



•

Sanofi approach to Employee Benefits & Wellbeing

•



Introduction

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

As a healthcare company dedicated 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 minds, healthy bodies, healthy financials, and a 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 & care solutions when issues arise. We are committed to providing a safe and healthy environment for employees, business partners, visitors and contingent workers across the globe.

This framework is defined globally but delivered 'globally' through Sanofi's ecosystem, ensuring relevant implementation in all countries where Sanofi has legal entities. Some programs are owned by the corporate center of expertise, some are designed by local teams. The day-to-day management of most programs is done by local teams, ensuring that the outcome is relevant to Sanofians locally.

As a science-led company, we're always innovating to ensure every Sanofian can bring their best self to an inclusive workplace, where they can pursue progress and discover extraordinary.



This document is a complement to our CSRD report, available in our corporate website.

This factsheet summarizes key programs under each pillar and list associated relevant KPIS. These KPIS illustrate our focus areas and are a reflection of current priorities. Future adjustments to metrics and programs reflect strategic evolution and adaptation to changing priorities.

Healthy Bodies

Good physical health is closely linked to good mental wellbeing. This pillar consists of pursuing a healthy lifestyle focusing on prevention and on quality healthcare.

Quality Health Care for all

- Since 2024, all employees have access to **digital preventive health checkup solutions**. The purpose of these online physical and mental health assessments is to provide a personalized report to gain awareness of one's health risks.

2024 KPI	• 13,100+ participants globally
-----------------	---------------------------------

- In alignment with local market practices, **employees & their eligible dependents are covered with comprehensive & competitive healthcare programs** to address health issues.
 - Where legally possible, we aim to remove exclusions of pre-existing medical conditions from our benefit plans, and conduct regular audits with markets locally:
 - *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 except in cases where the employee is above a free cover limit defined in the local policy.*
 - Competitive paid illness leave

Prevention Programs

- Move Often:
 - *Walk Well +*: global digital app enabling employees to set up their own team challenges towards physical activity.
 - *Sanofi Cup*: since 2023, global Sanofi inter-site competition mixing 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*, either via onsite facilities/classes, subsidized sport membership, local event facilitations.
- Eat Well: Ease access to healthy nutrition via:
 - Onsite facilities offering meals that fit national and international criteria for good health.
 - Global food & beverage partner, healthy food labelling on all onsite cafeteria/facilities is underway.
 - Employees resources promoting healthy nutrition habits.
- Stay Healthy:
 - *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

2024 KPIs:

Sanofi Cup 2023/2024	• 11K+ employees in 62 countries
-----------------------------	----------------------------------

Vaccination & Screenings	49 countries offering 117 preventive actions: <ul style="list-style-type: none"> • Flu vaccinations (49 countries) • Skin cancer check (14 countries) • Breast cancer screening (10 countries) • Diabetes detection (32 countries)
-------------------------------------	--

Healthy Minds

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

Global Employee Assistance Program (EAP)

- Ensures employees & their household members always have support when struggling with 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**

2024 KPIs*	<ul style="list-style-type: none"> • 13,078 users
-------------------	--

**includes live counselling, digital engagement, trainings and critical event management - employees and/or household members*

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 unedited conversations.

KPIs	<ul style="list-style-type: none"> • 40 shows/podcast per year published on internal social media platform. • 200 + shows/podcasts delivered since inception
-------------	--

- **Healthy Minds – Sanofians Voices**
 - Launched in 2025, personal testimonies by employees telling their mental health journey shared on our internal All Well Sharepoint.
 - Seen by +7000 employees and receiving more than 200 comments, this serves as a powerful message to reduce stigma and encourage openness in the workplace.

Mental Health - Prevention & Support Initiatives

- **Mental Health First Aider Programs**
 - Internal program providing initial support based on non-judgmental listening.

- Volunteer trained Sanofi employees with duty of confidentiality.
- Available in countries like Australia, Brazil, China, and UK.

- **Trainings on mental health & wellbeing**

- Global training programs "Winning Healthy Minds" & "Your Pivotal Role as a Leader" focused on mental health.
- Global 'Explore More' annual events focused on learning & development, always embedding health & wellbeing theme as part of content.
- 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.

2024 KPIs	<ul style="list-style-type: none"> ● 1,000+ employees participated to dedicated mental health trainings ● 54,000 employees participating to Explore More 2024 in 370 events locally
------------------	---

- **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.

- **Psycho-social Risk Assessments**

- Diagnostic tools to assess psychological risks across the organization, available in countries like France, Brazil, Germany, Hungary and Russia.
- Analysis to develop targeted remediation plans.

- **Country-Specific Mental Wellbeing Initiatives**

- France: participation in joint collaboration between corporate and academic organisation (Ecole des dirigeants de la protection sociale 'EN3S') to design a specific guide targeting 'Mental Health and Multi-national Companies'
- USA: Daily mindfulness breaks, second opinion medical services, mobile app with emotional support, mental health education platform
- Australia: Eight on-site coaching modules including positive emotions, mindfulness, and thriving through adversity.
- China: Mental health management workshops on family relations, career development, and stress management.
- Many countries: mental health awareness initiatives (webinars, fairs, etc.).
- Globally: Global webinar on World Mental Health day regrouping +5,000 participants

Healthy Working Culture

Within this pillar, Sanofi focuses on creating a healthy working environment where all Sanofians feel empowered to perform, safe to raise their voice, and supported wherever and whenever they are. A number of global programs supporting this pillar are implemented globally in partnership with other corporate functions.

Code of Conduct

One of the foundations we rely on to build up our health and wellbeing. We recognize that any unacceptable behaviors as it relates to discrimination, bullying or harassment directly impact our employees' mental health and overall wellbeing.

- **Speak Up:** global Speak Up program empowers employees to Speak Up to foster trust and psychological safety in their teams and to drive simplification and positive change at all levels, by sharing feedback, openly debating ideas, challenging the status quo and raising concerns.
- **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.

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. Survey is voluntary, confidential and run externally.

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 stretch 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

WorkX: Empowering Wellbeing Through Human-Centric Workspaces

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

- Deliver a scalable wellbeing framework that promotes healthy lifestyles, enhances work-life balance, and ensures that all employees have access to spaces and services that support their physical, mental, and emotional health.
- 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.
 - Nursing Room: clean, safe, and well-lit space for nursing mothers 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: quiet 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 health in buildings to multiple sites simultaneously, ensuring consistent impact and continuous improvement.

2024 KPIs	36 sites in 27 countries engaged in WELL activities	19,300 employees
------------------	---	------------------

Employee Business Resource Groups (eBRGs) & 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 & subgroups to ensure all voices are heard.
- 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).
- **Approximately 10,000 members worldwide**

Global gender-neutral Parental leave

- Providing 14-weeks of paid parental leave to any colleague who has a new child no matter which country they are working in.
- This includes colleagues who are welcoming a child due to childbirth, adoption, surrogacy, irrespective of the gender or sexual orientation of the parent, as long as the employee is recognized as the child's parent, and subject to legal constraints

Gender-neutral parental leave

Gender-neutral parental leave	2024		2023		2022	
	Number	Percentage	Number	Percentage	Number	Percentage
Total Worldwide	2,105		2,417		2,737	
Female	1,209	57.4%	1,413	58.5%	1,531	55.9%
Male	895	42.6%	1,003	41.5%	1,203	44.0%
Not declared	1	0.0%	1	0.0%	3	0.1%

Volunteering

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

- Giving all Sanofians one-day off paid per year to participate in volunteering activities.
- A common digital platform for all countries.
- WeVolunteer Month, in October, promoting and celebrating volunteering.

2024 KPIS	<ul style="list-style-type: none"> • 15,700 volunteers globally • ~106,000 hours of volunteering • 42 countries
------------------	--

BRAVO! and creating a Culture of recognition

Receiving recognition is a great feeling - and giving recognition is a great feeling. 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

2024 KPIs	<ul style="list-style-type: none">• ~167,000 Bravo awards granted
------------------	---

SanofiConnectsUs

Launched in 2024, a new digital platform that brings Sanofians together in new ways to strengthen our global community around 4 modules:

- Home Exchange: Swap homes with a fellow Sanofian 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.

2024 KPIs (since Sept 2024)	<ul style="list-style-type: none">• 7,500 active users
--	--

Healthy Financials

High Quality & 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.

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, free 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.

Employee resources in case of unfortunate life events

- **Employee Assistance Program for financial guidance** (for example, debt management)
- **Life Insurance for all Sanofians:** 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 Sanofians 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 & 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

- Non-for-profit organization which purpose is to help employees' children who are experiencing difficulties such as medical problems, social troubles, or educational difficulties.

2024 KPIS	<ul style="list-style-type: none">• Individual support of ~120 employees' children in 24 countries• Collective actions for ~2,100 employees' children in 6 countries• Total Spent: 1,200K EUR
------------------	---