


Talent Development

GRI Standards:

N/A

EXECUTIVE SUMMARY

To implement our Play to Win strategy, we must provide a supportive environment to attract and retain a skilled and engaged workforce in a stretched and competitive talent market. That is why Sanofi has defined a People strategy – fully aligned with our business goals – which fuels the passion of our people to bring their whole and best selves, offering an inclusive workplace and innovative ways of working. Key to our People strategy is talent development.

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1. Investing to develop our employees

Our new Leadership Framework for all employees defines four skills and four behaviors that are important if we are to excel and execute our strategy, and that will help employees role model the “Play to Win” behaviors that underpin our corporate culture. This framework is now embedded in our talent acquisition and development processes, driven by our People strategy principles: people-centric, inclusive, efficient, and simple, enabling brilliant people management.

This framework is a major symbolic step forward in our “Play to Win” culture transformation because it gives all our employees an open and transparent view of how they can develop their leadership skills. It encourages everyone to be a leader no matter where they are in the organization, inspiring and delivering results with and through others, and leveraging their diverse backgrounds and their blend of experiences.

Talent development is embedded in our strategic business agenda. Our Executive Committee conducts substantial talent discussion and reviews quarterly, focusing on specific areas in line with SWP, as well as digging into selected senior roles to ensure that talents are given the right attention and that Individual Development Plans (IDPs) and succession plans are managed with the right discipline.

We also continue to execute a yearly Talent Management cycle throughout the entire organization. HR is partnering with managers to support them with talent reviews and succession planning. Many local talent events are conducted in the various countries to encourage talent discovery, discussion of succession plans, and the development needed to support identified successors.

Our Talent Management playbook has been updated to provide managers with guidance and resources to support development discussions.

As part of the Talent Management playbook, we have focused our collective efforts on:

- **Pivotal roles:** present across the organization, these roles call for the creation of ‘Talent Pools’ for succession, supporting greater transversality. A number of pools are being developed over time (starting in 2021 with General Managers), using a common framework for requirements and potential development pathways;
- **Next Generation of Female Executives:** to reinforce our pipeline, we have begun to identify the next generation of female executives. They will be given specific attention so that a solid comprehensive development plan is drawn up and executed, covering networking, exposure, and training; and
- **Rising Stars:** we are also paying specific attention to the next generation of leaders further along the pipeline by deploying fast-track programs for accelerated development; this is currently being piloted in China and the International region.

1.1. OUR CAREER HUB: ENABLING EMPLOYEES TO DRIVE THEIR CAREER JOURNEY

Every employee owns the creation and execution of an impactful Individual Development Plan (IDP) based on the “70-20-10” model¹, with support from their manager and their People Partner, as a key approach for development and growth.

Many global and local campaigns are regularly deployed to promote the IDP. Employees and their managers can easily access and identify the learning resources at their disposal. As a result, an IDP has been completed or is in progress for 69% of all employees in scope, and more than 90% for high potential employees.

To facilitate this and take full advantage of emerging digital solutions, we started in 2021 to deploy our Career Hub, a centralized platform which enables employees to identify and access various career development opportunities, using different tools and resources such as:

¹ The 70-20-10 model is based on the fact that learning comes 70% from job-related experiences, 20% from interactions with others, and 10% from more formal training.

- **Talent Marketplace:** a talent mobility platform using smart technology to match employees' skills with opportunities across Sanofi, within or outside their own organization. This provides all employees access to short term projects (gigs) to develop their skills, as well as personalized recommendations for full time roles based on their skills. In 2022, 828 gigs were created enabling more than 1300 employees to participate in projects, develop new skills and extend their network.
- **Networking:** employees can connect and interview co-workers to learn more about different positions or work areas; and
- **Mentoring:** employees can identify an available mentor and start a mentorship to develop a skill, gain exposure, or explore possible career journeys.

1.2. OUR COMPETENCY FRAMEWORKS: ENABLING FOCUSED, RELEVANT DEVELOPMENT

We now have more than 70% of Sanofi's workforce mapped to our competency framework, enabling them to voluntarily self-assess against target proficiency levels. Progress has also been made through competency survey campaigns covering more than 13,000 employees. The deployment of the competency framework has continued throughout 2022:

- assessment of team competency gaps, to shape learning strategies for various job segments, and hence the deployment of relevant training offers;
- dialogue between employees and managers to deliver focused Individual Development Plans; and
- engagement of a broad capability-building community to support the entire organization in identifying company-wide competency gaps and proposed remedial actions.

1.3. A BROAD LEARNING OFFER THROUGH SANOFI UNIVERSITY

Sanofi continues to invest substantially in offering multiple learning opportunities that are critical to our competitive advantage and success in tomorrow's world and are aligned with our Play to Win strategy. Sanofi University is a key resource to help our employees to own their skills for today and tomorrow by accessing learning content from across our eight Learning Institutes (People Development, Research & Development, Medical, Digital, Manufacturing & Supply, Sales Transformation, Corporate Expertise, and Global Marketing Excellence). It empowers everyone to drive their own development, helping to unleash their potential and equip them to Play to Win.

The world-class learning and development resources are easily accessible to all our people across the world through our iLearn shared platform and Sanofi Learning Hub, launched in June and engaging the employees with a simple and personalized hub to organize all their learning. These include learning opportunities from prestigious academic institutions, carefully curated short duration learning, TED talks, playlists specially compiled by learning experts and thought leaders, and much more. Open 24/7 and mobile, it encourages employees to learn when and where they want, fostering a culture of continuous learning to support employees' career evolution and prepare them for their next roles.

Training performance indicators^(a) (based on the iLearn^(b) system)	2022	2021
Number of employees receiving training	98,740	105,959
Number of training modules	122,160	118,723
Number of training hours (total)	2,754,989	2,628,618
Number of training hours (women)	1,324,731	
Number of training hours (men)	1,417,359	
Number of training hours (gender not declared)	12,899	

(a) These figures do not include training programs followed by subcontractors. (b) iLearn delivers all compulsory and support function training.

In 2022, the number of training hours per employee receiving training increased by approximately 12% (24.8 hours per employee receiving training in 2021 and 27.9 hours per employee receiving training in 2022, i.e. 27.1h per female employee and 28.5h per male employee). At the same time, the portfolio of available training courses continues to be optimized and streamlined with a slight increase by almost 3%, in particular by making available shorter formats that are better adapted to the needs of employees. 100% of employees completed at least one training module.

2. Employee Development Programs

The following examples demonstrate Sanofi's actions in 2022 and their impact on developing our employees:

Effective Conversations

ALTUVIIIIO is a new Hemophilia A treatment launching in 2023. The objective of Sanofi's Effective Conversations program was to quickly upskill healthcare professional- and patient-facing Sanofi employees to improve knowledge on ALTUVIIIIO prescription and use.

Effective Conversations was a two-part series of immersive, one-to-one virtual Deliberate Practice (roleplay) simulations for 55 Sanofi employees. Over two weeks, each participant engaged in six practice scenarios delivered by certified, professional role player coaches, playing Health Care Professionals (HCPs) or patients.

The six practice scenarios were delivered via Zoom over two sessions, each with three increasingly challenging HCP/patient practice conversations. In Session One, participants practiced their ALTUVIIIIO critical messages in a supportive environment. In Session Two, participants were challenged with objections, comments, and concerns designed to increase the difficulty.

Global Dupixent Knowledge challenge

The aim of the Global Dupixent Knowledge challenge (KC) is to improve employee's product knowledge on Dupixent, a key product for Sanofi, through a set of gamified questions. Employees leverage gamification technology to build knowledge in disease areas, product key features and benefits, and strategy. The KC motivates employees to learn in an engaging and impactful way. It was the first initiative at Dupixent, engaging over 40 countries and 2000+ employees around the world.

The KC is also an exemplar of the Sanofi 'Glocal' delivery model in which Global teams own the framework and introduces the concept of gamification application, and over 100 local leads actively drove the adoption and the implementation of the learning activity. Employees' strong disease and product knowledge will help

improve patient outcomes by ensuring our stakeholders have access to accurate and up-to-date information about disease and treatments.

During round 1 (qualifying round), participants' knowledge improved by 15.8%, compared to an additional 6% in round 2(semi-final), which was to be expected considering a higher knowledge baseline.

Medical - Set the standard for best-in-class:

Early 2022, we set up an aligned competency framework covering the whole of Medical, including a mixture of functional and transversal competencies. Medical Strategy & Planning; Medical Evidence Generation, Interpretation, and Support; Stakeholder Engagement and the Medical Healthcare Environment were identified as the core competencies for focus, with the largest proficiency gaps reported by employees and managers. In response to this data and our changing healthcare landscape and Medical colleagues' needs, we created the Med-Core strategy. The goal of Med-Core is to accelerate learning of core Medical capabilities to decrease time to proficiency. Med-Core also fosters customized, learner-centric, blended, flexible learning approaches through three distinct learning pathways.

The first pathway, Med-Aware, is for new Medical hires and includes a supplementary self-paced e-learning curriculum and the MedAware live workshop. The e-learning curriculum consists of 14 modules, 12 medical functional and 2 transversal, which amounts to approximately 4.5 learning hours. Med-Aware raises foundational awareness of Medical Contribution to Strategy, Medical Insights Generation, the Scientific Engagement Model, and Medical Evidence Generation. The Med-Aware live workshop is 4.5 hours of peer learning per learner. Med-Aware launched in the fourth quarter of 2022 and had reached 13% of new Medical hires by October 2022, delivering 405 workshop hours and 405 e-learning curriculum hours.

The second and third pathways in the Med-Core Strategy are planned for 2023.

Winning Healthy Minds

This program, aiming to help everyone to develop strategies to improve their own wellbeing, is part of the People strategy which supports Sanofi employees to bring their whole and best selves. The focus is on resilience, energy management and productivity. The program consists of a set of best-in-class learning resources: wellbeing self-assessment, instructor-led workshops, self-directed learning experiences and nudges. Since April 2022, 2,750 Sanofi employees have enrolled onto 95 instructor-led sessions. The initial feedback from participants has been very positive: 97% of Executive Leaders felt the content was relevant, 100% of People Managers felt inspired to think differently and 96% of Individual Contributors rated the session very good or excellent. Many initiatives have been set up along similar lines to this program, both at the global and local levels, particularly in Brazil where 2,069 (around 70%) employees have completed courses related to emotional health, mental health, work-life balance, and cancer prevention.