origins+, Gender+, Generations+, and Pride+).

Four global affinity groups (Cancer & Work, Diabetes & Work, Women’s Life Stages & Work, Parents & Work).



2025 KPIs	
WorkX	44 sites in 33 countries engaged in WELL activities – reaching 37,300 employees
eBRGs and Affinity Groups	Approximately 7,500 employees identified themselves as members of one or more EBRGs and/or affinity groups worldwide



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BRAVO! Global Recognition Platform

Recognition makes all feel valued, engaged, and appreciated for their contributions in helping make Sanofi a great place to work where all can thrive.

This is why recognizing others through this program is open to all employees wherever they are in the world and across our global business units. Bravo! is our global recognition platform at Sanofi that helps build a culture of recognition by:

- Embedding Sanofi Values
- Improving collaboration

Volunteering

Volunteering at Sanofi means spending time to help the communities we care about. Our volunteering activities support Sanofi's CSR commitment to society by:

- Giving all employees one paid day off per year to participate in volunteering activities.
- One digital platform for all countries.
- WeVolunteer month, in October, promoting and celebrating volunteering.

Sanofi Connect Us

Launched in 2024, Sanofi Connect Us is a digital platform that brings employees together in new ways to strengthen our global community around 4 modules:

- **Home Exchange:** Swap home with a fellow employee to experience local living, anywhere in the world.
- **Holiday Exchange:** Arrange for one's child to have an international experience with a colleague's family in another country.
- **Linguistic Conversation:** Practice a language with a colleague who's a native speaker.
- **Carpooling:** Save energy and commuting costs by sharing rides with a colleague.

Global gender-neutral parental leave

Sanofi provides a minimum of 14 weeks of paid parental leave to eligible employees welcoming a new child, regardless of country of employment, gender, or sexual orientation, and irrespective of whether the child joins the family through childbirth, adoption, or surrogacy. Where local legislation provides more generous leave, the local provision applies.



Working Flexibly

Our hybrid working policy helps employees manage work-life balance and feel more connected to our purpose and to each other. It is about the right mix of purposeful, planned presence and remote working, to create deeper connections, support inclusive collaboration and mentorship, while balancing holistic wellbeing, notably mental health, caregiving and personal life.

2025 KPIs	
BRAVO!	~206,000 Bravo awards granted
Volunteering	<ul style="list-style-type: none"> • 11,731 volunteers globally • ~66,931 hours of volunteering • 37 countries
Sanofi Connect Us	12,309 active users since launch
Global gender-neutral parental leave	1,637 employees took a leave of which 56,7% female and 43,2% male

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