

Labor Relations & Social Dialogue

Position Statement

September 2025

Our commitment to Labor Relations & Social Dialogue

At Sanofi, we recognize that our positive impact and success as a multinational organization with global reach relies in both: our business performance and the quality of our relationships with our employees and their representatives. Effective labor & employment relations and social dialogue are essential for building a sustainable and successful future at work. Therefore, we aim to fostering a culture of high performance where all our employees can thrive. Our listening strategy enables us to maintain constructive relationships and commit towards social dialogue, supporting employee's representation rights and facilitating representatives' bodies.

We are bound to respecting labor & employment rights in accordance with the International Labor Organization's (ILO) Core Labor Rights Conventions and the United Nations Guiding Principles on Business and Human Rights (UNGPs). Our commitment embraces all internationally recognized labor rights, including freedom of association and the right to collective bargaining.

We comply with national labor & employment laws wherever we operate, fostering a safe environment towards active listening. In cases where international standards set forth higher requirements than those set in local regulations, we strive to apply Sanofi international standards. Where they conflict, we seek to uphold the principles of international standards while complying with local labor & employment laws. Our commitment to labor relations and social dialogue is embedded in our Code of Conduct and our principles, procedures, and practices.

We expect our employees, employee representatives, and business partners to share our commitment to constructive labor relations and social dialogue. Our priority areas of focus being:

- A psychologically safe work environment driven by performance, that fosters wellbeing and where everyone can thrive
- Non-discrimination and equal treatment
- Freedom of association and collective bargaining negotiation
- Open-ended and constructive dialogue for mutual benefit
- Ensuring a living wage for every Sanofian, promoting fair and favorable working conditions, and upholding our pay equity principles



Natalie Bickford
Chief People Officer



Florence Cauvet
Chief Labor Strategy & Social Innovation Officer

Governance

Responsibilities & accountability

This position statement is part of the People & Culture strategy. Overall accountability for the implementation of our social dialogue sits with Labor Strategy & Social Innovation Team, partnering and sitting with the Human Rights SteerCo, Rewards and Performance and Culture & Inclusion.

We have set out effective cross-organizational and collaborative efforts to fulfil our commitment towards social dialogue to enhance a culture of mutual commitment by and between Sanofi and its employees at a global level. Dedicated People & Culture Teams through local Labor & Employment colleagues together with our business are responsible for operationalization of Sanofi's social dialogue strategy working closely with dedicated teams for Human Rights and Diligence Global Lead within the CSR department, Ethics and Business Integrity, Internal Audit, Environment Health and Safety, and Security.

Our Social Dialogue Foundations

Structure of Social Dialogue

Sanofi recognizes that the structure of social dialogue varies according to countries and local specificities, requiring a diversified approach. We adapt our engagement to local contexts while maintaining global principles:

- Social dialogue may take place at national, regional, or company level.
- It may be organized on an interprofessional or sectorial basis, or both.
- Its modalities may be informal or institutionalized or combine both approaches.

Constructive Dialogue Principles

Our labor & employment relations are based on mutual trust and respect, acknowledging the legitimate role of employee representatives and unions as constructive players in the organization; active listening enabling the creation of spaces for diverse perspectives and transparent exchange of views; a performance driven dialogue in which employees' commitments towards employment are outlined and recognized for the purposes of reaching innovative and collective problem-solving.

Constructive Negotiations

When engaging in collective bargaining, Sanofi is committed to not only respecting the laws of the countries in which negotiations take place but also, striving to reach agreements that contribute to business development and performance, while promoting a stimulating and safe work environment, where everyone can thrive.

Listening Strategy

To make Sanofi a fair and safe workplace, we foster a culture where people feel that they have been treated fairly, their fundamental rights at work are respected and they are not afraid to promote new ideas and speak up, ask for help or challenge what does not look, feel or seem right; fostering a culture where employees can bring their best selves at the workplace. Moreover, key components driving organizational justice are within our Code of Conduct, anti-retaliation principles, fair and consistent disciplinary actions, and Speak Up.

Due diligence

As provided in our Human Rights mandate, we have due diligence processes and management systems in place across our business to identify and address human rights risks and impacts. Prioritizing on our most salient risks, we integrate and act on the findings by implementing prevention and mitigation measures where needed. We recognize that human rights due diligence is a process of continuous improvement, and we review and refine our approach on an ongoing basis.

Sanofi believes that effective labor & employment relations and social dialogue are essential to building a sustainable and successful business. By fostering a culture of high performance underpinned by constructive dialogue, we aim to create an environment where both the company and its employees can thrive. This position statement reflects our commitment to balancing business imperatives with social responsibility, recognizing that our success depends on the collective efforts of all stakeholders.

References

General

[Code of Conduct](#)

Labor & Employment Rights

[Our Living Wage Pledge](#)

[Equal Pay](#)

[Health, Safety and Environment Global Policy](#)

[Supplier Code of Conduct](#)

Alert Mechanism

[Speak Up](#)

Artificial Intelligence

[Responsible AI Guiding Principles](#)