Abbreviations and Acronyms

CHC  Consumer HealthCare
CMC  Chemistry, Manufacturing and Control
GBU  Global Business Unit
GCP  Good Clinical Practices
GDP  Good Distribution Practices
GLP  Good Laboratory Practices
GCLP Good clinical and Laboratory Practices
GMP  Good Manufacturing Practices
GQA  Global Quality Audit
GVP  Good Pharmacovigilance Practices
GxP  Combined term for GCP, GDP, GCLP, GLP, GMP, GRP, GVP
IA   Industrial Affairs
ICH  International Council on Harmonization
ICH Q10 An ICH guideline describing the modern quality systems needed to establish and maintain a state of control that can ensure the realization of a quality drug product and facilitate continuous improvement over its lifecycle.
OTC  Over The Counter
QMS  Quality Management System
I am pleased to share with you this 8th edition of our Global Quality Manual.

This edition reflects the most recent changes to the Quality organization aligned with our Sanofi “Play to Win” strategy. Global Quality is aligned and supports the Commercial Operational Units organizations, Global Functions, Country organizations, Industrial GBUs, as well as the Sanofi’s culture and the “Play to win” behaviors.

Our Quality Management System was implemented in 2009 and is based upon our strong commitment to improve the life of our patients and the public health needs that we are privileged to serve. It is One Quality System applied to ensure the Quality of all the Sanofi products and services throughout their lifecycle from research and development to manufacturing, distribution and discontinuation for established and innovative products. It is operated in a flexible and adaptable model to include quality standards specific to each profile class of the Sanofi product portfolio. It is constantly evolving to ensure continuous improvement and anticipate regulatory developments and to support the needs of our Global Business Units and Global Functions. The electronic tools supporting our Quality Management System are also evolving to leverage the newest technologies. This digital transformation program is meant to strengthen our capabilities to continuously improve our systems and processes.

In line with our Company objectives of focusing on growth, leading with innovation, accelerating efficiency and reinventing the way we work, the Quality Manual provides to all Sanofi personnel as well as to external partners and regulators a concise and useful overview of our Quality System structure and related key processes. It elaborates on the fundamentals delineated in our revised Global Quality Policy approved in February 2022. The Policy and Manual constitute the hallmarks of our Quality Documentation pyramid, and serve as vectors to ensure a full deployment of our Quality management principles across the organization. They are an important part of our desired Quality Culture focused on patient centricity and contribute to our innovation and continuous improvement strategic goals.

I am convinced that, thanks to the commitment to this Quality Manual of each individual at all levels of Sanofi, we will be chasing the miracles of science to improve people’s lives.
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1 Introduction to the Global Quality Manual

1.1 Purpose

The purpose of this Global Quality Manual is to describe the framework and principles of the Sanofi Quality Management System (QMS). It is fully aligned with the ICH Q10 Pharmaceutical Quality System.

The Sanofi QMS is intended to ensure that Sanofi products and services satisfy the expectations of our patients, customers and other public health needs, in full compliance with applicable regulations (GCP, GDP, GLP, GCLP, GMP, GRP & GVP) and other health-related requirements.

1.2 Scope

This Global Quality Manual applies to all activities related to the research, development, manufacturing, distribution and discontinuation of Sanofi products and services as well as to medical and commercial activities, regardless of where these activities take place.

1.3 Sanofi at a Glance

Sanofi is a global life sciences company committed to improve access to healthcare and supporting the people we serve throughout the continuum of care. From prevention to treatment, Sanofi transforms scientific innovation into healthcare solutions, in human vaccines, rare diseases, multiple sclerosis, oncology, immunology, infectious diseases, diabetes, cardiovascular, and consumer healthcare.

Approximatively 100,000 people at Sanofi are dedicated to make a difference on patients’ daily life, wherever they live and enable them to enjoy a healthier life.

1.4 Our Business Strategy

The Sanofi business strategy, Play to Win, is built upon four key priorities:

- Focus on Growth: Portfolio prioritization to strengthen profile
- Lead with Innovation: Bring transformative therapies to patients
- Accelerate Efficiency: Decisive actions to expand margins
- Reinvent How We Work: Empowerment and accountability

1.5 Our Products and Services

Sanofi manufactures a diverse profile class of products and services, categorized as:

- Drug substances (Active Pharmaceutical Ingredients)
- Cosmetics
• Investigational medicinal products
• Medical devices, including digital solutions, and combination products
• Medicinal products (including OTC products)
• Nutraceuticals
• Vaccines

1.6 Our Behaviors

Sanofi Play to Win strategy is supported by four behaviors:

#1 Stretch to go beyond the level we have operated at up until now

#2 Take action instead of waiting to be told what to do

#3 Act in the interest of our patients and customers

#4 Think Sanofi first I put the interest of the organisation ahead of my own or those of our team
1.7 Sanofi Organization and Activities

The Sanofi Company is organized in:

- Four Global Business Units (GBUs) integrating global franchises, country level commercial and medical organizations for each of our major businesses:
  - Specialty Care - Dupixent and specialty production (Rare Diseases, Multiple Sclerosis, Oncology & Immunology)
  - General Medicine (Insulins, Clexane and new product launch)
  - Vaccines
  - Consumer Healthcare

- Various Global Functions
  - Business transformation
  - Corporate Affairs
  - Finance
  - Digital
  - Global Business Services
  - Global Industrial Affairs
  - Global Research & Development
  - Human Resources
  - Internal Audit & Risk Management
  - Legal, Business Integrity & Ethics
  - Strategy & Business Development.
Sanofi Quality Policy

QUALITY POLICY
we chase the miracles of science to improve people’s lives

Our Quality commitment to patients leads us to provide safe and effective products and services throughout the world that are developed, manufactured, distributed and marketed in compliance with the regulatory requirements and our Company values: integrity, courage, respect and teamwork.

Our Quality System is described in our Quality Manual and must be deployed by all, at all levels of Sanofi. This Quality System is both integrated and segmented. Integrated, it ensures patient safety and is meeting the expectations of our customers in a coherent and harmonized way. Segmented, it includes standards specific to each field, allowing the adaptation to the specific rules of our various activities and fostering their competitiveness. It applies to all types of products and services, whether established or innovative, at all stages of their life cycle. It is constantly evolving to anticipate regulatory developments and to support the needs of our Global Business units and activities.

Regulatory compliance is a prerequisite for our Quality System, which is based on the principle of quality risk management and continuous improvement. Advanced digitalized data management allows us to improve our knowledge of our products, services, patients and environment and contributes to the promotion of innovation within Sanofi.

The Quality Culture, made real by each member of Sanofi, assists with the development of people within our Company.

Thanks to the individual commitment of all to this Quality Mindset, combining collective ambition and individual humility at all levels of Sanofi, we will be chasing the miracles of science to improve people’s lives.

February 2022

Paul Hudson
Chief Executive Officer

POLITIQUE QUALITÉ
nos poursuivons les miracles de la science pour améliorer la vie des gens

Notre engagement Qualité envers les patients nous conduit, à mettre à disposition, partout dans le monde, des produits et des services sûrs et efficaces qui sont développés, fabriqués, distribués et commercialisés dans le respect des exigences réglementaires et des valeurs de notre Compagnie : intégrité, courage, respect et travail en équipe.

Notre Système Qualité est décrit dans notre Manuel Qualité et doit être déployé par tous, à tous les niveaux de Sanofi. Ce Système Qualité est à la fois intégré et segmenté. Intégré, il permet de garantir la sécurité des patients et de répondre aux attentes de nos clients de façon cohérente et harmonisée. Segmenté, il comprend des standards propres à chaque domaine, afin de s’adapter aux réalités spécifiques de nos différents activités et de favoriser leur compétitivité. Il s’applique à tous les types de produits et de services, bien établis ou innovants, à toutes les étapes de leur cycle de vie.

Il évolue constamment pour anticiper les évolutions réglementaires et répondre aux besoins de nos Unités Commerciales Globales et de nos activités.

Notre Système Qualité tient pour préalable la conformité réglementaire et est basé sur le principe de la gestion du risque qualité et de l’amélioration continue. Une gestion moderne et digitalisée des données nous permet d’améliorer notre connaissance de nos produits, services, patients et environnement, et de contribuer à la promotion de l’innovation au sein de Sanofi.

La Culture Qualité, vécue par chaque membre de Sanofi, participe au développement des collaborateurs de notre Compagnie.

Grâce à l’engagement individuel de tous pour cet état d’esprit Qualité, alliant ambition collective et humilité individuelle, à tous les niveaux de Sanofi, nous serons en mesure de poursuivre les miracles de la science pour améliorer la vie des gens.

Fevrier 2022

Philippe Germanaud
Chief Quality Officer
3 Quality Organization and Responsibilities

3.1 Organization Chart

3.2 Sanofi Chief Quality Officer

The Sanofi Chief Quality Officer is directly responsible to the Chief Executive Officer for defining the Sanofi Quality Policy, coordinating its implementation across the relevant Sanofi entities and ensuring compliance with the related regulatory and Company requirements. The Sanofi Chief Quality Officer is the representative of the Sanofi Senior Management for quality related matters.
In addition, the Sanofi Chief Quality Officer, reports operationally to the Executive Vice President of Global Industrial Affairs, and is a core team member of the Sanofi Global Industrial Affairs Leadership Team, the Sanofi Global Risk Committee and the Sanofi Global Compliance Committee.

### 3.3 Global Quality Functions

Two Global Quality Functions directly report to the Sanofi Chief Quality Officer:

**Global Quality Management System & Digital Transformation**

The mission of the Quality Management System and Digital Transformation group is to drive the Sanofi Quality System & Strategy built upon the strategic orientations of the Company and the international health-related regulations, using digitalization as an enabler, to assure patient safety.

This mission is achieved through the following Global Quality functional areas reporting to the Head of GQ SC&T:

- Quality Programs
- Digital transformation
- Qualified Persons Responsibilities & Industrial CMC Compliance
- Quality Alert Management including Product recall, Quality Alerts, Product Alerts of quality origin, and Product Shortage reporting
- Quality Risk Management
- Quality Academy and Training
- Quality Documentation
- Strategy, Culture & Performance
- QC Excellence
- Experts’ group

**Global Quality Audit and External liaison**

The mission of Global Quality Audit and External Liaison is to:

- Provide Senior Management accurate, independent assessments of compliance to the Sanofi Quality Management System through regular surveillance audits of Sanofi entities and key third parties.
- Support Pre-Approval Management Group (PMG) activities and entity regulatory inspections.
• Lead the Quality external strategy and influence external pharmaceutical industry associations and regulatory agencies to advocate and promote the Sanofi Global Quality “One-Voice” strategy.

• Perform quality assessments in support of due diligence.

• Deliver auditor qualification and technical training.

3.4 Operational Quality Units

Nine Operational Quality Units report to the Sanofi Chief Quality Officer.

The mission of the Heads of the Operational Quality Units is to lead and coordinate quality and compliance in their Operational Units to ensure that all products and services are designed, developed, manufactured and distributed in compliance with the applicable regulatory and Company requirements.

This includes the following responsibilities, as a minimum:

• Accountable for GxP compliance and quality performance for products and services in the GBUs
• Ensure and harmonize consistent implementation of the Sanofi QMS in their Operational Unit
• Ensure continuous improvement of the quality concepts, promote innovation and systems performance in their Operational Unit
• Provide support to the local entities of their Operational Unit on quality and compliance topics
• Integrate risk management principles into Quality Systems
• Review and approve quality organizations of their Operational Unit
• Assess performance of Quality Management in conjunction with Operational Management
• Ensure inspection readiness and strictly follow-up to GxP regulatory inspections

The Heads of the Operational Quality Units report operationally to the Chief Quality Officer, except for the Head of the Operational Quality Unit in charge of Vaccines GBU, the head of CHC Quality Operations and the head of Digital Quality Operations who report functionally to the Sanofi Chief Quality Officer. The head of R&D SQO reports also functionally to the R&D operations Head.

3.5 Site Quality Management

At each Site involved in research & development, manufacturing and distribution activities, a Site Quality Head or Manager is appointed to define, implement, manage and control the Quality Systems at the Site, in order to ensure the quality of products and services, and to guarantee compliance with applicable regulatory requirements and the
Sanofi Quality Management System.

For IA, the SQM reports to the Head of the Operational Quality Unit and to the Senior Site Director or General Manager. For R&D, the SQM reports to the R&D Operations Units head.

3.6 Country Quality Management

At each Country Commercial office within Sanofi, a Country Quality Head is appointed to define, implement, manage and control the Country Quality System, in order to ensure the quality of products and services at market level and to guarantee compliance with applicable regulatory requirements and the Sanofi Quality Management System.

The Country Quality Head reports to the Regional Quality Head and to the Country Lead.

In countries where local regulations require a Responsible / Qualified Person, the Country Quality Head is the qualified person, or delegates this responsibility to a designated person.

3.7 Senior Management

Senior management is a team of individuals at the highest level of authority in their respective organization who have the day-to-day task to manage that organization.

Senior Management at Operational Unit, Site and Country level has the ultimate responsibility for the overall effectiveness of the QMS. Senior Management ensures that roles, responsibilities and authorities related to the QMS are defined, communicated and implemented throughout the Sanofi Company.

In practice, Senior Management:

- Participates in the design, implementation, monitoring and maintenance of the QMS throughout their organization
- Demonstrates strong and visible commitment to the QMS
- Ensures a timely and effective communication and escalation process exists to raise quality issues to the appropriate levels of management
- Conducts management reviews of process performance, product quality and the QMS effectiveness
- Advocates continuous improvement
- Determines and provides adequate and appropriate resources to implement, maintain and continuously improve the QMS.

3.8 Process and Systems Owners

Process owners are accountable for the end-to-end process and from the standard and process design to its performance measurement. The process owners ensure the GxP compliance of the process and its continuous improvement and establish the quality standard and training requirements related to the system.

System owners are accountable for the alignment of the computerized solution with the process and strategy defined by the process owner and ensure the GxP compliance of
the computerized solution and associated data.

3.9 Responsibilities for Third Parties (Services Providers, Suppliers and Subcontractors)

Development (including clinical and/or laboratory study activities), manufacturing and distribution of Sanofi products, as well as GxP related services and medical and commercial activities, may be with an alliance partner or subcontracted to third parties, under the responsibility of an Operational Unit, Site, External Manufacturing or Country.

The acceptability of these partners (and their third parties) and our third parties (service providers, suppliers and subcontractors) is verified through a formal process including initial assessment (including due Diligence), qualification and routine evaluation of their compliance with applicable regulatory requirements and the Sanofi QMS.

In addition, GxP related materials, equipment and services are purchased from approved or certified suppliers using pre-defined acceptance criteria, including compliance with technical specifications and quality requirements.

The quality oversight of partners and all third parties is under the responsibility of the relevant Operational Quality Unit, Site Quality Management, External Manufacturing Quality or Country Quality Management.

3.10 Responsibilities for Supply Chain

Operational Units, Sites, External Manufacturing, and Countries are responsible for maintaining the quality, security and traceability of all Sanofi materials and products throughout their physical flows. This includes the implementation of appropriated technologies to protect the materials and products against diversion, counterfeit and falsification.

Throughout the entire Supply Chain, appropriate conditions of storage, transport and delivery of materials and products ensure that the quality attributes of materials and products are maintained in compliance with applicable regulatory and Sanofi QMS requirements.

3.11 Responsibilities for Computerized Systems

Computerized systems in support of development (including laboratory studies and clinical trials), manufacturing, distribution, medical and commercial activities, and the electronic data they contain, are subject to specific regulatory requirements. Computerized systems which are part of the products and services, such as software embedded in medical devices, are also subject to such requirements.

These requirements apply during the whole system lifecycle including design, development, validation, use, support, maintenance and decommissioning.

The Digital Quality Operation Unit ensures that computerized systems are built, supported and maintained in compliance with applicable regulations and expected business performance (including data integrity) during their entire lifecycle.
Global Quality, Operational Quality Units, Site Quality Management and Country Quality Management ensure that computerized systems fit for their intended use and comply with applicable regulations and expected performance, so the business process and system does not adversely impact the product quality, patient and consumer safety and related data integrity.

3.12 Responsibilities for Personnel Qualification and Training

All Sanofi employees who are directly or indirectly operating within the Sanofi QMS and are engaged in the research, development, manufacturing, distribution and discontinuation of the Sanofi products and services, are assured to have the right education, skills, training and experience, or any combination thereof, to enable them to perform their assigned roles.

Training in the applicable regulations and Sanofi QMS is mandatory for all Sanofi employees and is regularly conducted within their functional areas and with sufficient frequency to assure that employees remain familiar with the applicable requirements and processes.

The Quality Academy is an important enabler of Personal Qualification and Training as it provides training resources and fosters continuous learning and education to our people. Together with representatives of global functions and operational platform units, the Quality Academy governance prioritizes and rationalizes training related to Quality competencies.

3.13 Responsibilities for Quality Documentation

The Site, platform and Country Quality Management are responsible to ensure the roll-out and the enforcement of the requirements of the Sanofi Global Quality Documentation System at local level. Consistency and continuity between both systems are critical.
4 Management Responsibilities

Senior management has the responsibility to demonstrate strong and visible commitment to the Sanofi QMS by taking accountability and responsibilities for these activities. The participation and commitment of all personnel to the Sanofi QMS is effectively achieved through senior management leadership and action.

Senior management and their teams are responsible for implementing and maintaining the Sanofi QMS within their respective Operational Unit, Site or Country. Therefore, management must commit to the principles described below.

4.1 Planning

Senior management fully integrates quality into the organization’s strategic and operational planning and business processes.

The Global Quality Senior Leadership Team establishes a companywide vision as a basis for the Quality strategy, goals and objectives and cascades them down throughout the organization with the purpose to involve personnel at all levels of the Company in quality improvement. Quality objectives are aligned with the Company’s strategy and are consistent with the Quality Policy.

4.2 Organizing

Senior management provides the required capital and human resources to guarantee complete and timely delivery of the strategic and operational plans, and to implement, maintain and continuously improve the QMS. This includes sufficient personnel with the necessary competencies to fulfil their roles and responsibilities, appropriate facilities and equipment and ways of working operating effectively across the entire Sanofi Company.

4.3 Communicating

Senior management provides effective communication and related communication processes to promote the Quality Policy and Quality objectives to increase awareness, engagement and involvement of everyone in Sanofi.

The Sanofi Quality Alert process ensures a timely and effective communication and escalation of product quality and quality system issues to the appropriate levels of management.

4.4 Measuring

Senior management has a performance measurement and reporting system for quality results, quality issues and progress against quality objectives. Measures are used to
identify areas for continuous improvements.

4.5 Reviewing

Senior management has quality performance metrics reviewed as a key requirement in relevant senior management meetings.

As Quality Governance, progress against the strategic and operational plans is evaluated regularly and the overall process performance, product quality and effectiveness of the QMS is reviewed actively. These reviews are intended to identify areas for continuous improvement.

4.6 Improving

Senior management sets continuous quality improvement as an objective throughout Sanofi.

4.7 Other Areas of Management Responsibilities

4.7.1 Management of Change in Product Ownership

Management takes responsibility for the integration of a new entity into the Sanofi Company and the Sanofi Quality Management System in accordance with the selected integration model.

4.7.2 Monitoring of Internal and External Factors impacting the Quality Management System

Management monitors internal and external factors with a potential to impact the Sanofi Quality Management System. Monitored factors are:

- Emerging regulations and guidance
- Quality issues that can impact the Quality Management System
- Innovations that may enhance the Quality Management System
- Changes in the business environment and business objectives.
5 Enablers

5.1 Quality Risk Management

Quality risk management is an integral part of the Sanofi system of control and governance.

A systematic risk management process provides a proactive means to identify, assess, remediate, mitigate, escalate, monitor, review and communicate potential quality risks applicable to products and services, processes, systems and projects, Operational Units, Sites and Countries. This includes review and escalation of both proactive and reactive risks at local and global levels which incorporate the review of risks.

Quality risk management facilitates continuous improvement of process performance and product & services quality. Mechanisms, including the establishment of a Site Risk Profile and the escalation of quality alerts, are means to identify, track and trend risks throughout the product lifecycle.

A Quality Risk Representative is designated by the Operational Quality Units to lead and provide oversight of the quality risk management of their unit. This is achieved in accordance with the requirements set in the Global Quality Risk Management documentation.

At a global level, quality risks are further consolidated, ranked and managed following the Global Quality Risk Profile process.

5.2 Knowledge Management

There are several systematic processes within Sanofi that are designed to formally acquire, analyze, store, and disseminate product and process knowledge throughout the product lifecycle.

These processes, which are explained within our Global Quality Documents, help to ensure effective product development, scale up, technology transfer, process validation, continual improvement and post-approval change management that meet all the applicable regulatory and company requirements.

5.3 Quality Culture

Quality culture is the mindset and behavior to consistently perform the right things in the design and execution of the quality management principles right first time. It applies to people from all entities, GBU and businesses in Sanofi. Within Sanofi the quality culture is critical for the successful execution of our business performance and strategy. In this context, Global Quality has defined the quality culture as “an environment where employees can hear, see, and feel quality all around them.”
5.4 Data integrity

Data integrity is paramount to support the quality, safety and efficacy claims of our products. Global Quality is therefore engaged in fostering data integrity assurance at all levels of the company through implementation of our quality standards during data lifecycle. A dedicated training program is also in place to reinforce this critical concept to all employees handling GxP data.
Sanofi Global Quality Documents are classified in alignment with the Sanofi Global Process Framework.

6.1 Quality Processes

The Global Quality documents are grouped in alignment with the Quality processes covering the GxP regulated activities, as well as other health-related regulations.

There are three categories of Quality processes:

- **Product Life-Cycle Processes**, directly contributing to the design, development and realization of effective and safe products and services for the benefit of patients and consumers.
- **Transversal Processes**, supporting the Product Life-Cycle Processes, in order to ensure their proper management, control and continuous improvement.
- **Organizational Processes**, contributing to the organization and management of the Sanofi Quality System, by providing consistent directions and adequate support.

6.1.1 Product Life-Cycle Processes
**Research Process:**

<table>
<thead>
<tr>
<th>PROCESS</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>Ensure that the first stages of product development, including basic scientific exploration and discovery as well as studies and analysis of early development which are not covered by GxPs are properly organised, performed, documented and archived in order to ensure the integrity of data, the protection of intellectual property and an adequate dossiers submission.</td>
</tr>
</tbody>
</table>

**Laboratory Study Process:**

<table>
<thead>
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<th>PROCESS</th>
<th>OBJECTIVE</th>
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</thead>
<tbody>
<tr>
<td>Laboratory Animal Management</td>
<td>Manage all aspects related to the care and use of laboratory animals, in alignment with the fundamental principles of animal welfare.</td>
</tr>
<tr>
<td>Test &amp; Reference Compounds Management</td>
<td>Manage any article that is either the subject of a laboratory study or provides a basis for a comparison with the study object.</td>
</tr>
<tr>
<td>Laboratory Study Conduct</td>
<td>Ensure the proper management of laboratory studies, starting from the protocol, the generation of study data, the production of the report, and ending with the data archiving.</td>
</tr>
<tr>
<td>Bioanalysis &amp; Pharmacokinetics</td>
<td>Analyse biological samples with the aim to provide knowledge and understanding of the disposition of the product in animals and humans.</td>
</tr>
</tbody>
</table>

**Medical and Clinical Process:**

<table>
<thead>
<tr>
<th>PROCESS</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Development, Post-Authorization Programs</td>
<td>Conduct studies and programs in humans for all products in clinical development and post-authorization to provide knowledge and documentation necessary for the worldwide registration of new products or new indications or line extensions, as well as medical and clinical knowledge throughout the product lifecycle.</td>
</tr>
<tr>
<td>Pharmacovigilance</td>
<td>Ensure establishment of the safety profile and contribution to evaluation of the therapeutic value for all products in clinical development. Ensure continuous monitoring and management of the safety profile, and risk minimization of all products marketed by the Company. Coordinate and ensure Benefit-Risk assessment throughout the product lifecycle for continuous monitoring of risks and benefits of medicinal products</td>
</tr>
<tr>
<td>Regulatory Submission &amp; Maintenance</td>
<td>Manage regulatory activities required to submit information to the regulatory authorities, obtain approval, and maintain the Sanofi portfolio.</td>
</tr>
</tbody>
</table>
### Scientific and Medical Information & Ethics

Ensure ethical and responsible conduct when dealing with patients, consumers and subjects participating to studies and programs.
Ensure scientific and medical information is provided according to international standards to patients, healthcare professionals and consumers.

### Manufacturing and Distribution Process:

<table>
<thead>
<tr>
<th>PROCESS</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Design &amp; Development</strong></td>
<td>Ensure the product and process design and development is suitable for routine commercial manufacturing that can consistently deliver a product that meets its quality attributes. Build quality by design and define the control strategy to ensure adequate product quality, purity and strength for its intended purposes and to satisfy patient needs and customer expectations.</td>
</tr>
<tr>
<td><strong>Technology Transfer</strong></td>
<td>Ensure that product transfers result in robust, reliable, cost-effective and appropriate manufacturing, packaging and testing controls and that the transferred products comply with applicable regulatory and Company requirements.</td>
</tr>
<tr>
<td><strong>Facilities, Utilities and Equipment</strong></td>
<td>Design, manage, maintain and decommission facilities, utilities and equipment used to conduct laboratory, manufacturing and distribution activities related to Sanofi products to ensure the quality of the studies and products and to minimise the risk of contamination.</td>
</tr>
<tr>
<td><strong>Qualification &amp; Validation</strong></td>
<td>Demonstrate compliance of the critical aspects of the development, manufacturing, control and distribution of Sanofi products with pre-established requirements.</td>
</tr>
<tr>
<td><strong>Manufacturing &amp; Packaging</strong></td>
<td>Manufacture and package products to consistently meet all the required quality attributes and specifications.</td>
</tr>
<tr>
<td><strong>Control &amp; Release</strong></td>
<td>Ensure that materials, intermediates and finished products are sampled, analysed and formally released by Quality Management before use or distribution.</td>
</tr>
<tr>
<td><strong>Supply Chain</strong></td>
<td>Ensure the timely delivery to production of the right quantity and quality of materials, for use in the manufacturing and packaging of Sanofi products. Manage the physical flows of Sanofi materials and products while maintaining their quality, security and traceability. Ensure that Sanofi customers receive the right quality product, at the right time. Ensure when a product is deemed unfit based on adequate investigation, product discontinuation actions are properly taken.</td>
</tr>
<tr>
<td><strong>Product Discontinuation</strong></td>
<td>Manage the activities associated with the terminal stage of the product lifecycle, such as retention of documentation and samples, and continued product assessment and reporting in accordance with regulatory requirements.</td>
</tr>
</tbody>
</table>
Transversal processes are classified under the “G8-Quality Systems Management” subprocess of the Sanofi Global Process Framework.

<table>
<thead>
<tr>
<th>PROCESS</th>
<th>OBJECTIVE</th>
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<tbody>
<tr>
<td>Management of Documentation</td>
<td>Ensure that documents and records supporting regulated activities are issued, managed, controlled and archived in a way to accurately reflect the complete history of Sanofi products and services throughout their lifecycle.</td>
</tr>
<tr>
<td>Product &amp; Process Improvement</td>
<td>Enhance products and improve processes to consistently and better meet the needs of customers and patients, and to promote innovation and enhance performance while respecting the related regulatory and Company requirements.</td>
</tr>
<tr>
<td>Personnel Training &amp; Qualification</td>
<td>Ensure that the personnel involved in the Sanofi Quality Processes are trained and qualified for their assigned tasks.</td>
</tr>
<tr>
<td>Management of Third Parties</td>
<td>Ensure that service providers, suppliers and subcontractors, who perform one or several steps in the lifecycle of Sanofi products and services, and who supply materials and GxP services associated with this lifecycle, are selected and managed in accordance with business and quality requirements.</td>
</tr>
<tr>
<td>Management of Computerised Systems</td>
<td>Ensure that computerised systems and digital solutions, used in support of regulated activities are designed, implemented, validated and operated in a way to fulfil the applicable regulatory and Company requirements.</td>
</tr>
</tbody>
</table>
### 6.1.3 Organizational Processes

Organizational processes are classified under the “G8-Quality Systems Management” subprocess of the Sanofi Global Process Framework.

<table>
<thead>
<tr>
<th>ORGANIZATIONAL PROCESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Systems Management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROCESS</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality Systems Management</strong></td>
<td>Deploy the Quality Policy across Sanofi through the implementation and monitoring of Quality Systems, based upon the related regulatory and Company requirements.</td>
</tr>
<tr>
<td><strong>Quality Audit</strong></td>
<td>Provide an accurate, independent assessment of the compliance of the Operational Units, Sites, Countries, Global Functions and third parties to the Sanofi Quality Management System.</td>
</tr>
<tr>
<td><strong>Quality Risk Management</strong></td>
<td>Implement a systematic, consistent and efficient process for the identification, assessment, remediation/mitigation, escalation, monitoring/review and communication of risks related to the quality and compliance of the products, services and activities by each Operational Unit, Site, Country and Functions, throughout the product/services lifecycle.</td>
</tr>
</tbody>
</table>
6.2 Documentation Hierarchy

As part of the simplification program initiated within Sanofi, the Global Quality documentation hierarchy is being revamped to replace the historical “Global Quality Directive (QGQD)”, “Global Quality Standard (QOQS)” and “Global Quality Guidance (QOQG)” by “Standard (STD)” and “Global Procedure (GOP)”. These two documentation hierarchies will therefore coexist until the transition process is fully completed (scheduled for end 2022).

The new Sanofi Global QMS documentation hierarchy is displayed in the following diagram:

The process to establish, review, approve and distribute Global Quality documents as well as their supporting documents is detailed in the Global Procedure “Lifecycle Management of Global Functions Documents”.

Global Quality documents are developed for each type of GxP and public health-related regulation: research and laboratory studies, clinical and medical, manufacturing and distribution, commercial Country activities and information systems.

GxP documents used at all levels of the Sanofi Quality Documentation System are subject to the requirements set forth by the Global Quality Document Management of GxP Documents and Records and are available for inspection by regulatory authorities.
## 6.3 Quality Documents Type

<table>
<thead>
<tr>
<th>DOCUMENT TYPE</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Policy</td>
<td>Describes the overall intentions and direction of the Sanofi Company related to Quality. The Quality Policy is endorsed by the Sanofi Chief Quality Officer and by the Chief Executive Officer. The Quality Policy includes the expectation to comply with applicable regulatory and company requirements and promotes continuous improvement. The Quality Policy is communicated to personnel at all levels of the Company.</td>
</tr>
<tr>
<td>Quality Manual</td>
<td>Contains the description of the QMS including the Quality Policy, the scope of the QMS, the Quality processes with their sequences, linkages and interdependencies and Management responsibilities. The Quality Manual is endorsed by the Sanofi Chief Quality Officer.</td>
</tr>
<tr>
<td>Standards</td>
<td>Describe mandatory regulatory and Company requirements for specific or transversal activities, which must be complied with. Apply to one or several product ranges. Applicable to all Sanofi entities involved in the activities described.</td>
</tr>
<tr>
<td>Position Papers</td>
<td>Describe the Sanofi position regarding a specific topic not necessarily associated with mandatory regulatory requirements. The position paper can be issued either for external communication or for internal use.</td>
</tr>
<tr>
<td>Supporting Documents</td>
<td>Help to standardise the implementation of quality documents (typically templates, logs, checklists, etc.). Can be associated with Standards, Global Standard Operating Procedures or any local document. Mandatory document to be used, unless otherwise specified in the supported document.</td>
</tr>
<tr>
<td>Global Operating Procedures</td>
<td>Give instructions for performing operations which are transversal across different entities or functions. Applicable to all Operational Units, Sites, Countries or Functions performing the described activity. The Global Operating Procedures are directly used at local level when applicable or cascaded in a platform or local document.</td>
</tr>
<tr>
<td>Local Quality Documents</td>
<td>Give instructions for performing operations which are specific to a Site, a Country or a Function.</td>
</tr>
</tbody>
</table>

**Note:** Former Global Quality document types such as Global Quality Directives, Operational Quality Standards and Operational Quality Guidances are being maintained during the transition period of the simplification documentation architecture project lasting until end. The purpose of these historical documents is described in the hereunder table.
<table>
<thead>
<tr>
<th>DOCUMENT TYPE</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Quality Directives</td>
<td>Describe mandatory regulatory requirements for key processes which must be complied with across the Company. Apply to all activities and all product ranges.</td>
</tr>
<tr>
<td>Operational Quality Standards</td>
<td>Describe regulatory and Company requirements and current practices, for specific or transversal activities, which must be complied with. Apply to one or several product ranges. Applicable to all Sanofi entities involved in the activities described.</td>
</tr>
<tr>
<td>Operational Quality Guidances</td>
<td>Describe the Sanofi detailed and current expectations on how to satisfy the requirements of applicable Operational Quality Standards and Global Quality Directives. Apply to one or several product ranges. Applicable to all entities of Sanofi involved in the activities they describe.</td>
</tr>
</tbody>
</table>

7 Global Quality Audits and Regulatory Inspections

Sanofi Operational Units, Sites, Countries and Functions are periodically audited to verify compliance with the Sanofi QMS. These audits are performed by the Global Quality Audit team and the audit frequency, duration and number of auditors is determined using a risk-based model. The audit approach and audit system used have been accredited to ISO/IEC 17020:2012, which is an international standard specifying requirements for the competence of bodies performing audits as well as for the impartiality and consistency of the audit activities.

These audits also facilitate readiness of the Sanofi entities and functions for regulatory authority inspections, ensuring that Sanofi is meeting all regulatory obligations and commitments.

A key aspect of the Quality Management System is to ensure that all relevant Sanofi entities are prepared at all times to receive Regulatory Authorities’ inspections. To ensure on-going inspection readiness the following tools and support are provided:

- Inspection Preparation can be provided from Global Quality Audit and Operational Quality Units. This support can be provided both prior to and during inspections.
- Mock Audits can be performed by Global Quality Audit either at request of the entity, Global Quality Functions, Operation Quality Units, and Site or Country Quality Management. Mock audits are also used as part of the Pre-Approval Inspection Management process.

When deviations from internal or external requirements are identified during audits or regulatory inspections, corrective and preventive action plans are put in place and monitored until resolution.

Global Quality Audit is also responsible for coordinating (in partnership with R&D Sites...
Quality Operations) GxP evaluations in the due diligence for product, process or company acquisitions involving a cluster of countries, a single region or multiple regions / global projects. In addition, Global Quality Audit is responsible to carry out a baseline audit within 6 months of such acquisitions.
8 Document Approvals

This document is electronically approved in GEODE+.
9 Document History

December 2009 - V 1.0
• First version of this Global QM

June 2011 - V 2.0
• Creation of Global Operations Quality
• Creation of the Risk Committee
• Minor modifications of the process model:
  - Commercial activities is replaced by Scientific and Medical Information and Marketing activities
  - Support processes are renamed Transversal processes
  - Clinical development and post-Marketing studies are merged
  - Laboratory studies managed as a separated domain
• New section on Responsibilities for Computerized Systems
• New section on integration of new entities
• Integration of Merial and Genzyme
• Changes in the definition and applicability of Operational Quality Guidances
• Addition of a paragraph related to Quality Liaisons
• Added several regulatory references
• Minor editorial changes

July 2013 - V 3.0
• Seventh growth platform added for rare diseases
• Genzyme and Merial added to the group’s organization
• Creation of the Executive Compliance Committee and Bioethics Committee
• Creation of the Global Quality Strategy Office
• Products containing software (e.g. iBGStar)
• Section added on the role of Senior Management
• Clarification that global quality documents are inspectable by regulatory authorities
• Clarification that Global Quality Directives apply immediately to integrated companies, regardless of the integration model
• Role of quality in the due diligence process
• Modifications of the process model:
  - New process for early Research
  - Detailed processes for Laboratory Studies (laboratory animals, test and reference compounds, study conduct, bioanalysis and pharmacokinetics)
  - Added process for Health Ethics and Transparency
• Minor update of glossary and references

**February 2016 - V 4.0**

• Combination product and sub-categories of veterinary products introduced
• 3 main business segments introduced (Pharma, Human vaccines and Animal Health replaced and the seven platforms for sustainable growth)
• New Sanofi organization and activities
• Introduction of the Global Business Units including diabetes and cardiovascular, general medicines and emerging markets, Sanofi Genzyme, Sanofi Pasteur, and Merial
• New Sanofi Quality Policy
• Update of the Global Quality Organization and functions
• The Affiliate Quality Officer was renamed Country Quality Head and precisions were given on the country’s responsibilities
• The paragraph defining the responsibilities of Supply Chain was moved in section 4.7
• Sites involved in development and manufacturing of medical devices must establish a local Quality Manual
• Global Documents introduced
• Modifications of the process model:
  - Added process for Marketing and Sales in the new Marketing and Sales domain
  - Added process for Medical Benefit and Risk Governance in Clinical and Medical domain
  - Clinical Development & Post-Marketing Studies process renamed Clinical Development & Post-Authorization Studies
  - Scientific and Medical Information and Marketing process renamed Scientific and Medical Information
  - Product discontinuation process removed from the Manufacturing and Distribution domain
• New section Personnel Training and Qualification
• Quality Intelligence, Quality Commissions, Risk Commissions and Quality Communication introduced in Continuous Improvement of the Quality System section
• Update of the Quality Risk Management section
• Minor update of glossary and references

**November 2017 – V5.0**

• Simplification of content and format in alignment with the Company objective of focus and simplification.
• New Sanofi Chief Quality Officer
• New Sanofi Quality Organization
• Clarification of the link between the Quality Processes and the Quality Documentation
• New section on enablers of the QMS, including Knowledge Management and Quality
November 2019 – V6.0

• Update of the Sanofi Organization and Sanofi GBUs
• Updated the Quality Policy and Quality organization (chart and responsibilities). Introduction of ‘Global Quality External Liaison’ as well as ‘Process and System Owners’ responsibilities
• Updated ‘Quality Risk Management’ and ‘Quality Culture’ Enablers. Introduction of a new section ‘Data Integrity’
• Updated ‘Research’ and ‘Product and Process Improvement’ processes objective in the section Global Quality Documentation System
• New documentation pyramid. Update of document types and few words about the transition period before the complete transition to the new pyramid.
• Global Quality Audits and Regulatory Inspections updated (ISO 17020 accreditation and due diligence process).
• Minor editorial changes

December 2020 – V7.0

• Update of the Forewords
• Update of Section 1.4 Our Business Strategy with the new Sanofi Strategy
• Update of section 1.6 Our values which becomes section 1.6 Our behaviors
• Update of Section 1.7 Sanofi Organization and Activities: Removal of Primary Care and China and emerging market, removal of the Chief medical office & Medical function, addition of General medicine as a GBU, SAIS as the unit in charge of API manufacturing and Digital office
• Update of Section 3.1 Organization Chart with the new organization
• Update of Section 3.3 Global Quality Functions with Global Quality Management System and Digital transformation replacing Global Quality Strategy, Compliance and Transformation.
• Update of Section 3.4 Operational Quality Unit: MCCQ head no longer reporting to Chief Medical Office, addition of SAIS and replacement of ITS QO by Digital Quality Operation
• Update of Section 3.6 Operational Quality Units: removal of the delegation of a qualified person for R&D activities at country level
• Update of Section 6.1.1 Product lifecycle processes for the process “Pharmacovigilance” with the addition of the coordination of the Benefit-Risk assessment and for the process “Scientific and Medical Information & Ethics” with the removal of the establishment of a governance for the medical benefit risk balance.
• Addition in section 3.3 Global Quality function and section 7 Global Quality Audits and Regulatory Inspections that R&D contribute with GQA to due diligence audits
• Minor editorial changes
February 2022 – V8.0

- Update to integrate new branding new logo, colour, font and picture.
- Update Section 1.7 Sanofi Organisation and activities, removal of "One unit in charge of API manufacturing: SAIS"
- Update of Section 2. Sanofi Quality Policy with new branded Policy
- Update of Section 3.1 Organization Chart with new organization
- Update of Section 3.3 Global Quality Functions with GQA and External Liaison mission
- Minor editorial changes