Inclusive Work Environment – Global Flexible Work Culture Overview

Sanofi Leads with Inclusion

At Sanofi, diversity and inclusion is foundational to how we operate and embedded in our Core Values. We respect the diversity of our people, their backgrounds and experiences. We recognize to truly tap into the richness diversity brings, we must lead with inclusion and have a workplace where those differences can thrive and be leveraged to empower the lives of our employees, patients and customers.
SANOFI'S GENDER BALANCE AMBITION

2025
50/50 Male/Female within our Senior Leadership

GENDER BALANCE

PRIORITIZED ACTIONS

1. Effective Engagement Campaign
2. Individual Leadership Development Programs
3. Inclusive Environment & Work-Life Integration

THE GLOBAL NEED FOR FLEXIBILITY
The Future is Flexible. At Sanofi, it's Happening Now!

- **Transformation of the Traditional Ways of Working**
  - Flexibility enables a healthier and engaged workforce by helping manage stress through improved mental and physical health, leading to increased productivity and organizational commitment

- **Sanofi Gender Balance Ambition**
  - Flexibility addresses common career barriers for women while establishing better conditions for their career advancement and development

- **Needs of a Global Workforce**
  - Flexibility responds to the needs of a global workforce that represents employees at different life stages and across various backgrounds, generations, lifestyles and cultures

- **Empowers People**
  - Flexibility builds a culture of trust and accountability, allowing employees to effectively integrate both work and life through inclusive workplace practices
THE BUSINESS CASE FOR AN INCLUSIVE WORK ENVIRONMENT

MARKETPLACE
- Flexible working can act as a differentiator in the marketplace, supporting recruitment and retention, especially in pharmaceuticals which are perceived by some as slow

WORKFORCE
- Flexible working supports the diverse needs of a culturally and generationally diverse workforce and workplace

WORKPLACE (culture)
- Policies and practices are no longer based on a traditional working culture, but rather based on the needs of a global organization that is represented and engages an international global workforce

THE EXTERNAL PERSPECTIVE

Flexible working has a range of positive effects for employees such as improved productivity, morale and health. It also has a positive effect on company performance

- 83% HR managers who believe offering flexible working would improve their employees’ ability to thrive
- 81% Executives say that workplace flexibility is embedded in their company’s value proposition and can address the widening skills gap to tap into a broader talent pool
- 19% Increase in total shareholder return – above average – for companies with a high level of employee engagement

SANOFI
THE SANOFI PERSPECTIVE

"90% of line managers believe that Sanofi enables flexible working
78% of them would like to provide employees with more flexibility

- 78% of our employees believe Sanofi enables flexible working
- 52% of Sanofi employees would like more flexibility
- 78% of line managers believe increased flexible working will positively affect the company’s ability to hire and retain the best talent
- 61% of line managers believe increased flexible working will increase engagement

GLOBAL FLEXIBLE WORK CULTURE
### Global Flexible Work Culture

- Flexibility at work can benefit both employees and the company. Flexibility may look differently depending upon the role.
- Flexibility can be formal or informal.
- Employees should be given the opportunity to work flexibly based upon personal needs and the needs of the organization.
- Managers should encourage flexible working in consultation with employees and HR.
- Our performance management policies and programmes should prioritize employee output and impact of work rather than physical presence.

### Our Beliefs

- Anyone on approved family leave will be considered an employee with full rights while on leave.
- For family leave, Sanofi will use the most inclusive definition of family and family member.
- No employee should be penalised or disadvantaged for taking approved family leave.

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### Flex at Work

#### What Can It Look Like

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<th>WHEN</th>
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| • Fixed or flexible hours  
• Compressed working week/month/year  
• Reduced hours  
• Part-Time/Full-Time | • Occasional remote working  
• 100% remote working  
• Office rotation  
• Fixed or flexible location  
• Virtual – via Zoom | • Adjust workload (reduce / increase)  
• Prioritize tasks  
• Delegate tasks  
• Reallocate parts of work  
• Responding to demand |
FLEX FROM WORK
WHAT CAN IT LOOK LIKE

PARENTAL
- Paternity Leave
- Maternity Leave
- Shared Parental Leave
- Childcare Leave
- Adoption Leave

FAMILY
- Family Leave covering:
  - Caregiver Leave
  - Spousal / Partner sickness care
  - Disabled dependent Leave
  - Extended family Leave

OTHER
- Study Leave
- Sabbatical
- Weddings / Civil Partnership Leave
- Sick Leave
- Bereavement Leave

ORGANIZATIONAL IMPACTS

Measures of success on our Inclusive Work Environment:

Increase Sanofi’s People Survey – I&D Index Results

Support Gender Balance Ambition

Strengthen Company Image and Reputation

Maintain Global Attractiveness Award via Top Employer
GLOBAL DEPLOYMENT: EMPOWER REGIONS AND COUNTRIES

1. Regional Head + HR Lead drive implementation to local countries
   a) All decisions consistent with global principles underpinned by regional minimum standards

2. Health and safety and data security will be a core requirement for Sanofi, to enable employee flexibility
   a) Align with 2030 Workplace Experience@Sanofi efforts
   b) Sanofi provides the technology necessary to enable flexible working. Sanofi will also provide the infrastructure necessary to enable flexible working, where these do not result in unreasonable cost to the business

3. Sanofi will support the integration of employees on leave and provide additional support prior to, and returning from, extended absence

THANK YOU