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# *The Sanofi Approach to Employee Wellbeing*

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**GRI Standards:**

N/A

## **EXECUTIVE SUMMARY**

As a company in the healthcare industry, Sanofi has always had a strong belief in the Duty of Care we have to our employees. We have strived to achieve that by providing good quality healthcare all around the world and giving our employees the motivation and the means to take care of their health as much as possible.

As the changes in our Company and in our society bring along so much uncertainty and need for constant resilience, we have been focusing on following a more holistic approach to wellbeing, which includes of course providing piece of mind through strong employee benefits and a very active physical wellbeing strategy, but also focusing on mental wellbeing, financial wellbeing and creating a more supportive working

environment to help employees navigate through this uncertainty - knowing that their employer is there to support them and give them all the tools to be at their best.

The need for constant change also drives the need for innovation, and at Sanofi we are conscious that there is no innovation without a diverse workforce. Building this diverse workforce and ensuring a truly inclusive culture, where employees feel valued no matter who they are, where they are coming from, and what their personal story and their personal beliefs are, has become one of the main priorities for Sanofi. We believe that supporting our employees' wellbeing is a key element to building an inclusive workspace and a strong and diverse workforce.

Wellbeing for Sanofi is an ongoing journey where we are always looking at more innovative ways to make our employees feel good and empowered to focus on the ones who need us the most: our patients.

# TABLE OF CONTENTS

<i>1. Providing peace of mind through strong employee benefits</i> .....	4
<b>1.1. GLOBAL BENEFITS AT SANOFI</b> .....	4
<b>1.2. QUALITY HEALTHCARE FOR ALL</b> .....	5
<b>1.3. BEING THERE FOR OUR EMPLOYEES IN CASE OF CRITICAL LIFE EVENTS</b> .....	6
<b>1.4. PROVIDING ACCESS TO HIGH QUALITY &amp; COMPETITIVE PENSION ARRANGEMENTS</b> .....	6
<i>2. Supporting the wellbeing of our employees: All Well</i> .....	7
<b>2.1. HEALTHY MINDS</b> .....	7
<b>2.2. HEALTHY BODIES</b> .....	8
<b>2.3. HEALTHY WORKING CULTURE</b> .....	10
<b>2.4. HEALTHY FINANCIALS</b> .....	11

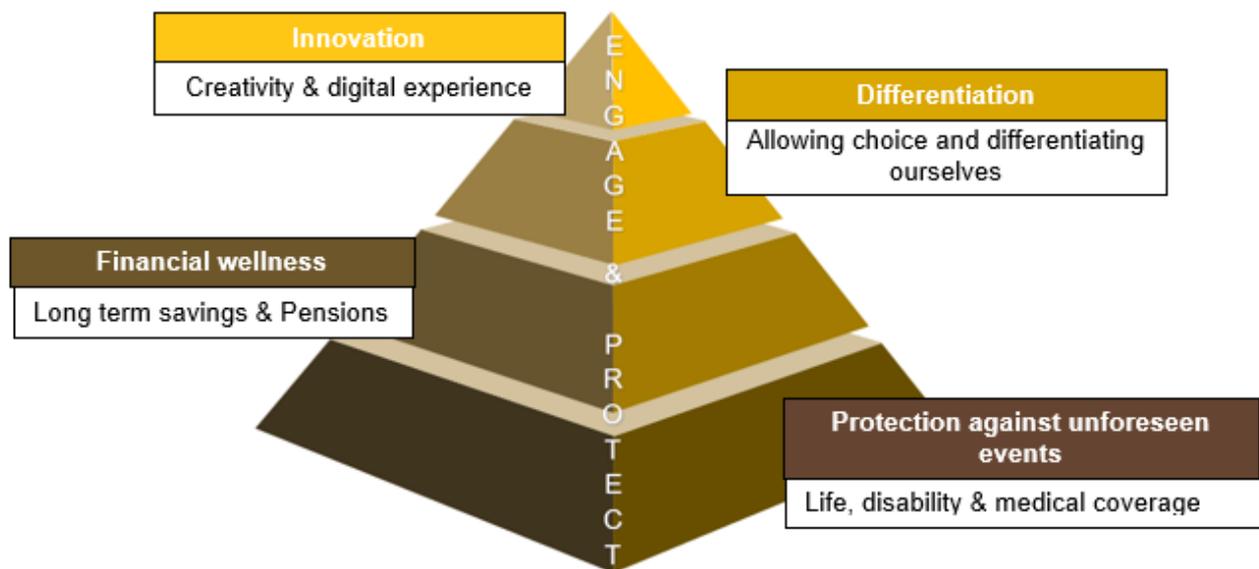
# 1. Providing peace of mind through strong employee benefits

Our benefits package worldwide is designed to be competitive and meet the Sanofi minimum standards in terms of employee protection so that our employees feel safe and taken care of while working for Sanofi.

## 1.1. GLOBAL BENEFITS AT SANOFI

### 1.1.1. The Sanofi approach & values

The **Sanofi approach to Benefits** is focusing on four core values:



### 1.1.2. Protection against unforeseen events

As a company in the healthcare industry, Sanofi has a strong belief in the Duty of Care we have to our employees, being there for our employees when they need it the most. We ensure that our employees around the world have access to quality healthcare and are covered in case of unfortunate life events such as death and disability.

### 1.1.3. Financial wellness

Financial wellness at Sanofi covers a broad range of financial aspects of an employee's lifecycle. Solutions may vary in each country based on market practice and needs. As an employer of choice, we:

- ensure that our employees benefit from our global purchasing power in the benefits they receive;
- ensure that our employees have their future secured through high-quality well-designed savings arrangements; and
- empower our employees to plan for their retirement and their long-term financial projects.

### **1.1.4. Differentiation**

We embrace being different and our benefits reflect that more and more through allowing choice and flexibility for our employees to select benefits appropriate for their personal needs. Even in countries where flexible benefits are not prevalent or not easy to implement, simple choices, such as the option to upgrade a medical plan at employee cost or to choose a car allowance instead of a company car can make a huge difference in our employees' lives and are strongly encouraged as part of our global guidelines.

### **1.1.5. Innovation**

- Benefits have developed over the years to encompass much broader items and concepts than just employee benefits insurances and pensions. As an employer of choice, we want to be at the top of the market of new concepts and welcome innovation and exchange of ideas between our teams locally and globally to learn about new trends in the different markets and about what truly matters to the employees and could help us differentiate.
- Our digital benefits strategy is at present locally driven based on market practice and needs. Within our ambitious global digital agenda, we plan to develop a more global digital strategy which should fit with our delivery model which will be globally scalable, efficient, and employee experience focused.

## **1.2. QUALITY HEALTHCARE FOR ALL**

In the design of medical benefits, the following principles apply:

### **1.2.1. Level of coverage**

In every country around the world, Sanofi makes sure that all the employees, whether on temporary or permanent contract, whether full time or part time, are well covered in case of health issues. The same applies to employees' dependents (typically partner and children) who can benefit from the Sanofi coverage if the employee chooses to enroll them. This is in particular the case when an employee needs to be hospitalized or suffers from a critical illness where we ensure access to recognized hospitals, particularly where the State provision requires supplementing.

In addition to medical coverage itself, we always ensure that employees have access to competitive paid illness leave so that they can take the time they need to heal without having to worry about their financial situation.

### **1.2.2. New employees and new contracts**

For new employees and new contracts, whenever legally and technically possible, we ensure that there are no exclusions in our benefits for pre-existing conditions, in particular:

- no exclusions for conditions such as HIV, chronic conditions, pandemics, congenital defects, suicide, terrorism or war risks;
- no medical questionnaires or medical examinations for employees to obtain coverage except in cases where an employee is above a free cover limit defined in the local policy; and
- coverage should be complementary to the social security system where possible in each country and not be intended to replace the benefit.

### **1.2.3. No discrimination in our plan design**

The design of our employee benefit programs avoids any sort of discrimination where legally possible:

- healthcare programs are in nearly all of our countries extended to all Sanofi employees at the same level for all unless strong market practice contradicts this rule; and

- we are working on ensuring that our policies generally aim at being inclusive: any medical policy covering spouses should also enable to cover / define as beneficiaries broader domestic partners, including same sex partners (unless legally forbidden).

#### **1.2.4. Financing employee benefits through our captive insurance company**

We try to reinsure as many policies as possible through our employee benefits captive insurance company. Through this approach, Sanofi is able to influence on the terms & conditions of the contracts which results in the following:

- an improved quality of benefit design aligned to Sanofi's specific needs with a leading insurer in the marketplace, allowing for tailored coverage even in smaller countries;
- easier and mostly full waiver of pre-existing conditions and exclusions;
- guaranteed coverage. The Captive never refuses coverage to a Sanofi employee;
- lower costs for employees as the cost of the premium is also partly supported by them in countries where market practice or if they purchase additional coverage. Our Captive is on a no profit – no loss basis; and
- when budget permits, countries where needs are identified by the Captive Board will be allocated a budget to fund Wellbeing initiatives that will help improve the health of employees.

### **1.3. BEING THERE FOR OUR EMPLOYEES IN CASE OF CRITICAL LIFE EVENTS**

Death or disability situations cause a major distress to our employees and/or their families. While we cannot control these unfortunate events, as a responsible employer we ensure that all our countries provide a good level of benefits in line with the Sanofi standards in such situations. In nearly all of our countries, we provide at least two annual base salaries in case of death or disability – in many countries the level of coverage is higher than this based upon market practices and norms.

Similar to the healthcare coverage, the principles of non-discrimination and avoidance of exclusion of employees with pre-existing conditions apply, and so does the financing through the Captive whenever possible to allow us full control over the coverage of our employees and to ensure that no employee, whatever his/her situation is, finds himself or herself uncovered.



To strengthen support for Sanofi employees, "Enfants de Sanofi", a non-for-profit organization under the French law was founded in 1993 by both Sanofi and employees. Its purpose is to help employees' children who are experiencing difficulties such as medical problems, social troubles, or educational difficulties.

The program provides individual support to families worldwide. It also carries out collective actions within Sanofi subsidiaries, which are tailored to meet local needs through health programs and education & awareness campaigns.

*For more information, see the [Enfants de Sanofi's annual report](#).*

### **1.4. PROVIDING ACCESS TO HIGH QUALITY & COMPETITIVE PENSION ARRANGEMENTS**

As for all other benefits, Sanofi ensures that when it comes to pensions and savings, our offering is competitive and supports the employees to better plan their retirement and ensure reasonable revenue as they end their career. Sanofi encourages the establishment of savings and retirement programs for employees in line with market norms.

Our pension plans are defined contribution in nature whenever possible and we apply the following rules to

the contribution level:

- employer contribution levels are set at a market competitive level;
- where possible, employees are enrolled in a plan automatically unless they specifically “opt out” of participation. In case of employer matching plans, the default employee contribution is the one maximizing the employer match;
- as statutory pensions tend to decrease more and more, the employees are encouraged to voluntarily contribute to building their wealth through the Sanofi savings & retirement plans; and
- as part of the Company diversity & inclusion policy, if possible, countries should ensure that spouse pensions cover any domestic partners and not only spouses.

## *2. Supporting the wellbeing of our employees: All Well*

Sanofi has reinforced in 2022 its global initiative to support the Wellbeing of our employees in 2022 by including new items. This is called “All Well”. This is now based upon four new pillars:

- Healthy Minds, focusing on Mental Health;
- Healthy Bodies, focusing on Physical Health;
- Healthy Working Culture, focusing on a positive working relationships at the workplace; and
- Healthy Financials, focusing on the financial wellbeing of employees (see Section 1.4 above).

### **2.1. HEALTHY MINDS**

Healthy minds make extraordinary discoveries. We do whatever it takes to support the emotional and mental wellbeing of everyone at Sanofi. As well as offering tools and resources, we nurture a culture of openness and inclusion.

#### **2.1.1. Employee Assistance Program (EAP)**

In 2022, we launched a global Employee Assistance Program (EAP) which provides confidential 24/7 support to all our employees everywhere, globally. While the EAP is not the only tool we offer to employees in need, this service ensures that employees always have somewhere to turn to when there are struggles in their personal or professional lives.

#### **2.1.2. Mental health prevention & support**

Further tools supporting mental health prevention and assistance are available in our countries.

##### **2.1.2.1. Mental Health First Aider Programs**

Mental Health First Aider Programs are in place in many countries, for instance in Australia or UK. They include an internal coaching program to provide to employees initial support based on non-judgmental listening and guidance. Coaches are volunteer trained Sanofi employees with duty of confidentiality.

##### **2.1.2.2. Manager focus on wellbeing**

Sanofi believes that team managers are optimally placed to create a positive inclusive environment that support the mental health and Wellbeing of its employees. This is why in 2022 we are rolling out two important global initiatives:

- employee check-ins – managers are strongly encouraged to conduct four regular “check-ins” during 2022 with their team members to review progress for the year. The Wellbeing of the employee is

expected to be one of core topics for the discussion and Sanofi has prepared training materials to guide managers and employees on how to conduct the conversation; and

- our Learning and Development team are rolling out in 2022 a global training program focused on Mental Health called Winning Healthy Minds.

### **2.1.2.3. Other mental wellbeing support initiatives**

Sanofi has won many awards over the years for its employee wellbeing strategies focusing on solutions that make our employees feel well, energized and engaged at work.

The devastating impact of the pandemic and the resulting lockdowns, economic security, and fear and uncertainty increased the risk of issues for employees' mental health.

In addition to the initiatives described above, some examples of programs that focus on our employees' mental wellbeing are:

- USA:
  - > daily mindfulness breaks, second opinion medical services, a mobile app with emotional support on demand, a mental health education platform and a digital family support platform.
- Australia:
  - > eight choices of on-site coaching modules: positive emotions, engagement, meaning, accomplishment, relationships, art of mindfulness, leadership using strengths and thriving through adversity, and
  - > sessions lead by Learning & Development teams.
- China:
  - > mental health management workshops on:
    - family relations topics,
    - career development and issues, and
    - stress management.
- The French wellbeing program:
  - > psychosocial risks program with a strong prevention module and tracking of such risks,
  - > mental health awareness trainings and webcasts, and
  - > specific management trainings.

### **2.1.2.4. Employee wellbeing surveys**

In many of our countries, we perform regular surveys to evaluate the level of stress of our employees. Sanofi also has integrated questions on Wellbeing into its annual global employee engagement survey, Your Voice.

## **2.2. HEALTHY BODIES**

Good physical health is closely linked to good mental wellbeing. That is why we empower everyone at Sanofi to pursue a healthy lifestyle – focusing on disease prevention, health promotion and on quality of healthcare.

## 2.2.1. Vaccination campaigns

As a traditional vaccine business, we provide access in the vast majority of our locations to onsite flu shots, or alternatively ensure those are reimbursed to our employees.

Following the COVID-19 crisis and the possibility to vaccinate increases, we also offer the opportunity on more and more of our sites to vaccinate employees in accordance with the government guidelines in terms of eligibility.

## 2.2.2. Healthy programs on physical sites

Sanofi encourages a wide variety of activities across all our sites to support employees. While activities are voluntary for employees, sites participating in these healthy programs propose a range of health and wellness activities to encourage collaborators to exercise regularly (on site gyms, fitness rooms, sport classes, walking challenges, stair use promotion), choose healthy food offered in company restaurants, manage stress, improve sleep quality and participate in free screenings. The initiatives are different depending on countries and needs. All engaged sites are requested at the end of each year to provide key performance indicators (KPIs) to the global team. The sites are asked questions on the organization, amount of human resources involved, financial investments and level of participation in activities. This assessment is also the opportunity to collect feedback and ideas that can be used to develop best practices that will be shared with all countries.

### 2.2.2.1. Focus on cancer at work

Our “Tackling Cancer at Work” initiative supports and improves the lives of employees directly and indirectly affected by cancer, at all Sanofi sites in France. This initiative follows on from Sanofi France’s May 2017 signature of the French National Cancer Institute (INCa) charter, when the Company signed 11 commitments to help support employees affected by cancer and to promote health.

This is delivered through a network of 30 listening booths where people can talk freely about cancer-related issues. During the pandemic, we introduced online facilities in a home working context which are totally confidential and open to any Sanofi employee directly or indirectly affected by cancer. These can be accessed at any time on request. Participants work with the employee to develop solutions and pathways tailored to his or her situation.

Our people have shown long-term commitment to this scheme; the network now numbers over 150 volunteers, who have helped over 210 employees. Barely two years after the network was set up, the network has proved a resounding success: in a satisfaction survey, 98% of respondents found it helpful, and 100% would recommend it to a colleague.

We are also working to change perceptions of cancer. Our short film on the theme of tackling cancer at work, *Le choix du lien*, was a prize-winner at both the Grand Prix Stratégies de la Production Publicitaire awards and the Deauville Green Awards in 2019.

And in 2020, we opened up two new lines of research that will raise awareness and help our teams develop transformative practices to reconcile work and wellness:

- we are funding a thesis on “Cancer: Vulnerability and Performance” to help identify levers and brakes; and
- we are developing and piloting a back-to-work module for our “Cancer at Work” initiative, as part of the “Breast Cancer at Work” program led by researchers at Le Nouvel Institut and funded by the INCa, the DGT (Department of Labor), and AGEFIPH (an organization dedicated to employment opportunities for people with disabilities).

### 2.2.2.2. Objectives

Sanofi’s objective is to sustain our program of disease prevention by helping sites to implement good practices and to monitor changes in employee behaviors by promoting the use of e-health tools. We will integrate preventive actions and awareness on deleterious impacts of air pollution as this is a leading cause to diseases such as CVD, respiratory diseases including asthma, chronic obstructive pulmonary disease and lung cancer. There is also recent evidence for its link to mental health disorders and diabetes.

To summarize, our 2025 roadmap is:

- to reinforce our programs in countries considered as a priority because of the growing incidence of non-communicable diseases (NCD) and in particular NCD highly correlated to environmental and societal changes. In 2020, we saw how particularly vulnerable people with NCDs are to COVID-19, motivating even more actions for the reduction of NCDs;
- to ensure sustainability of our programs by proposing to sites new intervention ideas and global solutions;
- to increase participation, which is a long-term process and a stated goal – by the end of 2025, we want to make sure 95% of company employees are participating in our programs. As with most voluntary health promotion activities, it is relatively easy to encourage the first 20% of any population to join in, we will tailor activities to attract the other 80% who have not yet taken advantage of the program activities; and
- to improve KPIs collection and follow up of indicator parameters such as absenteeism and health costs.

The program deployment will be conducted with the support of Region Leaders in close collaboration with HSE, Human Resources, Rewards & Performance, Facility Management, Occupational Health, Corporate Social Responsibility and the Communication network as driving forces.

### **2.2.2.3. Major achievements**

From 2017, Sanofi made a commitment by developing innovative interventions to help employees improve lifestyle behaviors. These interventions integrated innovative mobile applications developed in association with "The European Institute of Innovation and Technology for Health". These actions, conducted in France, China, United Kingdom and Spain in industrial, administrative and R&D sites, showed significant modifications of sleep behaviors\*.

In 2019, Sanofi co-developed a new digital tool (Walk Well) allowing the organization of walking challenges worldwide involving several thousand of collaborators. This tool was particularly used during the pandemic to increase the level of physical activity of collaborators and to improve social interaction and motivation to move more.

In 2020, we have also been able to scientifically demonstrate that simple nutrition signaling in our company restaurants are effective in guiding employees towards healthy food choices that are in line with international nutrition recommendations\*\*.

In 2020, in view of the health situation, the interventions offered to employees have evolved and been adapted to the context. Online services (physical activity classes, relaxation, mindfulness, etc.), webinars for psychological support and the adoption of a healthy lifestyle have been reinforced. Digital communications such as newsletters, tips, educational booklets have been intensified to reach as many employees as possible. Teleworkers, sales forces and workers with atypical working hours were particularly supported.

\* Montagni et al. (2019) Effectiveness of a Blended Web-Based Intervention to Raise Sleep Awareness at Workplace: The WarmUapp™ Pilot Study. *Journal of Occupational Health and Environmental Medicine*.

\*\* Montagni (2020) Using Positive Nudge to Promote Healthy Eating at Worksites: A Food Labeling Intervention. *Journal of Occupational and Environmental Medicine*.

## **2.3. HEALTHY WORKING CULTURE**

We are proud of our culture. We are respectful, supportive and inclusive at all levels – a team of allies supporting one another to pursue progress. The result? Better outcomes for our customers, our patients and for our business.

### **2.3.1. Supportive workplace environment**

Sanofi has over the time built very strong facility management teams who ensure that our workplaces around the world maximize our employees' wellbeing through:

- maximal safety;
- optimized space to exchange new ideas and have necessary meetings;
- optimized space to allow the employees to focus on their work and have sufficient privacy even under an open space set-up;
- areas to relax (quiet rooms) or have a well-deserved break (cafeterias); and
- areas to have lunch in the vast majority of our facilities (canteens or cafeterias).

### **2.3.2. Supportive working culture**

As we are operating a full transformation of our Company, Sanofi focuses a lot on the working culture to make it supportive, inclusive and empowering for the employees. Most of the initiatives are currently developed at the global level with a local deployment.

In addition to the employee check-ins and training program mentioned in Section 2.1.2.2, we also are launching a Speak Up! corrective and disciplinary policy, so employees across the globe feel safe to raise any unethical or illegal conduct – e.g., fraud, harassment, discrimination – in the knowledge that any disciplinary action is fair, transparent and consistent.

### **2.3.3. Parental leaves**

Building a truly inclusive company culture also means Sanofi offering equal opportunities to focus on work, but also to focus on private life when needed. We do believe that treating women and men equally also means giving both the chance to enjoy their children in the first months of their lives as they are the most vulnerable. In 2022, we launched a gender-neutral parental leave, allowing 14 weeks of paid parental leave for all employees worldwide.

### **2.3.4. Allowing for flexible working conditions to meet our employee’s needs**

Our Play to Win priorities, Growth, Innovation and Efficiencies, can only be successful with the fourth priority: Reinvent How We Work. Only by changing how we work can we transform the practice of medicine and create a place where everyone can bring their best selves to work. Working flexibly is an important part: it builds inclusion, helps all of us to unleash our full creative potential, and fosters our new culture by helping us live the Play to Win behaviors.

A well-balanced, flexible workplace helps us to feel more included because Sanofi acknowledges and caters to individual needs and working styles.

Local situations and regulations differ, so there is no “one-size-fits-all”. And we always need to strike the right balance between human work interaction, relationships and technology-enabled remoteness.

Sanofi is committed to offering flexible work globally, providing a set of global guidance for local execution according to the business needs and local laws.

The type and amount of flexibility depends on many things, such as: the nature of the job and work activities, any requirements for being on-site, needs of the team and department, impact on stakeholders, ability to complete core tasks productively and impact on our performance.

## **2.4. HEALTHY FINANCIALS**

Feeling comfortable and confident managing finances is key to improving our wellbeing. We provide tools and resources to help our employees stay in control – whatever stage of life they are at. From maneuvering difficult times, planning for their future to improving savings.

Section 1.4 illustrates Sanofi’s approach to ensuring that employees are offered high quality, competitive pension & savings vehicles where available and competitive in the marketplace.

The Employee Assistance Program (see Section 2.1.1) also includes confidential contact to ask for advice and support on financial and legal guidance.

Finally, Sanofi offers a subsidized Share Purchase Plan on a regular basis to enable employees globally to build wealth and to share in the success of Sanofi.