

Develop Human Capital

Our approach

In an increasingly complex environment, Sanofi is transforming its business model, organization, culture and ways of working. Our Human Capital Strategy is closely linked to our 2020 roadmap and takes a far-reaching approach, embracing Sanofi's entire people agenda. Our HR function will be key to driving its execution, supported by its "One Sanofi, One HR" concept and global technology platform. It aims to align HR practices across Sanofi, promising fairness and efficiency for all employees and managers. Sanofi's human capital strategy is based on 4 pillars that aim to engage and develop our people in support of our strategic roadmap.

Human Capital Strategy Engage and develop people to support Sanofi 2020 roadmap



"Challenge your bias" program






This program focuses on the benefits of diversity (gender and beyond) and the potential negative impact of a non-diverse organization on revenues and employee engagement. It also aims to raise awareness of potential bias in our people-decisions (hiring, promotion, nominations, exposure

opportunities, salary increases) with the goal of becoming even more inclusive and fully leveraging collective intelligence.

VALUE CREATED:

Sanofi ranked among the **Top 100** Most in Demand Employers by LinkedIn: no.48 in Europe, Middle-East and Africa (EMEA) and no.93 in North America

Our 2016 progress

Objectives	2016 progress & actions
1. Maximize organization effectiveness	<ul style="list-style-type: none"> • Simplification and specialization of the organizational model favoring clearer accountabilities • Development of flexibility in our operations: Implementation of Sanofi Business Services, a new global function delivering best in class services for internal customers and external third-parties • Adaptation of the organization to the reshaped portfolio: integration of new organizations (CHC, Vaccines Europe)
2. Develop capabilities for growth	<ul style="list-style-type: none"> • Development of strategic workforce planning and identification of key areas of expertise, including: Global Marketing, Market Access, Medical and Digital • Consistent growth of "Sanofi Leaders®" based on our Lead Model <ul style="list-style-type: none"> - Continuing the Education journey for Executive leaders - Expansion of the One global Sanofi curriculum to leaders and managers <p>VALUE CREATED:  4000+ participants in Global Leadership offering expending since 2013</p>
3. Develop Sanofi leaders	<ul style="list-style-type: none"> • Strengthening Sanofi leadership pipeline <p>VALUE CREATED:  Target: staff 80% of our roles internally</p> <ul style="list-style-type: none"> • Systematic talent reviews to build succession pipeline <p>VALUE CREATED:  62% of global key positions have a successor, ready now or to be further developed</p> <ul style="list-style-type: none"> • Diversity & inclusive leadership as part of our culture journey <p>VALUE CREATED:  250 top leaders, including ExCom members & their leadership teams, attended a "challenge your bias" program. Further rollout in 2017 developed</p>
4. Evolve Sanofi culture	<ul style="list-style-type: none"> • Supporting performance & cultural shift through reward strategy <ul style="list-style-type: none"> - Individual variable remuneration fully aligned with company performance (sales, BOI, R&D milestones) - LTI program revised to reinforce engagement on long-term company & shareholder objectives - Employee Share plan to strengthen engagement <p>VALUE CREATED:  24,000+ employees in more than 80 countries participated in "Action 2016" (capital increase for employees) 1.4% of capital owned by employees as of Dec. 31 2016</p>

