



*Diversity, Equity
& Inclusion*
**2022 IMPACT
REPORT**
North America



Reflect



Unleash



Transform

sanofi

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A Message from *Our Leaders*

We are pleased to share our first annual North America diversity, equity & inclusion (DE&I) impact report. In 2022, our organization made consistent progress across all pillars of our DE&I strategy, and we look forward to sharing the progress with you. At Sanofi, diversity, equity, and inclusion is *foundational* to how we operate. By *maximizing the power of difference*, we create a culture where employees feel *engaged, empowered, and included*. We want to *reflect* the diversity of our communities, *unleashing* our best selves every day to *transform* the practice of medicine.

This report outlines the progress we've made in 2022. It is intended to review our DE&I strategy, outline our progress, and share our *passion* for our *people, patients* and *purpose*. We hope this glimpse into life at Sanofi shows you how we are strengthening our DE&I commitments, influencing our suppliers to be more diverse and inclusive, and making a difference in our communities.

Thank you,

Bill Sibold,
Executive Vice President,
Specialty Care
Executive Sponsor for
US DE&I Council

Nathalie Grenache,
Head of People,
Global Specialty Care
and North America

Subarna Malakar,
Head of Diversity, Equity and
Inclusion, Global Specialty Care
and North America

Our *DE&I Strategy*

Diversity means taking competitive advantage of our collective difference. Equity means fair treatment, access, opportunity, and advancement for all. Inclusion means ensuring that you belong, are respected, and are valued.

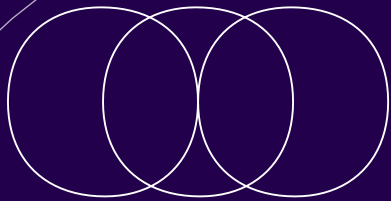
At Sanofi, we want to reflect the diversity of our communities, unleashing our best selves every day to transform the practice of medicine. Our DE&I Strategy is comprised of three pillars:

Reflect: Building workforce diversity

Unleash: Creating an inclusive workplace culture

Transform: Engaging with our diverse communities

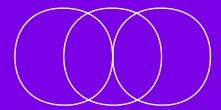




Reflect

Building Workforce *Diversity*





Reflect

Workforce *Diversity Ambition*

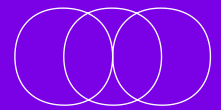
We have implemented workforce diversity ambitions to help ensure our workforce reflects the diversity of our communities and to equip our organization with diverse perspectives to chase the miracles of science *to improve people's lives.*

Our workforce diversity ambitions are:

- 50 percent representation of women in senior leadership roles by 2025.
- 12 percent Black, 10 percent Hispanic, and 14 percent Asian in the workforce.

	Where we are today	
	2022 CURRENT	2025 Ambition
Women (Senior Leadership)	41%	50%
Black	8%	12%
Hispanic	8%	10%
Asian (excluding R&D and Digital)	11%	14%





Reflect

Talent *Acquisition*

In 2022, the Talent Acquisition team at Sanofi made significant strides to advance DE&I in our **recruitment process**:

- **Created greater awareness and transparency** around our organizational ambitions to increase hiring of People of Color and Women.
- **Committed to a greater focus** on sharing and discussing workforce diversity data with our hiring leaders.



- **Partnered with hiring managers** to bring an intentional focus on diversity in both our candidate slates and interview panels.
- **Expanded our discussions** with prospective candidates around our numerous Employee Resource Groups (ERGs) and internal development opportunities to position Sanofi as an employer of choice where there is a strong sense of inclusion and belonging.

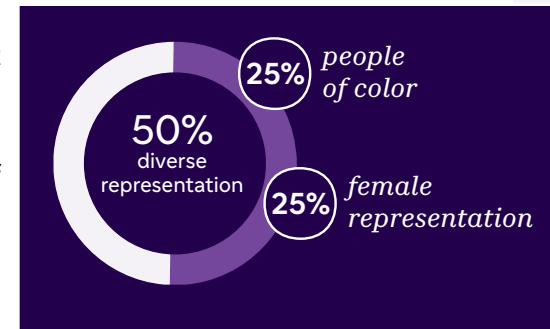
To encourage more diverse applicants, we:

- **Refreshed our job descriptions** to appropriately engage talent in the marketplace while providing inclusive and gender-neutral lan-

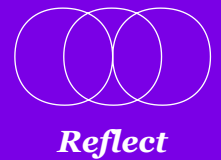
guage within our postings. Optimized and inclusive job descriptions reach and attract a higher percentage of diverse candidates.

- **Challenged our hiring leaders** to focus on what was required for a role versus what was preferred, and reminded them to consider areas that can be learned as well as skills that may be transferrable. This allows us to cast the widest and most diverse talent net possible.

- **Implemented and trained our Talent Acquisition team, People Business Partners, hiring leaders and other key business stakeholders** on our Diverse Slate Policy. Our policy is defined as having at least 50% diverse representation of 25% POC and 25% female representation. For each role, the Talent Acquisition team was intentional with striving toward a minimum of one person of color and one female in each slate presented to a hiring leader.



- **Created an increased level of accountability** for our hiring leaders by ensuring they had the same goal for interview slates.
- **Introduced the US Candidate Diversity Dashboard** to provide our Talent Acquisition Team and hiring leaders leading data regarding candidate slates, providing education and awareness at every step in the hiring process.

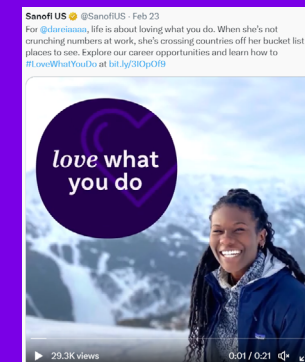


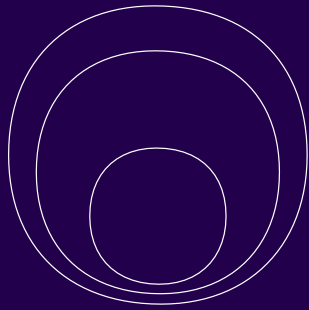
Diversity Recruitment *Outreach*

In 2022 we increased our presence at diversity recruitment conferences with a **One Sanofi** approach with representation from all our Business Units. We engaged at Men of Color, Black Excellence in STEM, American Association for Cancer Research, The National Sales Network (NSN), National Black MBA (NBMBA), Annual MBA Vets, Society for Hispanic Professional & Engineer (SHPE), Prospanica and Massachusetts Conference for Women to name a few. We were well prepared prior to our attendance with open positions to allow Hiring Leaders the ability to make offers to top diverse talent. We have expanded many of our national partnerships to the local level to increase our engagement and visibility with diverse talent throughout the year.

- 1 We **accelerated our efforts** on expanding our diversity through **Early Career Talent** initiatives such as early scouting engagement.
- 2 Through our partnership with **Howard University** we **launched a new Fellowship program** where we engaged several Fellows across Research & Development.
- 3 We **leveraged our partnership with INROADS** which focuses on the undergraduate level to prepare diverse students to enter the corporate workforce by gaining on the job experience inclusive of leadership activities and career support through their internship. We successfully recruited and hired our largest INROADS class.
- 4 We **established and successfully hired** the inaugural class for our **Leadership Accelerator Program**. This program was implemented to increase early diverse talent within the organization and create a talent pipeline for future roles.

From a Social Media outreach perspective, we developed and launched numerous campaigns featuring diverse internal talent at all levels. We created 'day in life' videos of diverse employees for use in candidate outreach. These campaigns successfully allowed our employees to share authentic stories around their Sanofi career journey with potential diverse candidates.





Unleash

Creating an *inclusive*
Workplace Culture



Diversity *Operating Review*

Ongoing check-ins to review our DE&I progress and strategies are crucial for ensuring our progress and accountability. Sanofi DE&I facilitates a quarterly diversity operating review (DOR) with the most senior leaders of our business units and functions, as well as People Business Partners, Talent Acquisition and Talent Management partners to review year-to-date progress made against the ambitions, as well as quarterly progress.

The DOR reviews diversity metrics as well as organizational talent metrics. Senior leaders discuss their diversity challenges, share best practices, and outline and adjust their diversity strategies. The DOR has proven to be a mechanism to drive accountability and ownership across the board and many of the senior leaders have replicated it with their teams.

DE&I Council

To continuously propel progress towards our DE&I objectives, Sanofi has an Executive DE&I Council comprised of senior leaders from each business unit and function. The objective of the council is to collaborate with the DE&I team to develop, anchor and drive DE&I strategy, action plans and engagement. The council meets monthly and is chaired by Dietmar Berger, Global Head of Research and Development (Interim).

Sanofi also has additional DE&I councils specific to business units and functions across the company. The councils have an executive sponsor and are comprised of senior leaders and employees. The objective for each council is to support their respective business unit or function in aligning with and driving the DE&I strategy.



“Our DE&I Strategy is driven by the ambition to build a diverse workforce, create an inclusive workplace culture, and engage with our diverse communities. For these areas, we have defined clear objectives and key performance indicators. Diversity Operating Reviews (DORs) are an important tool to measure our progress, identify gaps, and further drive our passion to become a more representative, diverse and inclusive community.”

Dietmar Berger
Global Head of R & D (Interim)







Mandatory DE&I *Performance Impact Goals*

In 2022, we introduced Mandatory DE&I performance impact goals for all US employees. We believe all Sanofi employees have a **role to play** in creating **greater equity and opportunity** for everyone in our workplace. By having all US employees establish clear DE&I goals as part of their performance goals, each colleague is **held accountable to drive impact, support Sanofi's 2025 DE&I ambition, and strengthen our Play to Win culture.**

US employees are asked to set one qualitative DE&I goal to support the DE&I strategy. Additionally, US People Managers are asked to set a second quantitative goal to support the DE&I strategy.

Of the Sanofi US employee population, **98% have added DE&I goals** to their annual performance goals. We are confident this is not only the right thing to do, but the **best thing to do for our patients, communities, and business.**

-  Delivery-focused
-  Engaging
-  Agile
-  Linked to the business

98%
completed a
DE&I goal



Employee *Resource Groups*

13

ERG'S

5000+

members

39%

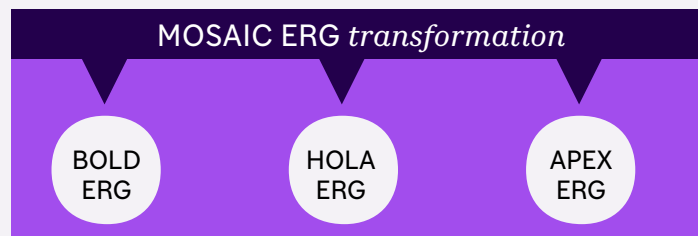
increase in participation

Sanofi Employee Resource Groups (ERGs) tap into the richness of our diversity and offer employees a forum in which to exchange ideas, network, and gain exposure to different aspects of the organization. While company-supported and executive-sponsored, ERGs are managed by employees, enhancing career development and contributing to their personal growth in the work environment. They are also a valuable asset for our company to help deliver on business objectives. The strategy of all Sanofi ERGs is anchored in the 4Cs: *Community, Commerce, Culture & Careers*. All employees are welcome in all ERGs – you do not have to *BE to belong*.

At Sanofi, thirteen ERGs exist in North America, with 5000+ members, and represent multiple strands of diversity. We recognize the unique needs that people of color groups have in our organization, as well as the different journeys each of our business units are on in the mission to build a diverse workforce that is representative of society. Delivering a best-in-class DE&I experience for our employees entails continually re-imagining how we leverage our diversity to enable a competitive advantage of our collective difference. As a result, in the first quarter of 2022, Sanofi underwent an ERG transformation leading to the evolution

of the existing multicultural ERG, MOSAIC, into three new race/ethnicity specific ERGs focused on the Black, Hispanic/Latinx and AAPI communities, respectively:

- **BOLD** - Black Organization Leading in Diversity;
- **HOLA** - Hispanic Latino Organization for Leadership & Advancement and
- **APEX** - Asian American & Pacific Islander Excellence.



Employee *Resource Groups*






CareGive











Additionally, in the second half of the year, we introduced two additional ERGs representing more strands of diversity:

- **NAIA** – North America Indigenous Awareness focused on Indigenous Peoples
- **EveryGen** – Focused on generational diversity

In 2022, Sanofi North America observed a 39% increase in ERG participation across our employee population. Furthermore, Sanofi hosted our first DE&I Summit for ERG leaders in 2022, focused on connecting ERG leaders for strategic planning, development, idea-sharing, and networking.

ERGs continue to be the lifeblood of our DE&I strategy, fueling grassroots engagements, strategic business partnership, advocacy, and community.



Angela Cimino
Senior Compliance
Manager
Co-Lead, NAIA

“For most of my life, being Indigenous/Native American meant being invisible due to racism, oppression of our culture, our languages, oppression of our way of life and trauma caused by assimilation policies.

I’ve come to learn that we are more than just trauma and have inherited 10,000+ years of knowledge, wisdom and survival. Founding and leading NAIA has brought much joy, gratitude and personal fulfillment as I continue the legacy of my ancestors, live to do all the things they were denied, become who I was born to be, and most importantly provide a space for other Indigenous employees so they don’t feel invisible, to give them a place to express their voices, their aspirations, their achievements, their goals.”



Affinity *Groups*

In 2022, we introduced Affinity Groups at Sanofi. An Affinity Group (AG) is a community of Sanofi employees connected by a shared mission to promote education, advocacy and awareness of an illness or disease within Sanofi's treatment portfolio.

Affinity Groups are launched by a therapeutic area for a particular disease or illness, and managed by the aligned GBU's Diversity, Equity and Inclusion Council.

We have since launched Affinity Groups for Transplant, Cancer, and Diabetes.



Transplant
Affinity Group



Cancer
Connect
Resources & Support for U.S. employees



Diabetes
Connect



Inclusion *Month*



For the second consecutive year, Sanofi North America celebrated Inclusion Month in October 2022. The purpose of Inclusion Month is to provide awareness, education and engagement, and celebrate the ongoing commitment to DE&I at Sanofi.

DE&I partnered with Employee Resource Groups, business unit leaders and Communications to host sessions throughout Inclusion Month that focused on:

- Celebrating Hispanic Heritage Month
- Observing World Mental Health Awareness Day
- Observing National Coming Out Day
- Engaging male allies and helping them move from awareness to advocacy
- Celebrating disabilities and neurodiversity

4,200

joined the sessions

95%
satisfaction
rating

More than 4,200 employees joined the sessions, and the average satisfaction rating was 95%.

Inclusion Month also featured World Café Day – an interactive lunch session held at different sites across the US. World Café Day featured different cultural dishes for tasting and educated employees on those dishes and DE&I topics critical to Sanofi, such as vaccination awareness in racially diverse communities and diversity in clinical trials. More than 2,400 employees attended World Café Day in October.

Inclusion
Month

DE&I *Awards*

Our diversity, equity and inclusion initiatives are the result of the dedication of our employees and the inclusive workplace they foster. Being recognized for our efforts means we're making a difference.

Our 2022 awards and recognitions included:

- **#25** on the DiversityInc Top 50
- **#64** Forbes Best Employers for Women
- **Platinum-level Gender Parity Certification** in 2022 with Women in Governance Organization
- **100% Score** on the DisabilityIN: Disability Equality Index (DEI)
- **100% Score** on the Human Rights Campaign (HRC) Corporate Equality Index (CEI)
- **Ranked** in the 2022 Seramount Inclusion Index
- **Ranked** in Seramount's Top 100 Companies for the **12th Year**
- **Ranked** in Seramount's Best Companies for Dads List for the **3rd Year**
- Ranked in Seramount's Best Companies for Multicultural Women for the **2nd Year**
- **Ranked** on Seramount's Executive Women List for the **5th Year**
- Received a **Gold Rating** (Highest Rating) in the Good Pharma Scorecard (GPS)
- **Won Reuters Pharma US** Delivering Inclusive Studies Award



Stephanie Veyrun-Manetti
General Manager Specialty Care
and Country Lead Canada

"I'm proud to share that for the fourth year in a row, Sanofi Canada has earned the Gender Parity Certification for 2022, awarded by Women in Governance (WiG). This platinum recognition reinforces our commitment to creating a work environment that is inclusive and empowers women across our organization to be successful and represented in leadership roles."



Total *Wellbeing*

Now more than ever, the **health and wellbeing** of our employees is our priority. Advancing DE&I goes hand in hand with taking care of our employees, families, and the patients and customers we serve. We encourage our employees' focus on their overall well-being. Supporting our employees with **policies and programs** to help integrate work and personal lives is vital to the Company's success. The following are some of the benefits and resources that we provide our employees:



Supporting Parents and Caregivers:

- **Parental Leave:** All new parents are eligible to receive up to 16 weeks of parental leave (14 total weeks of paid and 2 weeks of unpaid). In addition, new mothers receive 8-10 weeks of Short-Term Disability. Lastly, all new parents are eligible to return to work on a reduced work schedule.
- **Caregiver Leave:** Up to 4 weeks of paid leave is available to care for employee's spouse, child or parent with a serious health condition.
- **Sanofi US Scholarship Program:** The company provides an opportunity for up to 50 scholarship award winners to receive a \$2500 scholarship per year.
- **College Coach:** Support from former college admissions and finance officers, plus former teachers. Provides customized college lists and reviews for children's college admissions essays.
- **Back-up Care for Child and Adult/Elder Care:** This comprehensive, employer-subsidized program provides center-based backup childcare and in-home back-up care for well and mildly ill children, as well as in-home adult/elder care.
- **Sittercity/Years Ahead:** Allows employees to choose from local pre-screened caregivers for their family including babysitters, nannies, pet sitters and housekeepers. Available senior care solutions through Years Ahead. Employees receive paid memberships.
- **Adoption & Surrogacy Assistance:** Sanofi US supports adoption and surrogacy by reimbursing up to \$20,000 in qualified related expenses.

- **Elder Care Program:** Allows employees to work with an experienced Care Coach to coordinate care through an online platform. Schedule on-site care assessments, legal/financial consultations, and more.
- **Special Needs Program:** Helps Sanofi US families identify learning, attention, behavioral or other developmental issues early and equips employees to better understand, advocate for, and support their child with special or exceptional needs from birth through all phases of education into adulthood.
- **Virtual Tutoring:** Allows employees to schedule time with an experienced tutor to help their dependents 5-18-years-old stay on track with their academics.



Mental Wellbeing Support

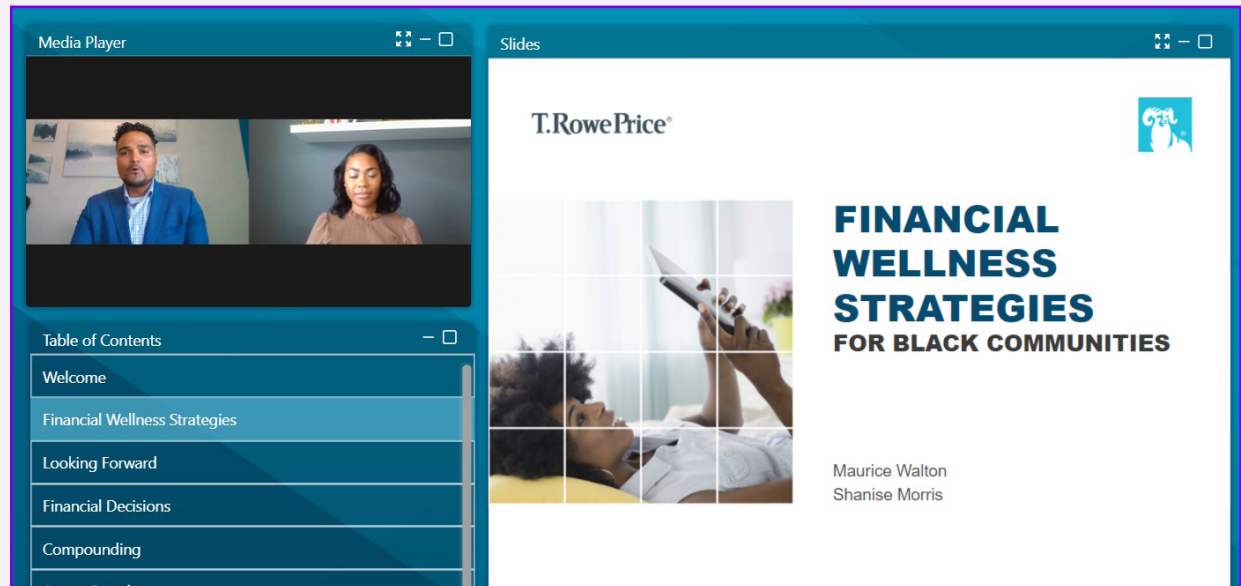
- **“It’s Ok To Not Be Ok” Campaign:** Each year well-being honors mental health with two companywide events in May and October. The goal of this initiative is to increase awareness of mental health, reduce stigma and promote our resources to support employees and their families. The events feature an external keynote speaker, employee stories and a message from our leadership team.

Mental Health Support

- **Ginger On-demand:** Support through real-time coach chat and video-based sessions with a licensed therapist.
- **AbleTo Support:** Based on cognitive behavioral therapy to provide one-on-one with a compassionate coach, therapist, or both depending on your program.
- **BeWell Guidance Resource (EAP):** Offers confidential support for all employees and their household dependents with six free counseling sessions (per person, per issue, per year).
- **Mental Wellbeing Resource Finder:** This interactive microsite is specifically built to help employees and their spouses/domestic partners find the right mental health support based on different emotional needs. Anywhere from feeling depressed to worrying about caregiver support.

Employee Resource Groups:

The Wellbeing Team partnered with 8 of the ERGs to provide various presentations and activities. Highlights include presentations on “Benefits You Should Know About”, tailored presentations on a specific topics of interest, cooking demos, and collaborations with the Employee Assistance Plan and financial experts, through all phases of education into adulthood.



Various Lifecycle Benefits and Programs



Tuition Reimbursement Policy: Rolled out a new policy for reimbursement of master’s degrees, in addition to reimbursement for associate’s and bachelor’s degrees currently covered in the policy. New annual limit (\$10,000) and lifetime cap limit (\$50,000) for all degree types. Improved program flexibility allows employees to pursue an online, hybrid or in-person program.



Maven Digital health: A platform to help navigate pregnancy, postpartum, egg freezing, fertility, adoption, surrogacy, and returning to work, including breast milk shipping program. Also includes a menopause benefit which provides 24/7 dedicated support from providers who specialize in the menopause journey like OB-GYNs, pelvic floor physical therapists, mental health providers and more.



Horizon Health Guide: An interactive personal benefits concierge service to help employees get what they need from their benefits, when they need it. The Health Guide is there to support employees in maximizing Sanofi US benefits such as finding a provider, obtaining cost estimates, scheduling appointments, resolving billing discrepancies, coordinating care and more.



Omada: Expanded the benefit to support people living with diabetes and high blood pressure while continuing to support people who want to lose weight and improve their overall health.

Telemedicine Access to doctors anytime from a mobile device or any computer for a low cost per visit.



Concierge Program: Provides assistance for personal tasks such as travel and/or event planning, obtaining discounted tickets, performing extensive web and phone-based research and much more. Includes free errands services.



Bereavement Leave: Up to 10 paid days for loss of immediate family members.

Financial Wellness Seminar Series: Provides free financial wellness seminars and access to one-on-one financial consultation. These seminars cover a range of topics including retirement, estate planning, tax strategies and moving forward in a changing world.



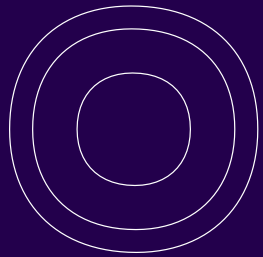
SmartDollar: A financial wellness tool that motivates participants to take ownership of their finances, develop strategies to tackle debt, plan for retirement and more.



One Pass: Free membership to online fitness classes. Discounted tiered membership to a large gym network, including national fitness centers and boutique studios.

Weight Watchers: A subsidized weight loss program based on smart food choices, portion control, physical activity, and group support.





Transform

Engaging with
Our Communities



Impacting the Health of *Diverse Communities*

Our US Public Affairs and Patient Advocacy teams have collaborated with patient advocacy organizations to promote DE&I.

These teams are listening to and acting on the needs of patients while refining their collective approach to bridging health equity gaps. Together, they are involved in distinct projects aimed at advancing and supporting best practices in DE&I initiatives. While the following examples are not exhaustive, they offer a glimpse into some of the projects supported.

Diabetes

- Launched its first in its kind Health Equity Accelerator Awards (alongside the transplant and cardiovascular teams) that bridge gaps in access to care. Aimed to accelerate health equity solutions that overcome health disparities for the transplant community, for people living with atrial fibrillation, and people living with diabetes.
- Supported the National Minority Quality Forum DRIVE improvement project driving evidence-based interventions for diabetes patients in partnership with local community centers.
- Launched GetInsulin.org a website developed in collaboration with BeyondType1 as a “one stop shop” for people who use insulin to find affordability solutions according to their insurance status and geographic location.

Transplant

- Supported the development of a program with Spanish Transplant Kidney Connectors, where donors and recipients come together to educate and motivate people in need of a kidney transplant -- and increased the total number of Kidney Donations in underserved communities.
- Supported the American Society of Transplant Surgeons in increasing diversity among transplant surgeons.

Vaccines

- Supported the National Hispanic Medical Association on vaccine education on RSV disease and immunization awareness among the Hispanic population and healthcare providers.
- Supported the Autism Society of America’s expansion of vaccine education with an initiative toolkit for state affiliates. The goal of this program is to build out capacity of state affiliates to train local offices and health systems on how to support families with autism and other sensory needs.
- Supported the Unity Consortium in developing resources and partnerships supporting multicultural messages for diverse communities with vaccine confidence webinars reaching over 45M patients and healthcare providers.

Immunology



- Supported the development of increasing resources for Spanish-speakers on translating resources and addressing the language barrier to accessing information with the Allergy and Asthma Network.
- Supported increasing education and awareness about atopic dermatitis with the objective of closing gaps in health disparities and inequities amongst Healthy Women.
- Supported the development, training, and implementation of a culturally competent tool for use during the first five minutes of clinical and patient encounters with the American College of Chest Physicians.



Danielle | Multiple Myeloma | US



Oncology

- Supported Health Tree in raising awareness of the importance of equity, diversity and inclusion for the Huntsman Cancer Institute for Spanish-speaking myeloma patients and caregivers.
- Supported leading-edge and innovative disease education awareness, LUNGeivity No One Missed Campaign, around biomarker testing within the lung cancer community.
- Continued support of the annual forum to raise awareness of the importance of addressing health disparities with the American Cancer Society Cancer Action Network.

Neurology



- Supported the Black MS Experience and Hispanic/Latinx Experience Summit at the National Multiple Sclerosis Society to provide education, raise awareness about the importance of diversity in clinical trials, and drive attendees to SanofiStudies.com.
- Supported RealTalk MS production of a podcast highlighting the importance of diversity in MS clinical.
- Supported educational and awareness of innovative treatments and care options among MS patients living in rural areas with MS Views and News.



Geoff | Multiple Sclerosis | US



Rare Diseases

- Continued to host our annual TORCH awards, a moment in time where we see, hear and thank the community for its unwavering dedication to finding ways to advocate for people impacted by rare disease.
- Supported EveryLife Foundation for Rare disease initiative to engage leadership opportunities for underserved and underrepresented rare disease community.
- Supported the Black Women's Health Imperative Coalition focused on reducing racial disparities in the rare disease community.



Rare Blood Disorders

- Increased awareness of aTTP among Black Americans, a rare blood disorder, with Black Health Matters, a US Public Affairs and Patient Advocacy Rare Blood Disorders stakeholder.
- Drove increased awareness of barriers faced by people living with Hemophilia B in underserved communities with the Coalition for Hemophilia B.
- Supported the National Hemophilia Foundation on addressing healthy equity and inclusion within the inheritable blood disorder community.



Health Equity Accelerator Awards

Sanofi is pleased to have created the **Health Equity Accelerator Awards** to recognize organizations that are making an impact in bridging gaps in access to care and improving equity. The goal of these awards is to accelerate health equity solutions to overcome health disparities for the transplant community, people living with atrial fibrillation (AFib), and people living with diabetes. In December 2022, Sanofi awarded funding to four organizations that will:



Increase diversity of blood donation through HBCU engagement ([Be The Match Foundation](#))



Create educational resources for underserved kidney disease patients to understand their transplant journey from referral to evaluation ([American Society of Transplantation](#))



Train a team of trusted community volunteers to educate vulnerable populations in North Texas about atrial fibrillation ([StopAfib.org](#))



Collaborate with food banks to connect food insecure people with care management for diabetes ([Summit Health cares](#))



Olivier Bogillot
Head of US General Medicines

“It’s clear that action must be taken to break the perpetual cycle of inequities that exist in our healthcare system – breaking down silos within the healthcare industry to contribute to a healthier and more equitable future for all.”



Torch Awards

Each year we celebrate the TORCH Awards to recognize the strength and positive contributions of individuals affected by rare diseases.

The TORCH Awards not only shine a light on the impactful stories of the recipients, but also fuel ongoing efforts for health equity, diversity and inclusion through a scholarship program and matching charitable donations.

Last year's recipients have used their voices to advocate for the rare disease community, including survivors being supporters for others living with rare diseases, and parents honoring their children and other families. We are thrilled to recognize these advocates who have taken up the torch for the millions of people impacted by rare diseases and to support their enduring and courageous efforts to bring hope to the rare disease community.



Celebrate This Year's Awardees



Blyth Lord



Nathaniel Kleytman



Cristina Vargas



Jennifer Siedman



Rob Long



Dr. Kimberly Stephens

Transforming Outreach in Rare Diseases and Creating Hope

sanofi

The TORCH Awards not only shine a light on the impactful stories of the recipients, but also fuel ongoing efforts for health equity, diversity and inclusion through a scholarship program and matching charitable donations.

Corporate *Social Responsibility*

2022 was an important year for US Corporate Social Responsibility (CSR). Having laid the groundwork needed to activate on a new strategy the year before, Sanofi was able to truly bring to life the vision and priorities centering on the concept of equity and the belief that ‘everyone deserves equal opportunity to thrive – to be healthy, to be an innovator, and to be part of a flourishing community.’ Key 2022 CSR activities included:

- Streamlined and focused investments around 3 pillars:
 - Health Equity:** Reducing barriers to Healthcare navigation and access to resources.
 - STEM Education Equity:** Closing the opportunity gaps for students in underserved communities.
 - Local People, Local Priorities:** Investing in community-identified needs.
- Approximately **90% of funding** went directly toward programs and partnerships that addressed barriers to equitable health, STEM education equity and social determinants of health in under-resourced communities.
- Began to evolve from transactional to transformational volunteerism that will ultimately lead to systemic change – all while living the **Play to Win (PTW) behaviors**.
- Launched the first-of-its-kind, multi-year partnership with the **National Association of Community Healthworkers (NACHW)** to support the infrastructure needed to advance the livelihood and effectiveness of the Community Health Worker (CHW) profession – ultimately helping patients in underserved communities get access to the care they need.
 - Tapping into our diverse talent, we created the **‘All In for Community Health Workers Innovation Journey’** to assist

NACHW with the creation of the first national digital platform for CHWs. This was a unique way to support a vital healthcare workforce for these communities, and help further our DE&I, business, and culture ambitions.

- 200+** cross-site/cross-functional colleagues participated in a three-month immersive experience to ideate on the opportunities and challenges in building the platform. As a result, we were able to provide NACHW with a roadmap for its design and implementation, with an expected launch in Q1 of 2024.
- In addition to helping NACHW, employees gained important skills such as **allyship**, listening and collaboration and became better informed advocates for health equity.



“Our CSR focus on equitable access works to ensure that those in underrepresented communities cannot only get the healthcare they deserve but the opportunities and education needed to pursue careers in our industry.”

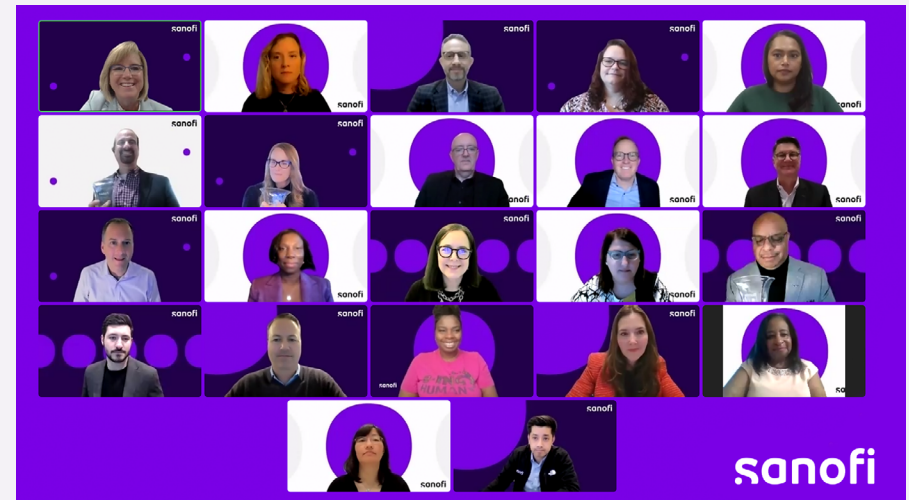
Diana Blankman
Head of Corporate Social Responsibility, US

- **Two Health Equity partners** of note continued groundbreaking work in 2022 and Sanofi is proud to support their efforts:
 - The **Babs Siperstein PROUD Center** is the first of its kind health center that offers specialized primary care services for the lesbian, gay, bisexual, transgender, questioning, intersex and asexual (LGBTQIA) community in an evidence-based, culturally competent manner.
 - **CareMessage** leverages mobile technology to help safety net organizations fulfill the essential health needs of underserved populations regardless of income or background.
- Invested **more than \$25 million across 140 programs** toward Health and STEM Equity programs.
- Launched **We Volunteer**, Sanofi's new global volunteerism initiative, and created a vast array of opportunities with regional and national partners, as well as new tools and resources for employee teams.
 - By the end of 2022, more than 2,000 employees contributed over 13,000 hours of their time to help those in need, exceeding our 2022 US participation goal by 8%.
- Launched **Leaders to Citizens** for L5+ employees, which helps to ensure that CSR is included as part of the overall leadership development path.

“This award is the highlight of my career.”

Sanofi Social Impact Award Winner

- Third annual **Sanofi US CSR Social Impact Awards**:
 - This event recognized and honored colleagues for not only the great work they do on behalf of Sanofi, but for who they are and what they do to make the world a better place.
 - A record **15 awards** were given to employees by US Country Council members to recognize the time and talents of our employees who go above and beyond in our CSR areas of focus, Health Equity, STEM Education Equity, Local Priorities and Mentorship. With more than 1,100 employees in attendance, one Honoree remarked, *“This award is the highlight of my career.”*



2,000 employees contributed

13,000 hours of their time helping those in need

exceeding our goal of participation by 8%

Consumer *Healthcare*

The Consumer Healthcare (CHC) team remains committed to DE&I and advanced the following key priorities in 2022 to accelerate inclusion:

- North America CHC created an online community, ***Our Voice***, powered by our ERGs, where in-development ads/campaigns are evaluated for culture & inclusion. Our Voice engages ERGs to weave diversity & inclusion into our campaigns to ensure our ads are culturally relevant and inclusive
- **CHC Manufacturing & Supply** launched five local ERG chapters in 2022 with local senior leaders as sponsors, and saw increased ERG participation and engagement.
- Andrew Loucks, Head, NA CHC, **signed on as co-executive sponsor of the WISE ERG**, with a focus on the advancement, inclusion, and equity of women.
- CHC **continued engagement with INROADS** to increase diverse representation of interns, and linked early career hiring, internships and DE&I as a strategic imperative.

OUR VOICE

Powered by sanofi ERGs



Supplier *Diversity*

At Sanofi, we are committed to corporate citizenship and Supplier Diversity is a significant part of our commitment to DE&I. In the words of Rakhi Agarwal, Global Head of Supplier Diversity, “Our Supplier Diversity program is about intentional, inclusive and responsible sourcing. It is about encouraging social economic growth, stimulating innovation and strengthening our supply chains by creating equal opportunities for small and diverse owned businesses which in turn, acts as catalyst to bottom-line growth.”

With the commitment of our CEO, Paul Hudson, an ambitious goal has been set of **doubling women-owned business spend** and reaching **total diversity spend of 1.5 billion Euros (US \$1,590,000,000) by 2025**. While we have made tremendous progress, we still have much to do. Of our global spend of 14B Euros (US \$14,840,000,000), we have achieved 1.23B Euros (US \$1,303,800,000) in Diverse spend in 2022, of which, 86M (US \$91,160,000) was spent with Women-owned Business Enterprises, 60M (US \$,63,600,000) with Minority-owned Business Enterprises and 5M (US \$5,300,000) with Veteran-owned businesses, amongst other diverse categories.

We also established an internal governance body, the Sanofi Supplier Diversity Council, to ideate, build and roll out each step of the Supplier Diversity Program in 2022. Looking ahead, our four-year roadmap outlines our goals and newly formulated **E3 Strategy - Educate, Engage, Excel** - which will optimize resources, transform our organizational culture, and help us innovate in creating a world class Supplier Diversity Program to create a positive impact for all of our stakeholders and business partners.

Supplier Diversity - E3 Strategy



EDUCATE



ENGAGE



EXCEL

We took the following actions under each strategic pillar:

EDUCATE

A comprehensive global education program has been built and includes creative educational tools such as:

- 20-minute Jeopardy style game
- Single sign-on supplier portal
- Updated web presence at www.sanofi.us
- Virtual Lunch & Learns and Town Hall presentations

ENGAGE

- Established numerous elements which make Sanofi procurement easier to collaborate with diverse vendors
- Established partnerships with Minority Supplier Diversity UK (MSDUK), WECONNECT International and additional advocacy groups.
- Attended virtual meet the supplier events and also sponsored International Supplier Day in Birmingham, UK.
- Strengthened our relationship with local chambers of commerce globally.



- Attended various supplier diversity programs across the globe, including the virtual ILO Conference, the Horizon Blue Cross Blue Shield Supplier Diversity Program, National Veteran-Owned Business Association (NaVOBA) and DisabilityIN Conferences.
- Deployed cutting edge procurement technology through Candex which has allowed us to engage with and pay diverse off-contract vendors more efficiently.
- Candex has also extended Supply Chain Financing to those vendors who would not normally be eligible for such programs.

EXCEL

- Ensured visibility into vendor diversity data enabling us to constantly monitor it for ways to improve.
- Harvested an array of targeted diverse supplier metrics to ensure that we can report according to the local requirements of all countries in which we operate.
- Put new policies in place across the globe, including the need to ensure that all Requests for Proposal (RFPs) of any size included at least one diverse supplier to level the playing field.

In 2022, Sanofi became one of the 10 founding members of the prestigious MSDUK European Supplier Diversity Program; Regional Procurement Head Western Europe, Henrik Kristensen, with UK & EU procurement teams, is driving the European strategy. Together they are leading the way as advocates within the industry and across Europe. Impacting our own Supplier Diversity is not enough for us, as we believe we must act as influencers to achieve broader social change by sharing knowledge and best practices.

Sanofi's relentless drive has been recognized by several international Supplier Diversity organizations in 2022:

Best Corporation - NaVOBA Awards

- Top Global Champion Award Gold Member - WECONNECT International
- No. 25 in the Top 50 companies for Diversity - DiversityInc
- Headline Sponsor - MSDUK Business Opportunity Day
- Our very own Rakhi Agarwal was recognized and received the Women's Leadership in Supply Chain Award for her passion and commitment in championing DE&I and Supplier Diversity in the supply chain space.



Rakhi Agarwal
Global Head of
Supplier Diversity

"After 23 years in supply chain, I feel very lucky to be at a company like Sanofi that is giving me the opportunity to focus solely on supplier diversity, which is quickly becoming imperative for all businesses across the globe. My goal for Sanofi is to create a supplier diversity legacy program and establish Sanofi as a leader in this space."

Diversity in *Clinical Trials*

At Sanofi, DE&I is critical to our foundation. Sanofi is designing and conducting clinical trials with clear diversity goals based on the US disease population demographics. Ensuring all individuals, particularly historically underrepresented racial and ethnic minority groups, and other marginalized individuals are included in clinical trials, is vital to Sanofi. Racial and ethnic minorities make up roughly 40% of the US population. Yet, the average clinical trial participation rate is 8% for racial and ethnic minorities. Moreover, 4 of 10 Americans will identify as racial and ethnic minorities by 2030, showing continued growth among this group. Therefore, Sanofi is committed to improving clinical trial representation.

In July 2022, Sanofi joined Novartis' Beacon of Hope program. This partnership is essential to help achieve greater diversity,

health equity, and inclusion of historically underrepresented individuals, particularly racial and ethnic minorities, in clinical trials in the US. The Beacon of Hope program is a **10-year collaboration** with 26 Historically Black Colleges and Universities (HBCUs) and four HBCU Medical Colleges/Universities: Morehouse School of Medicine, Howard University College of Medicine, Charles R. Drew University of Medicine and Science, and Meharry Medical College. In October, Dr. Andrea Hayes-Dixon (Dean of Howard University's College of Medicine) presented at our CSO Leadership Meeting in Cambridge, MA.



Pictured: Naikia Atkinson, US Head of Diversity of Inclusion in Clinical Trials (Sanofi), Dr. Andrea Hayes-Dixon, Dean of Medicine (Howard University), Kelly Simcox, Global Head of Clinical Operations (Sanofi)

As part of our early talent investment, the Clinical Sciences & Operations (CSO) team is one of several functions within Sanofi competing with other internal sponsors to recruit PharmD's in the US from Rutgers University and the Massachusetts School of Pharmacy Industry Fellowship Program. In 2022, the Sanofi Fellowship Program expanded to include a rotation in Diversity & Inclusion in Clinical Trials. In addition to the rotation in Diversity & Inclusion in Clinical Trials, Sanofi also partnered with Howard University, on a US fellowship program. The Post Doc fellows from Howard University rotation in Diversity and Inclusion in Clinical Trials will last six months out of the two-year duration. Upon successful completion of the program, **Sanofi's goal is to hire**

40% of US Population is made up of racial and ethnic minorities

8% participate in Clinical Trials

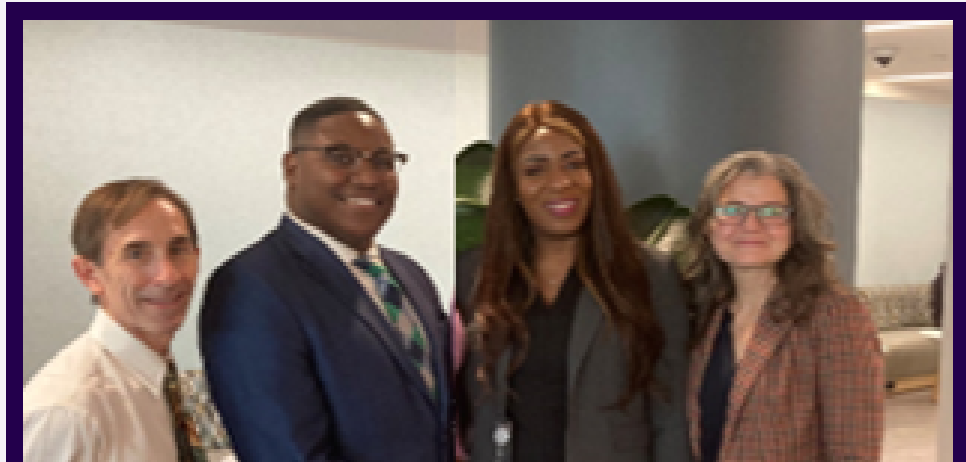
40% will identify as ethnic minorities by 2030



fellows into permanent full-time positions at the company, marking the first time an industry partner with the college has set a goal for post-fellowship employment. We were excited about the Post Doc fellows' two-year rotation within CSO and welcomed the fellows.

Sanofi is also a sponsor of the **University of Maryland's PATIENTS Program**. The PATIENTS Program offers continuous patient and stakeholder engagement to *advance health equity* in research and aligns with one of our core domains by *partnering and listening* to patients and community members with lived experience. As "PATIENTS Professors," they teach us to be better researchers and influence the design of inclusive trials. Community-engaged health research helps eliminate inequities (social and economic factors) faced by underserved populations. Both Dr. C. Daniel Mullins, Director PATIENTS Program, and DeJuan Patterson, Patient Professor (University of Maryland), attended and presented at our CSO Leadership Meeting in Cambridge, MA, in October 2022.

Additionally, Sanofi *partnered with TransCelerate*, a facilitator of cross-industry knowledge and data sharing to leverage their offerings and resources. Our Trust Builder toolkit and patient groups are important offerings leveraged to improve the '*Diversity of Participants in Clinical Trials*'.



Pictured: Dr. C. Daniel Mullins, Professor and Executive Director, the PATIENTS Program (Univ Maryland-PP), DeJuan Patterson, Patient Professor (Univ Maryland-PP) and Naikia Atkinson, US Head of Diversity of Inclusion in Clinical Trials (Sanofi), Kelly Simcox, Global Head of Clinical Operations (Sanofi)

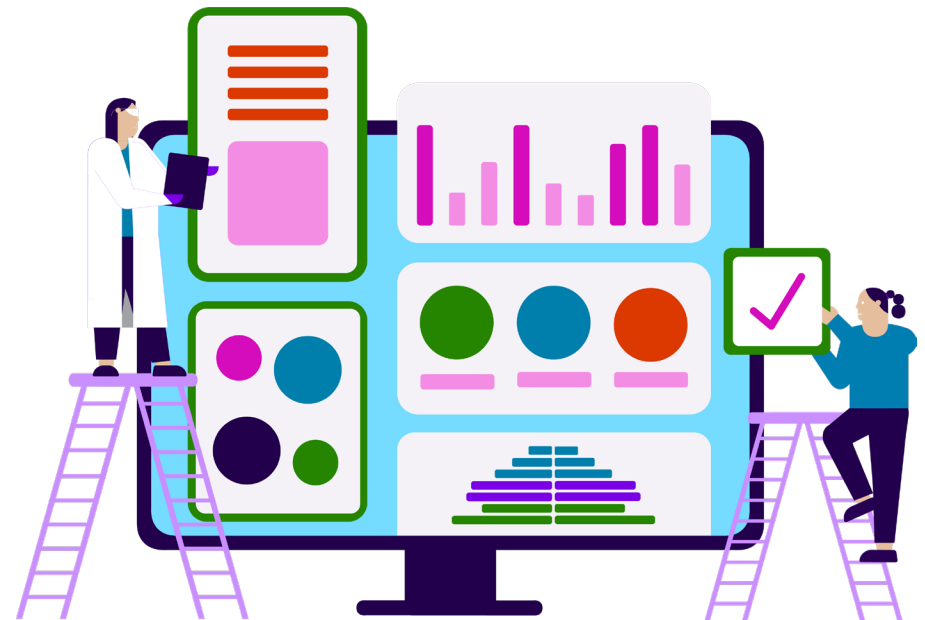
Sanofi in *Canada*

Sanofi in Canada continued to deliver on the North America DE&I strategy. The Company earned a *Platinum Level Gender Parity Certification* from Women in *Governance (WiG)*, a not-for-profit organization whose objective is to close the gender gap in the workplace and achieve parity throughout every level and department of an organization. This was the fourth year the Company participated in the Certification, having previously *achieved 3 years of Gold Parity recognition*. The Certification requires a submission of Company data as well as policies and processes which reflect the Company's commitment to diversity, equity and inclusion, as well as gender parity. This is a new milestone and a reflection of the Company's ongoing DE&I commitment.

The Company continues to recognize the need to develop the STEM (science, technology, engineering and math) talent of tomorrow. For the second straight year, the Company *awarded Sanofi Biogenius Canada Grants to deserving public high schools* from across the country to provide better access to STEM learning and education. The Sanofi Biogenius Canada Competition and Grant encourages high school students to explore real life STEM research ideas which can change lives.

The Canada DE&I Council is comprised of DE&I champions from functions and business units throughout the organization, with a goal of executing on the Company's DE&I strategy, with a lens on the needs of Canada. The Council is sponsored by senior leadership *who drive and shape* the Council's focus and direction. Un-

derstanding the importance that diversity data plays, the Council has been focusing on driving self-identification for employees throughout the organization. The data is reviewed at a high level to provide direction for the Company's DE&I strategy. The Council has also committed to ensuring all people managers have a baseline understanding of their role in delivering on the Company's DE&I strategy. All people leaders are expected to complete the Company's *Inclusive Leadership* course in 2023. This course will provide foundations for understanding of why an inclusive culture is important, and the role they play as leaders in creating and driving an inclusive culture.



2023 and *Beyond*

At Sanofi, we *work passionately to transform* the practice of medicine. Sanofi also has a long history of working with healthcare systems to make our treatments accessible and affordable to patients in need.

But the reality is that a lot of obstacles can make it challenging for some people to access healthcare professionals. Persons from underrepresented groups may have had a difficult experience and lost trust in the healthcare system. This is what a survey initiated by Sanofi in 2022 across 5 countries (Japan, Brazil, US, UK, France) showed:

- **Seven in ten people** from black and ethnic minority communities have had a trust-damaging experience
- **Seven in ten** disabled people are not feeling listened to, or feeling judged, and even unsafe
- **Intersectionality being a magnifying factor**

Launched in 2023, [A Million Conversations](#) is Sanofi's response to this challenge. We will invest EUR 50m over the next 8 years to help *close this trust gap substantially by 2030*. We *will deploy* our expertise, networks, and resources to support 100,000 people to be bridges of trust so they can have the conversations that we know are essential for lasting change.

A Million Conversation lies on 3 pillars, each aligned with pillars of our DE&I strategy:

Sanofi NextGen Scholarships (Reflect): we will grow a pipeline of diverse healthcare leaders by providing scholarships. The diverse scholars from all stages of education will be offered real experiences at Sanofi through internships and placements, progressing to permanent roles post qualification. In the US, we are partnering with the Thurgood Marshall College Fund and Rutgers University to award scholarships to diverse students beginning in the Fall semester of August 2023.

Inclusive Dialogues (Unleash): we will empower marginalized communities to speak directly to the healthcare industry about their experiences and discover solutions that will improve interactions and build trust. Internally, we have launched dialogues led by our ERGs where Sanofians hear from those with lived experience of healthcare discrimination. Externally, we will have these dialogues with our community partners.

Influence the System (Transform): we will support national conversations around trust and health inequality by developing research and policy recommendations. We will also launch a methodology to track trust levels and push for changes with the right partner organizations.



"I am resolute in our organization's ability to achieve its ambitious goal to chase the miracles of science to improve people's lives while accelerating Sanofi's Diversity, Equity & Inclusion momentum."

Subarna Malakar
Head of Diversity, Equity and Inclusion, Global Specialty Care and North America

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