DIVERSITY & INCLUSION

GRI Standards:
405-1: Diversity and equal opportunity

EXECUTIVE SUMMARY

Diversity and inclusion (D&I) are at the heart of how Sanofi operates and have always been embedded in our core values and is part of our "Play to Win" strategy, helping us to reinvent how we work and driving our cultural transformation. In this new strategic context, the timing was right to evolve a more global, far reaching approach to diversity and inclusion.

This new strategy is about stepping up to the challenge and putting in the hard work.

By 2025, we will achieve better results in three key areas:
- Building representative leadership
- Creating a working environment where we can bring our best selves
- Engaging with our diverse communities

Each of our 3 pillars have 3 areas of outcome, which give us 9 big KPIs. This is how we will measure success by the end of 2025.
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1. OUR ACTIONS IN 2020

Our inclusive work environment relies on working practices that strengthen our corporate culture, and that bring out the best in our people so they can engage and progress. It values, respects, and draws benefits from the richness of diversity, and focuses on five areas:

- people with disabilities;
- LGBTI (lesbian, gay, bisexual, transgender and intersex) communities;
- gender balance;
- multi-cultural, multi-generational and multi-background; and
- providing an inclusive workspace.

During 2020, a range of internal and external initiatives tackled these issues:

- The Global Flexible Work Culture initiative: signed off by our Executive Committee, this supports flexible working through two global policies: Flex at Work (flexible hours, homeworking, etc.) and Flex From Work (time off for family reasons, parental leave, carers, etc). So far, these flexible working policies have been adopted by Sanofi in over 75 countries.
- Inclusion Nudges: these are embedded in our HR processes to encourage managers to be inclusive, for example in job interviews, and performance or career development evaluations.
- Proud to be me: this global Inclusion & Diversity (I&D) Day event was streamed live worldwide from our corporate HQ in France and our Cambridge site in the United States; it highlighted our aspiration to create an inclusive workplace and promote a culture where differences are a source of strength in what we do. The event was an opportunity to showcase local I&D initiatives, and to share feedback from our Executive Committee.
- Global Pride webinar: this was organized and streamed worldwide. Participants in this LGBTI event included our CEO, the Executive Committee member with responsibility for our Consumer Healthcare GBU, and LGBTI CRG leaders from various countries. It was an opportunity to launch our “One Face One Story” video, with over 3,700 participants, across all our social networks.
- Challenge Your Bias: this training and awareness program has been followed by over 4,030 employees (including 70% of executive posts and 36% of Senior Leaders).

We have developed a range of resources to support our managers and other employees in navigating this new, more inclusive and diverse environment. These include guides and a playbook; quarterly Global I&D Insights forums; an online platform to educate and inform about
inclusion and diversity, confront bias, and learn how to communicate in a multi-cultural environment; an I&D Playlist of thought-provoking discussions; and recent articles and white papers on encouraging inclusivity in the workplace.

2. DIVERSITY & INCLUSION VISION

We want to reflect the diversity of our communities, unleashing our best selves every day to transform the practice of medicine.

We want to make an impact in the world through who we are, what we do, and the way we do it. And we recognize that the only way to really do this, is to do it together and by being all in. That’s why we believe that our leaders and teams must reflect the vibrant diversity of the communities we serve so that we are able to act for our patients and customers in a way that makes a difference through our diversity of thought. We want to create a safe and inclusive space where everyone feels they can bring their best selves so that we unleash the full creative potential of individuals and teams. And we think our impact should go beyond our four walls and extend to the communities in which we live and operate.

Diversity & Inclusion (D&I) is part of our larger Play to Win strategy, helping us reinvent how we work and driving our cultural transformation. In this new strategic context, the timing was right to evolve a more global, far-reaching approach to D&I. And to do this with people from all over the Sanofi world: co-created and co-owned so that it can be co-led. Our approach to D&I is fully integrated with our people strategy and our commitment to society because we’re putting our people at the center. We want them to thrive in an inclusive culture where they can have the best employee experience, boosting their sense of pride and belonging. Also, our social impact strategy will be integrated into our leaders’ career development worldwide, ensuring a mindset that fosters diversity and inclusion throughout the company. This is how we’ll attract and retain the best talent and build our competitive edge, our diversity edge. The business and societal advantages that come from a diverse workforce and inclusive environment are well established: Diverse teams make better decisions, are more creative, and deliver better outcomes with a better bottom line. A diverse and inclusive culture also impacts how we engage with the communities we serve.

3. DIVERSITY & INCLUSION STRATEGY

Our D&I strategy is focused on impact – impact on our workforce, our workplace, and our marketplace so that we leverage the power of our collective difference. And we know that the best way to deliver impact is together. Together as an organization with our people, our suppliers, our stakeholders, and society at large. Together we will deepen our understanding by having constant conversations that drive greater equity for five key strands of diversity (Gender, Race/Ethnicity, Faith, LGBTQIA+, Age and Disability). We will ensure that anti-racism is a systemic part of our organization and is reflected in everything we do, making sure we maintain local relevance.

This strategy is about doubling down on our efforts, leaning into our challenge, and truly going all in.
We will enable stronger outcomes across three key pillars by 2025:

- **Building representative leadership (which is our workforce)**
- **Creating a work environment where we can all bring our best selves (which is our workplace) and**
- **Engaging with our diverse communities (which is our marketplace)**
3.1. Reflect: Building Representative Leadership

Why? Because to leverage a diversity of perspectives and be fully connected to our patient and customer needs, we must build leadership teams that reflect the diversity of the communities we serve.

Representative leadership is critical. That’s why, by 2025, we will reflect the different strands of diversity in all our leadership teams by first understanding where we sit today, then setting clear goals and measuring them. We’re strengthening our commitment to achieve gender balance across all levels of leadership by really challenging our recruitment pipeline and pathways. We’re ensuring our under-represented employees have an equal chance to succeed by focusing both on equality in access to opportunities and equity in addressing these employees’ unique needs. This will enable us to reflect the diversity of those we serve, making us more effective in our business and attractive to emerging talent.
3.2. Unleash: Creating a Work Environment Where We Can Bring Our Best Selves

Why? Because to foster creativity and innovation through diversity, our employees must feel able to bring their best selves to work and unleash their full potential.

Diversity means nothing if it does not go hand in hand with inclusive behavior and a culture that allows our employees to thrive. We’re going after this in three ways: First, we’re embracing different ways of working by offering flexibility and full access to wellness programs for 100% of our employees. Second, we’re nurturing a culture where everyone feels they belong by ensuring managers have the tools to build and sustain an inclusive culture and provide employees the support needed to guarantee their voices are heard. Third, we’re evolving our workplace to meet our employees’ visible and invisible needs by making sure that 100% of our sites provide full accessibility, inclusive technologies, and ways of working that make them feel included.

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DIFFERENT WAYS OF WORKING
100% of employees have access to flexible working arrangements (subject to job activity)

INCLUSIVE CULTURE
80% score in our internal diversity & inclusion index

WORKPLACE EVOLUTION
100% of PWD* have workplace accessibility
*People with disabilities
3.3. Transform: Engaging with Our Diverse Communities

Why? Because to change the practice of medicine, we must be citizens of the world, advocating for inclusion and diversity with our external stakeholders.

If the first two pillars look towards how we are strengthening our own culture of inclusion and belonging, the third one is about how we interact with the world outside. It’s about understanding our patients’ needs, having a positive societal impact that goes beyond health, and strengthening economic engagement with the communities we serve. We’re committed to better reflecting our patients in clinical trials, driving supplier diversity, and involving local leadership teams in community projects. This specific pillar is a lot about partnerships, internally and externally. We will partner and co-lead with our teams from Research & Development (R&D), Corporate Social Responsibility (CSR), and Procurement, who will own these initiatives across the organization. On the R&D front, we are working together to target increased diversity of candidates for clinical trials. Then we have CSR, where we’re teaming up to strengthen our corporate social responsibility by supporting our senior leaders in driving projects that will have a positive local impact and fostering employee volunteerism. And finally, we have Procurement, where we’re strengthening communities’ economic engagement in partnership with our suppliers through a solidarity supply program that guarantees a percentage of our expenditures are with businesses that represent the five strands of diversity we’re committed to.
4. HOW WILL WE DELIVER THIS STRATEGY?

We all “make the world of work, work,” and as each country matures at its own pace given its history, specificities, and priorities — we will recognize and absolutely respect that. Ours is a global-local approach. At the global level, we are defining and framing the strategic priorities and our across-the-board goals. Then, local teams will adapt the strategy to ensure it’s relevant and personalized to their specific realities by being able to dial up or down on what they need to focus on first. We want to make sure countries will be able to lean into the global strategy, as well as make good use of our global partnerships. We will also be looking for successful local programs that we can leverage on a global level and across different geographies, whenever it makes sense. We will involve our leaders in each country to make this a reality and leverage our many Employee Resource Groups worldwide to help drive this change.

5. HOW WILL WE MEASURE SUCCESS?

We are driven by impact – for our workforce, our workplace and our marketplace. Each of our 3 pillars have 3 areas of outcome, which give us 9 big KPIs. This is how we will measure success by the end of 2025:
6. EXAMPLES OF EVOLVING OUR CULTURE AND BUILDING CAPABILITIES
Activate Inclusion & Engagement

Empower Inclusion of Global University Students

Objective
- Drive BRANDING AWARENESS of Sanofi China as INNOVATIVE & DIGITALIZE, D&I and make Sanofi Employer of Choice among global young talents
- EXPLORE and SECURE more digital young talents
- Promote Sanofi Digital Innovation Hub as an open innovation & inclusive platform and discover business ideas for further batches

Process
- Created a campaign of stories to showcase diverse digital young talents
- Engaged a local Agency for creative design
- 2 months online competition in engaging diverse young talents globally to develop digital solutions based on the issued topics.
- Final displayed posters of diverse talents including Chinese and foreigners

Result
- Our Sanofi Digital Employer Branding Awareness Increased, including 115 pieces of media coverage after the final competition
- Our Universities Relationship Enhanced, including all 35 Target key universities participated in the competition
- Fresh Ideas and Interesting Insights Explored
- Digital young talents pipeline built, including 147 digital young talents’ CVs received and already 1 internship offered

“Dare to dream provides a diverse platform for university students to improve their professional and inspire through digital projects exchange!”

Steffi Li
Head of Human Resources, Sanofi China
Activate Inclusion & Engagement

Diversity Shines in China

Objective
• Strengthen flexible work arrangements to better attract, develop and retain talent
• Create a more diversified working environment for employee to help them stay healthy and work more efficiently

Process
• Engaged a local Agency for creative design
• Remove the leader’s separate office
• Displayed posters of diverse talents of all levels in China office
• Arranged more styles of office desks and chairs including independent single desk and chair, High tables and chairs, etc.

Result
• Increased employee engagement and pride, regardless of background, with desire to continue a campaign of stories for another year
• Created a more comfortable working environment for employees and they have more choice to choose how to work. The work space is more flexible and can satisfy different working needs

The project creates more diversified and comfortable workspace for employee and makes a real impact to embrace diversity! Great changes have been brought to the employee feeling and we are aiming to build an agile and efficient working environment.

Dr. Pius S. Hornstein
Country Lead, Sanofi Greater China
Enable Sanofi Business & Reputation
Bring ERGs to Life in North America

Objective
• Improve professional and personal benefits to members and provide direct impacts to business goals
• Foster a diverse and inclusive environment that is aligned with Sanofi’s mission, values and goals
• Enable a culture of inclusion and a workplace that values diversity of background, identity, thought and perspective

Process
• Established objectives in partnership with the I&D Team to increase employee engagement, allow the voices of employees to be heard and the power of diverse thinking to influence new ground-rules that will define the workplace of the future for Sanofi
• Focused 10 ERG’s priorities on: Gender, Multiculturalism, LGBTQ identity, Cancer, Parental Status, Veteran Status, Diabetes, Caregiver Status, Age, Disability
• Demonstrated impact to meet business growth objectives related to:
  • Engaging Employees
  • Developing Leaders
  • Supporting I&D Strategies
  • Outreach-to and Developing Customers and Clients
  • Branding and Marketing
  • Partnering with Community

Results
• Measured ERG’s progress against established objectives
• Enforced accountability through metrics to assure objectives are being measured and attained
• Aligned strong efforts to business imperatives on success roadmap: Careers, Commerce, Culture and Community
• Increased engagement in ERGs, utilization by BUs and Functions

"Employee Resource Groups (ERGs) empower the lives of our employees. They foster inclusion, diversity and belonging and are a critical part of our I&D journey."

Clint Wallace
Global Head of HR, Digital and Analytics & Head of HR, North America

INCLUSION & DIVERSITY PLAYBOOK
Activate Inclusion & Engagement

Diversity Shines in Africa MCO

Objective

- Need to enhance diversity (background, experience, gender) while respecting local cultures
- Implement an employee-driven, bottom-up approach by:
  - Implementing a MCO awareness campaign
  - Building KPIS to monitor diversity

Process

- Learnership program for young previously disadvantaged graduates
- Partnered with external vendor for disabled learnership deployment
- International women’s day pledges - Webinar @ Egypt
- Signed up for youth employment support program to equip unemployed youth with skills & work experience
- Established forum for the promotion of female leadership in Africa
- Challenge your bias education
- Mental wellness support & health awareness sessions for blue collar teams

Result

- Improved skills development pillar of transformation scorecard for ZA
- Effective engagement through inclusive environment (CCS)
- Recruitment program aligned to 5 Year equity plan
- External Recognition to Women Leadership team - Egypt

“
The project inspires employees and makes a real impact to embrace diversity! Empowering Life with incredible employee engagement experience!
”

Lionel Picard
Head of Sanofi Pasteur, North Africa

INCLUSION & DIVERSITY PLAYBOOK
Advance Diversity & Working across Cultures

Embrace Diversity and Include All in Turkey

Objective
• Ensure a corporate culture that has a strong belief in diversity both internally as well as externally in the respect of achieving sustainable success
• Embrace diversity in the mindset focusing on gender balance as well as generational differences by having an inclusive culture

1. Women in Leadership Positions
2. Women in Specialized Fields
3. New Generation in Sanofi

Process
• Cooperated with KAGIDER (Women Entrepreneurs Association of Turkey) for 10 years: GKL (Women Leaders of Future Sponsorship, Trainings, Workshops for young women all over Turkey) (https://www.geleceginkadinliderleri.org/)(https://www.kagider.org/en/corporate/homepage)
• Established critical flexible work guidelines/policies
  • Childcare allowance for women who have children between 0-6 ages
  • Parental Leave for 2 weeks (legal practice is 5 days)
  • Administrative Leave for parents on the first & last day of schools
  • Wellbeing activities: family & child support online activities
  • Covered travel expenses of the caregiver and the employee whose child is under 1
• Ensure at least 1 woman candidate in the short list
• International Women’s Day Activities: Panel discussion, presents from KEDEV (Foundation for the support of women’s work), leaders

Video messages streamed
• I&D month: employee videos, keynote and panel discussions and CC trainings by leading generational subject researcher
• Online fun awareness activity with celebrity actor to better understand generations’ differences during youth week of May

Result
• Top Employer Award for 2018, 2019, 2020
• 10,000 Applications to GKL in 10 Years and 1000 Young Women have been educated and entered into professional life
• FEM Certification by independent auditors that policy and practices demonstrate the gender equality (Sanofi Turkey as first company received FEM (Equal Opportunities Model (FEM), A Gender Equality Certification) Certificate both across all companies and the industry: promoting gender equity in employment, wages while enhancing the productivity of women in the Turkish labor force and promoting equal opportunity practices in the business world.)
• Country Council women ratio is 50%
• Achieved strong awareness across the employees on D&I
• Increased ownership and responsibility of managers on D&I

“Inclusion & Diversity is a strategic business priority for us. It is indispensable for us to implement innovative approaches that are at the heart of our business. It is among our most important goals that we strengthen our stance in this regard and set an example to the society we live in with new approaches.”

Cem Öztürk
General Manager General Medicines
Country Chair, Sanofi Turkey, Iran & Levant
Activate Inclusion & Engagement
Annual D&I Survey

Objective

- Measure awareness, perception and leadership engagement rates related do Diversity & Inclusion at the workplace: how does our employee see and experiences D&I at Sanofi Brazil?
- Have a local census on gender, ethnicity, sexual orientation and people with disabilities
- Have insights to guide local D&I strategy and actions

Process

- Diversity & Inclusion Committee created the survey on 2019 based on external benchmarking and best practices
- Internal Communications provided support on the launch of the survey
- In 2020 the Diversity & Inclusion Committee decided to maintain the survey to allow comparison and a consistent data base, adding only a few questions
- Results were analysed by the Diversity & Inclusion Committee and shared to key leaders such as HR’s and EBTS, with recommendations for specific actions and initiatives

Result (2020 x 2019)

- Participation rate increased 47%, from 756 participants in 2019 to 1,124 in 2020 (from ~22% to ~32% of total employees)
- 97% of our people perceive D&I on corporate agenda (+13 p.p. versus 2019)
- 87% find Sanofi workplace diverse and inclusive (+41 p.p. versus 2019)
- 65% feel comfortable to discuss D&I at the workplace (+12 p.p. versus 2019)
- 54% believe selection process is diverse and inclusive (+3 p.p. versus 2019)
- 32% think leadership diversity is focused mainly on gender (-7 p.p. versus 2019)
- 43% think most of the leaders are open do D&I, but don’t seem totally engaged
- 142 people have experienced or witnessed discrimination and/or prejudice at Sanofi at 2020 x 137 at 2019
- 80% of employees would feel safe If they had to report discrimination/prejudice cases to Compliance Helpline

Sanofi wants to know what's you point of view on our working dynamics and relationships at the workplace when it comes to diversity & inclusion.

INCLUSION & DIVERSITY PLAYBOOK
Kick-off gender neutral parental leave

Objective

• Promote gender equality and to enable greater parental participation in the first months of their children’s arrival.

Process

• Sanofi launched a new parental leave policy in all countries where it operates in Latin America, extending the benefit to up to 6 months for all its full-time employees, regardless of gender.
• The benefit is valid for parents of children born or adopted as of January 1st, 2020
• Thanks to the new policy, Sanofi became the first healthcare company to offer up to 6 months paid parental leave to all its employees in all its Latin America affiliates
• Sanofi Brazil Communications area led the regional launching campaign
• In March 2020 there was a round table reuniting the HR head and male parents that was benefited
• In August 2020 there was a Sanofi live on social media with the HR head and an influencer father to discuss the benefit

Results Brazil

• Launching Campaign had 98.5% reach and 99.0% understanding according to Internal Comms Survey (Q4 2019)
• Rate of male parents who chose the extended parental leave (120 or 180 days)
  • January – July 2020: 42%
  • July – December 2020: 55%
  • January – February 2021: 66%

“During the parental leave, I could share with my wife all the joy and discoveries as first-time parents. More than never, I appreciate all the possibilities of the benefit for our employee’s journey, regardless sexual orientation or family model.”

Venicius Gonçalves,
External Communications Manager and Lia’s father
Recruitment of People with Disabilities for Headquarter & Sales Force

Objectives

• Adhere to Brazilian legal requirement: companies must have 5% of workforce with a disability
• We hired 40 people with disabilities (physical and severe hearing disability) for administrative and sales team
• Embrace Empowering Life, demonstrate Sanofi’s values of courage and respect with a positive impact on people’s lives

Process

• Benchmark in other pharmaceuticals companies and other segments
• Applied the lessons learned: constructed the new inclusive recruitment process, like the new onboarding for this public (dos and dont’s)
• One month of recruitment process (9 different areas)
• Invested in training to the managers, focus on removing barriers of communication and work environment
• Applied survey before and after the hiring process

I feel being welcomed, respected, and not judged. In fact, more than this: nowadays I am part of the leadership of the People with Disabilities strand of the Diversity & Inclusion Committee, and I can say that Sanofi makes a difference for all of us, emphasizing the importance of diversity

Activate Inclusion & Engagement

Result

• Trained > 300 managers, including the manager of the
• We hired 40 people, 40% with postgraduate degree
• We have built a pool of talent (for next opportunities)
• Received positive feedback from employees with disabilities: feeling valued and integrated to the work environment, with a sense of belonging
• Received positive feedback about onboarding process, strong impact on team collaboration and fostered deeper conversations

Cláudio Roberto Fiqueireido
Medical Detailing Consultant
Provide access to integral healthcare in Brazil

Empower and assist Women in integral healthcare

**Objective**

- Medley purpose is to “Democratize the access to integral health care”
- Women are responsible to take care of household & family while neglects their own health.
- The most impacted are class C women due to difficulties in access.
- Share information and empower women through educational and assistance programs.
- **Act for change**: direct support to our customers, demonstrate Sanofi’s Play to Wh behaviours.
- Embrace **Empowering Life**, demonstrate Sanofi’s values of courage and respect with a positive impact on people’s lives

**Process**

- Created “Pandemic has gender” communication campaign to increase awareness about the many roles women have for herself and her family.
- Educated and fostered accessibility by creating a partnership with NGOs that support women and engage new volunteers.
- Offered psychologic, legal and social assistance and educational courses such as sewing and cooking to support collaborative economy.

**Result**

- Impacted >80M people in Brazil
- Increased >300% of volunteers and >30% of supported women by NGOs.
- Achieved target of 30% of media efficiency.
- Received positive feedback from the supported women in the NGOs: feeling valued and empowered by the communication and activities, with a sense of being the provider for other women to be supported.
- Received positive feedback from employees and strong impact for fostered deeper conversations on Inclusion & Diversity and Special Women’s forums.

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“For us, health access goes far beyond the medicines. The “Pandemic has a gender” campaign takes information for all the women who needs to be helped and can help others during the pandemic.”

Denise Mello
Branding & Strategic Projects Head, Medley

> Enidades e projetos de ajuda a mulheres

**INCLUSION & DIVERSITY PLAYBOOK**
Empowering & Developing Women (South Cone)

Objective

• Build inclusive initiatives supporting:
  1. Equity between gender.
  2. Promotes a more inclusive and pluralistic work environment.
  3. It reinforces the company’s commitment to promoting gender equality.
  4. It guarantees the right of parents to share quality time (as a paid leave) with their children.
  5. Promotes the balance between family and work life: facilitates parental participation in the first months of the arrival of children.
  6. Promotes talent development with 6-month stretch assignments.

Process

• One of the key issues for female talent development is that maternity leave can have a tremendous impact right when they were about to grow career-wise. In Latin America, this causes the “glass ceiling” effect, and generates anxiety, fear and an unconscious bias.
• So we focused on demonstrating that equal conditions on parental leave can not only level the playing field, but also generate stretch assignment opportunities that accelerate the development of key talents.
• This also prepares Sanofi for the new generations, where the topic gender is well broader than the “male-female” stereotype. Counting with HR policies that are 100% gender neutral allows Sanofi to be prepared for the future of work environment inclusion.

Result

• 37 employee on P. Leave up to date (22 women and 15 men).
• 13 employees between 35 and 40 age, 5 below 35 and 2 above 40.
• 15 positions cross movements development. (HiPos).
• Achieved strong work-life integration survey results.
• Reviewed at Council Level: talent pipeline, talent promotion, and monthly KPIs.
• Developing a female-focused mentorship program.

Society has evolved tremendously over the past decades, but parental leave is still defined by laws enacted in each country 60-70 years ago. At that time, women were supposed to stay home and take care of kids, whilst men would pursue their career growth. It does not represent today’s society. By implementing a gender-neutral parental leave policy, now every HR policy is equal to everyone, thereby leveling the playing field and ensuring our talent development discussion is 100% focused on potential and meritocracy, removing any potential gender bias.

André Soresini
Sanofi Pasteur South Cone Head

Inclusion & Diversity
Advance Diversity & Gender Balance
Empowering & Developing Women in Argentina & Paraguay

Objective
• Give visibility of the gender violence problematic, through the amplification of the free phone number, where women can reach for support.
• Helping to Encourage Women to put an end to the violence circle and stop the pain.
• Raise awareness and build consciousness around a relevant cause, that affects women’s wellbeing.
• In Argentina and Paraguay, a woman dies every 26 hrs. from gender violence. Low % of the attacks are reported

Process
• Created a cross-functional committee for Buscapina Fem’s Purpose, in order to achieve:
  ARG: Collaboration agreement between Sanofi + Government (INAM: Women´s National Institute) + NGO (expert in the problematic) committing to work together against gender violence.
  ARG: Alliance with NGO to start a Talk Cycle through Sanofi’s value chain (employees, key costumers and suppliers) to raise awareness of the problematic and explain how to identify and cope with it. Talk’s kick off: Mar’20
  • ARG + PY: Use Buscapina Fem’s pack to amplify the free phone number for Women to find support. New pack: Jan’20
  • SOUTH CONE: Internal Event on International Women’s Day to communicate employees about the initiative and give the space to reflect on gender inequality

As a company dedicated to improving people’s lives, the agreement with INAM reinforces this commitment as well as the daily work we carry out in the company in terms of gender balance.

Mariano Schottmann
Country Lead & GenMed South Cone Head

CONSCIOUSNESS CYCLE
Fostering an internal cultural change.

• 31/3 TALK TO YOUNG EMPLOYEES: Dating without violence.
• 14/4 TALK TO PARENT EMPLOYEES: Parenting with gender perspective.
• 18/3 TALK TO AGENCIES: Build effective communication with gender perspective.

COMMITMENT
Formal agreement between:
SANOFI + GOV + NGO
Activate Inclusion & Engagement
Challenge your BIAS marathon

Objective
• Bring more awareness to the topic of unconscious bias that may have impact on effective decisions making
• Promote CYB program among employees (alumni to share their feedback)
• Highlight the relevance of the program and its correlation with the business results

Process
• Promotional video of CYB program 2020 best moment, statistics and objectives
• Former participants share their feedback and stories about their stereotypes and how they managed to overcome them after the training
• All employees are welcome to share their own stories about their stereotypes and to collect “likes” in Yammer. A person whose post or video collects the highest number of likes receives a prize – interactive quiz to challenge his/her bias
• Podcasts on stereotypes from MCO Country Council members
• Interesting posts on Inclusions and Diversity topics on Yammer

Result
• Showed the link between the CYB program and the business by focusing on the outcomes
• Raised self-awareness and “learn by example” concept
• Increased number of employees registered for the program in 2021
• Increased focus on the topic of the negative impact of our unconscious bias on our decisions and business
Awareness and engagement into I&D initiatives

D&I Week 2020

Objective
- Promote D&I values across organization
- Improve awareness on D&I topics among employees, engage them into initiatives and projects

Process
- As a good tradition Inclusion and Diversity week was held in June and in 2020 it was delivered in online format for the whole Eurasia including manufacturing site in Orel.
- 4 days of fruitful and interesting cooperation with colleagues were devoted to Gender balance, Disability, Diversity of cultures, Differences in interests and Challenging our bias. Team successfully introduced new formats of dialogs online, involves top management and received very positive feedback from Eurasia employees.
- Internal and external speakers were invited for different sessions

Result
- Employees across all Eurasia learned a lot about Sanofi Eurasia initiatives in D&I field, signed up for different activities about which they did not know before.
- Great feedback from participants on topics and discussions covered during D&I week, including topics (such as disability) that were never discussed that broadly before.

4 days of fruitful and interesting cooperation with colleagues devoted to Gender balance, Disability, Diversity of cultures, differences in interests and Challenging our bias.

D&I Week 2020
Karen Grigoryan, Eurasia HR Director
Activate Inclusion & Engagement
Creating a safe & Inclusive Work Environment

**Key initiative in United Kingdom & Ireland**
Create a safe and inclusive working environment, encouraging a culture which supports workplace equality and engages with Sanofi LGBTQ+ employees

**Objectives**
To represent LGBTQ+ employees within Sanofi UKIE, by raising awareness of the issues affecting LGBTQ+ employees helping to shape Sanofi policy and practice

Provide access to and partner with external LGBTQ+ support services and community resources

To connect Sanofi UKIE LGBTQ+ and allies across Sanofi

**How?**
6 Network meetings per year
Education / training program
Quarterly meeting with HR partner
Representation on D&I
Activities include: World AIDS Day, Pride Month and LGBTQ+ world days.
LGBTQ+ network email address

Contact with external agencies
Stonewall partners
Pride in London
Reading Pride
Intranet site on D&I with links to external support/resources

Social event x3 per year
Network promotional item (cup holder etc)
Allies program
Pride participation (London/Reading)
Activate Inclusion & Engagement

Advancing Inclusive Work Environment

Key initiative in Iberia

Program Aflora:
Create awareness, standardization and advice to guide our employees with disability to obtain a government disability certificate and communicate it to the company as they understand it is a value for their development and personal and professional interests

1. CORPORATE CULTURE
   STRATEGY
   • Project identity
   • Communication plan
   COMMITMENT
   • Sensitization day to all the company, and Country Council
   • Organization of awareness days on disability issues to the company

2. NORMALIZE
   PLAN AFLORA
   “If you hide your disability, part of you is invisible”

3. INTEGRATION
   ATTRACTION AND INTEGRATION OF DIVERSE TALENT
   • Professional Training Plan (2 scholarships)
   • Recruitment sources
   • Inclusive recruitment for hiring managers and team of recruiters

Objective
• Created “Sensibilization Communication Campaign” to increase emerge cases of disability (Flyers, video, intranet, TV).
• We aimed to dedramatize disability and to make it an opportunity that helps improve the lives of our employees

“...if you hide your disability, part of you is invisible”
Activate Inclusion & Engagement

Advancing Inclusive Work Environment

**Key initiative in 2020**

Hybrid project co-developed by HR and Com Department, based on:
- A launch event in streaming on Facebook (more than 3,600 views) to involve internal community and position Sanofi as a real Changemaker in Company and Work Culture
  - internal and external key speakers
  - Smart format
- 2 Talks with 2 “Wow” female speakers:
  - The force of storytelling. Speakers/role models from contexts very far from Pharma (Chiara Montanari, the first Italian to lead an expedition in Antarctica and Gabriella Greison, physicist, author and science storyteller)
- 2 Workshops focusing on skills and competencies needed in the “The new normal”:
  - New training approach
  - 100% Zoom involvement but a strong engagement (virtual rooms and informal involvement)

**Result**

- Great audience: a total of 870 attendees all over the 4 appointments
- Cross gender target: both women and men involved in this new reasoning on roles and gender specific skills and competencies, changed during COVID-19 Lockdown.
- Smart format and informal involvement of colleagues (by Zoom) with rich Q&A and sharing sessions
- Rich experiences sharing
Enable Sanofi Business & Reputation
Advancing Inclusive Work Environment

Objective

- Build a workforce that is representative of our patients, customers and consumers and create a work environment where we can bring our best selves to work.

Process

- Build a concrete action plan to attract a more representative workforce
- Identify and develop the “next top 50” female executives
- Embed diversity conversations into talent and succession reviews
- Ensure diverse range of local participants are enrolled into global development programs
- Ensure a diversity focus is applied to recruitment, including candidate pools and interview panels
- Create an ANZ Inclusion Council and a connected framework across all local ERG’s to ensure a strong strategic impact
- Engage with external local inclusion partners
- Create a local diversity volunteering program
- Co-create CSR inclusive workplace flagships

Result

- Recognised as Employer of Choice in 2021 for Gender Equality
- Recognised as one of Australia’s Top 10 workplaces for Dads
- Accredited Mental Health First Aider Workplace
- Acknowledged as the first Life Sciences company to lodge an Accessibility Action plan with the Australian Human Rights Commission.
- Submitted our first Aboriginal & Torres Strait Islander Reconciliation Action Plan with Reconciliation Australia.
- Rolled out of Disability Intern Program and a formal Workplace Adjustment policy for all employees
- Ensured all HR policies and employee benefits are gender neutral
- Created strategic local partnerships to engage with our core areas of identified diversity.
- Targets set to ensure gender balance in top 50 roles and to see more women in non traditional manufacturing roles.
- Increased focus on health and wellness for all employees
- Core Inclusion module now included in onboarding program
- Accessibility Awareness training deployed to all employees
- Indigenous Cultural Awareness program rolled out
- Inclusion Volunteering opportunities made available

“As a global healthcare organisation, whose purpose is to help the lives of millions through the products we make, it is our responsibility to lead from the front. I’m proud to lead a team of people who, in the face of today’s challenges, continually show that our diversity and inclusion commitment is resolute.”

Karen Hood - GM General Medicines, Country Lead ANZ