




Alessandra Rizzi  
Head of Talent and Organization Development

# ...and this is the Sanofi Company



We are a life sciences company committed to your health.

We strive to transform scientific innovations into therapeutic solutions that make a difference to your daily life and enable you to enjoy a healthier life.



# A commitment to your health

Based in more than

**100**  
countries

**€34 bn**  
aggregate group sales

(1) Including animal health activities. See the Form 20-F 2015, p.90.

With more than

**110,000**  
employees in the world  
(incl. 147 nationalities)

Between  
2015 - 2020

**6**  
major  
innovations<sup>(2)</sup>

(2) Sanofi expects to launch 6 key products and vaccines by 2020.

Dengvaxia

Praluent  
atirocumab

Toujeo  
insulin glargine

LixiLan

SARILUMAB

DUPILUMAB

Dengue

Cardiovascular

Diabetes

Rheumatoid arthritis

Asthma ,

Atopic dermatitis ...

# Our model of innovation

4

**R&D HUBS**

across Germany, France,  
North America and Asia

14%

of sales invested in R&D  
Increasing annual R&D investments  
from €5 to €6 bn by 2020

More than

16,000


employees committed to R&D

**Key  
collaborations**



 Alnylam<sup>®</sup>  
PHARMACEUTICALS

 WarpDrive Bio

 innate pharma

**REGENERON**

Diabetes<sup>(3)</sup>

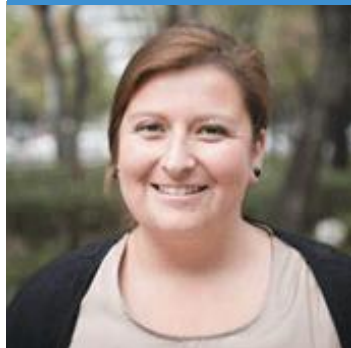
Genetic  
Diseases

Oncology  
& Immunology

(3) With Verily, ex-Google Life  
Science.

# A new organization: 5 Global Business Units

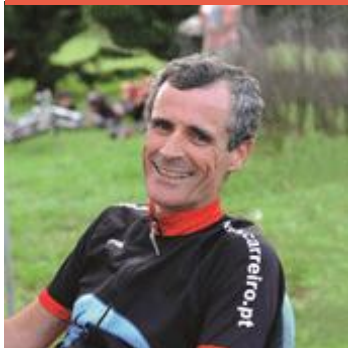
**Diabetes  
&  
Cardiovascular**



**General  
Medicines  
&  
Emerging  
Markets**  
(Off patents, Generics)



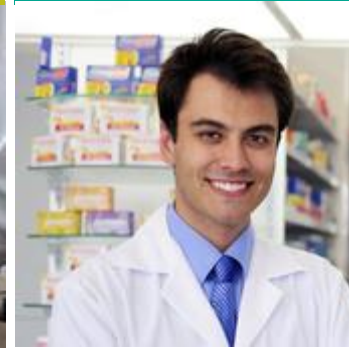
**Sanofi Genzyme**  
—  
Rare Diseases  
Multiple Sclerosis  
Oncology  
Immunology



**Sanofi Pasteur**  
—  
Vaccines



**Consumer  
Healthcare**



ITALY

Our  
commitment

1.604

mln € sales

12 mln €

Investment in  
clinical research

## Among the first companies

for employment and willingness  
to invest in the country:

- **2.400 people** (employees and coworkers )
- **96%** permanent contract
- **48%** industrial employees
- **30%** women in board of directors

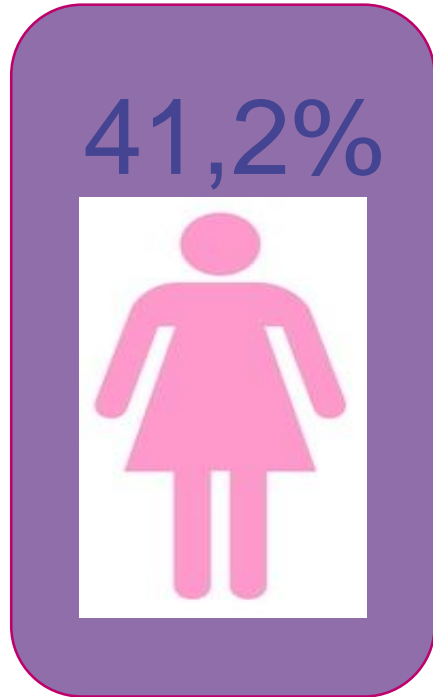
**197** million packs distributed / year

**42** million patients treated



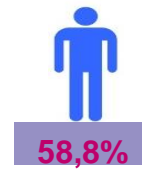
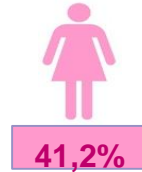
# Overall Gender Balance in Italy

Scope: All Population



Total Italy population

2369



In Manager role, with at least one N-1

381



34%



66%



In Manager role, with at least one N-2

139



28,7%



71,3%

\* Permanent active employees

Confidential



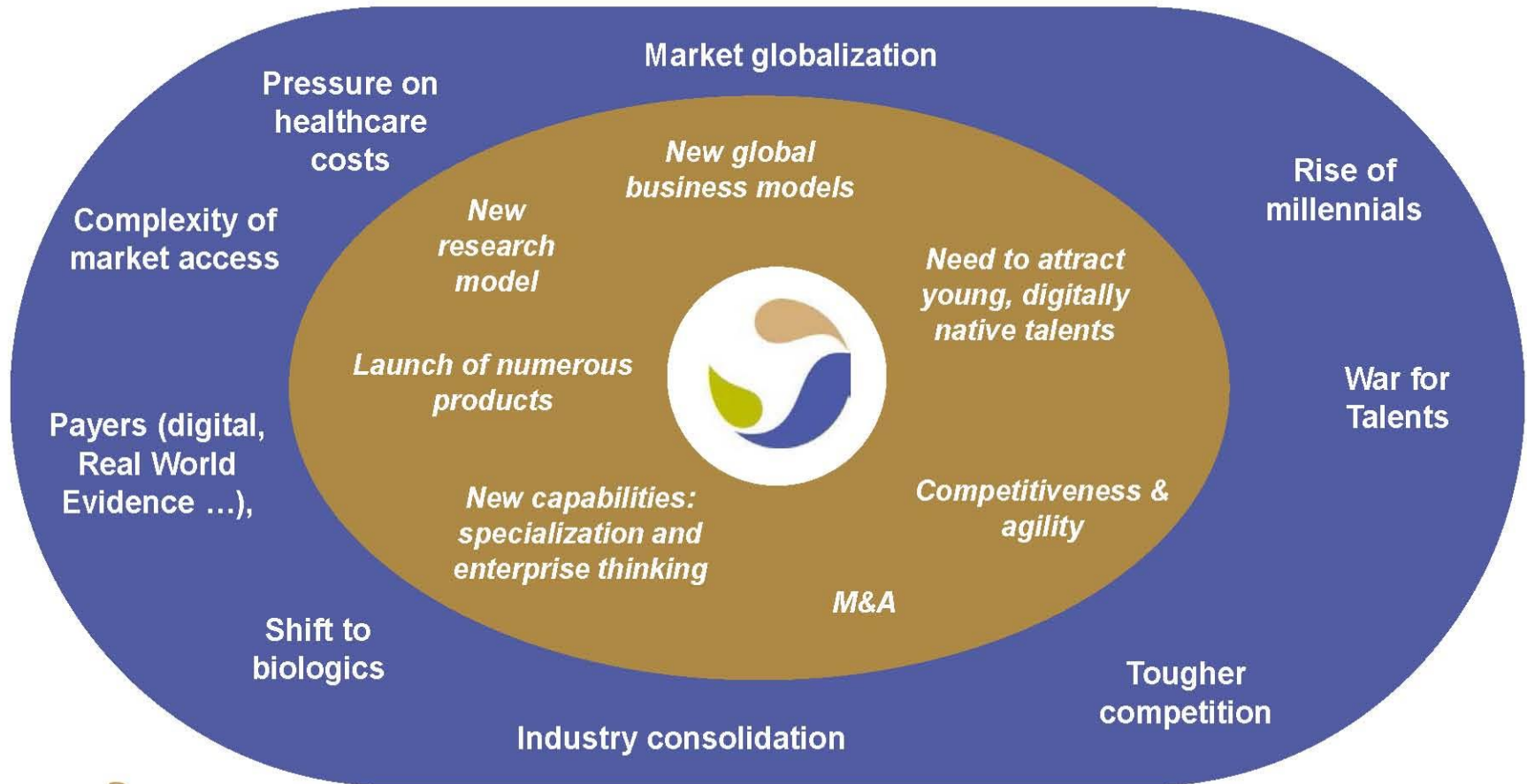
SANOFI 

# Human Capital Strategy

Application of the Content of this deck is conditioned to local regulations



# We are facing external trends, urging deep Company transformation



# Human Capital strategy enabling the 2020 roadmap for growth

## OUR 2020 ROADMAP FOR GROWTH

Reshape the portfolio

Deliver outstanding launches

Sustain innovation in R&D

Simplify the organization

Engage and grow people

Sanofi is a competitive, globally aligned, lean organization, with clear focus, accountability and agility.



1 - MAXIMIZE ORGANIZATION EFFECTIVENESS

Sanofi has the right people, with deep functional skills, able to cooperate transversally.



2 - DEVELOP CAPABILITIES FOR GROWTH

Sanofi Leaders drive their business and develop their people to success, with integrity.



3 - DEVELOP SANOFI LEADERS

Sanofi empowers and engages its people to perform and be at their best, to serve patients and stakeholders.



4 - EVOLVE SANOFI CULTURE

A globalized function, with the right capabilities to support Sanofi 2020 roadmap.



Two enablers: HR model & global technology platforms

BUSINESS

**HR**

How HR decision are made

# People management

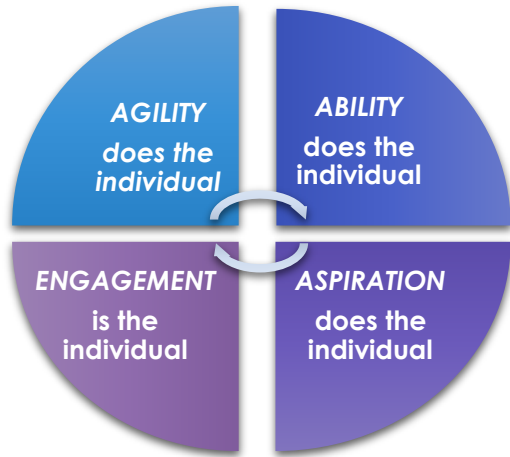
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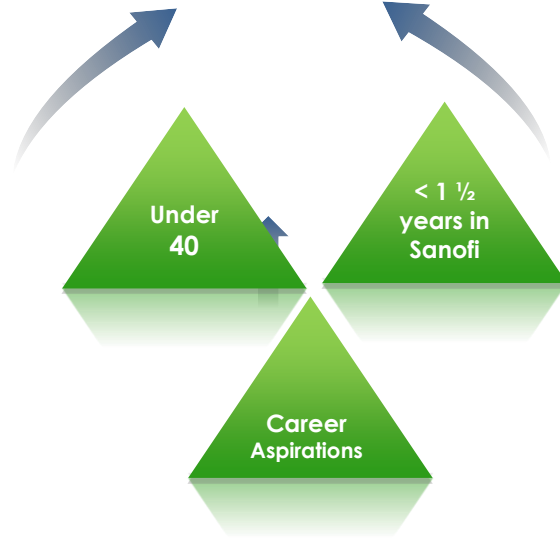
**Creare un team solido  
Aiutare il team ad avere  
successo**

# 3 MAIN POOLS

## High Potential



## New Joiner Pool

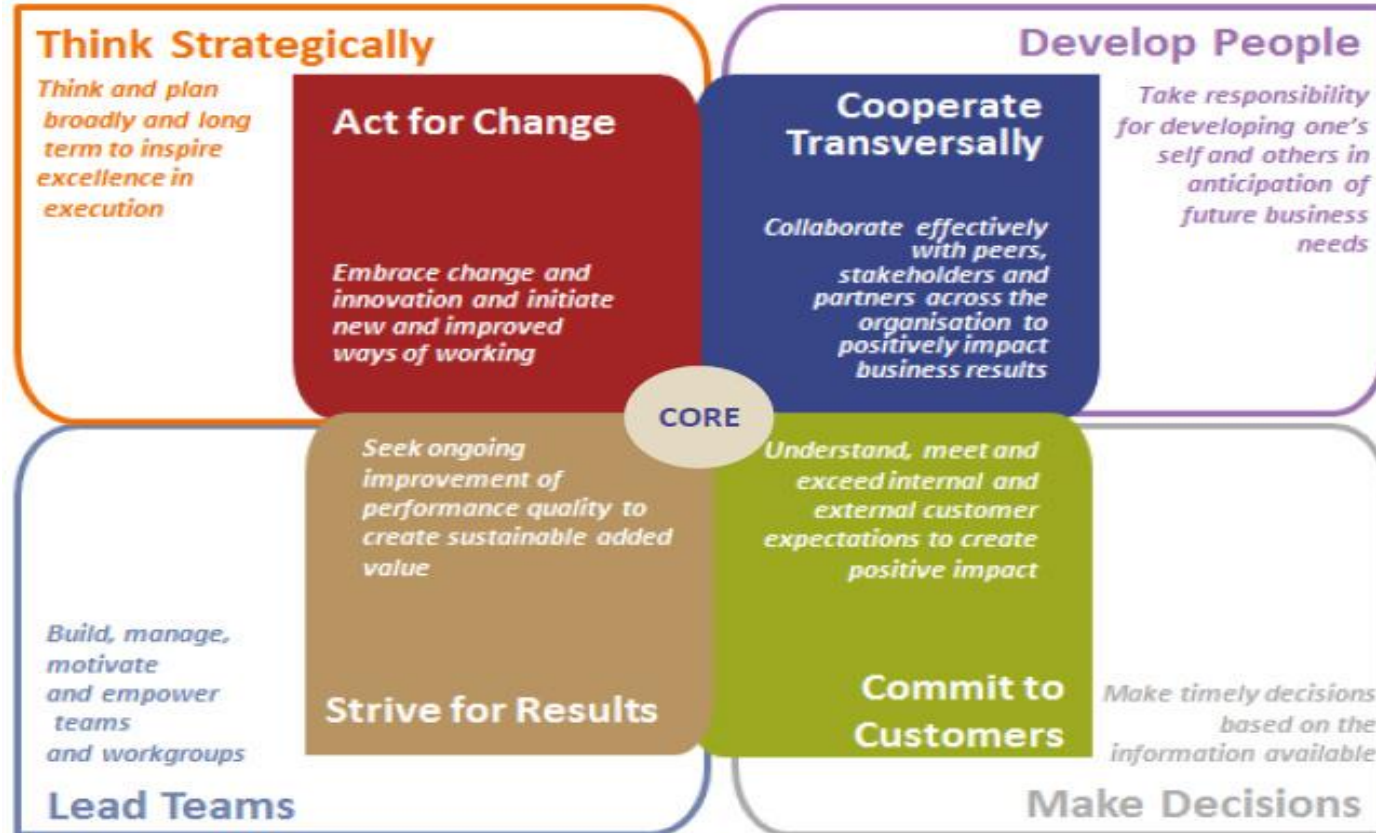


## High Performer



\*no low performance evaluation in the last 3 years  
In succession plan, key role

# Competencies



# Cooperate Transversally

	Below Expectations	At Expectations	Above Expectations
Holistic Thinking	No effort to understand other teams' goals/views	Works to understand other teams' goals and views	Proactively strives to understand various perspectives, including others' teams' goals & views
Business Orientation	Me 1st: Make decisions focused only on your own results	My Team 1 <sup>st</sup> : Make decisions understanding the impact to other teams	Company 1 <sup>st</sup> : Make decisions understanding the impact to Sanofi
Collaboration	Does not offer help or support to cross functional, geo, GBU, team colleagues	Defines clear roles & responsibilities when working across teams, geos, BUs, or Functions	Shares or transfers resources from your own team to where it is needed most for Sanofi success
Information Sharing	Withholds information at another team's expense	Responds quickly and shares information when requested	Proactively provides information to enable others' success
Problem Solving	Focused on best solution for you or your team & doesn't ask for advice from others	Approaches conflicts as a mutual problem to solve and considers others' input	Win Together – Finds the optimal solution for all parties and learns from others' best practices



# Grow future managers

Developing tomorrow's leaders today





# Consistently grow « Sanofi Leaders ® » based on our Lead Model

- Act for change
- Cooperate transversally
- Develop people



- Global Leadership offering expanding since 2013 ... 4000+ participants YTD
- One Global Sanofi curriculum by 2017
- 60% programs (~50) targeting Frontline Managers already decommissioned

**FRONTLINE MANAGERS**

**Management Essentials**  
For "First Level" Managers during their initial 18 months in role upon hire or promotion to develop critical skills to increase their own performance and team effectiveness. **809**

**Management Essentials 2.0**  
Designed to support the Frontline Managers continued development in the critical capabilities necessary for success at Sanofi.

**LEADERS (MoM)**

**Leadership Essentials**  
Build awareness and competence around leadership styles, the role of a leader at Sanofi, initializing and leading change, making decisions facing strategic challenges, and developing talent development skills.

**Sanofi Business Acumen**  
Develop a unified and clear understanding of Sanofi Business Strategy and implications of company, Business Units, Functions and Department decisions. Enhance understanding of financial performance expectations, industry benchmarks and resource allocation approaches.

**SENIOR LEADERS**

**Influence**  
Use influence as a critical competency to navigate and operate effectively within a matrix environment. **462**

**Inspire**  
Identify and practice elements of how to powerfully engage and develop others. **266**

**Impact**  
Inspire teams and deliver clear and concise, strategic messages to increase engagement & motivation. **1095**

**Innovate 2.0**  
Provide a framework that helps create an innovative mindset that encourages questioning, creativity and curiosity.

**Insights/ Sanofi Leadership Business Challenge**  
Understand the ecosystem in which Sanofi operates, the future of innovation and master practical tools to deal with a changing environment.

**Evolution Center for Leadership\***  
(for select candidates) **843**

**EXECUTIVES**

**Leading for Tomorrow**  
Develop a deep understanding of our "multi-speed economy" and new ways of leading business and teams. **171**

**Business for Tomorrow**  
Reinforce business fundamentals and new leadership skills to increase participant capacity and drive performance. **185**

**Evolution Center for Excellence**  
Build leadership excellence and reflect on strengths and development areas to build and implement a Personal Strategic Plan that aligns with personal and professional visions. **254**

**Challenge your bias**  
Gaining awareness about the benefits of diversity. Becoming more conscious of own bias, in our people decisions. **53**

**Global Onboarding**

**IC/Transversal**  
Change Management Toolkit **300**

**IC/Transversal**  
Business Partnering **420**

**IC/Transversal**  
Communication and Feedback

**IC/Transversal**  
Make It Your Business

# I manager che si distinguono nella gestione delle persone hanno team migliori

Atteggiamenti  
dei collaboratori

+ 39,7%



Fidelizzazione  
dei collaboratori

+ 37,2%



Soddisfazione  
dei collaboratori

+ 29,4%



Impegno  
organizzativo

Comportamenti  
dei collaboratori

+ 12,7%



Relazioni  
interpersonali

+ 8,3%



Adattabilità dei  
collaboratori

+ 6,8%



Affidabilità dei  
collaboratori

+ 25%



Produttività dei  
collaboratori

È come avere un membro in più  
all'interno di un team di quattro persone



# Management Essentials

## Target: new managers



# Development for Talents

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## → Individual Contributors\*

### → Target: L-2 (Global Grading)

- Examples of benchmark jobs in notes section
- IVR target (10-15%)

### → Identified as High-Potential

- Ability: For What?
- Aspiration: To do What?
- Engagement: Based on what?
- Agility: Ability to adapt to what?

### → Maximum 7 years professional work experience

## → Identified on Succession plan

- For L3 + positions
- Movement in 3 years

### → Demonstrated attention on LEAD competencies

Act for Change  
Cooperate transversally

### → Mobility desired:

Within country and/or outside of country

### → English speaking proficiency

Or linked to Development plan

## EVOLVE 2.0 UPDATE DEVELOPMENT CENTER FOR GROWTH

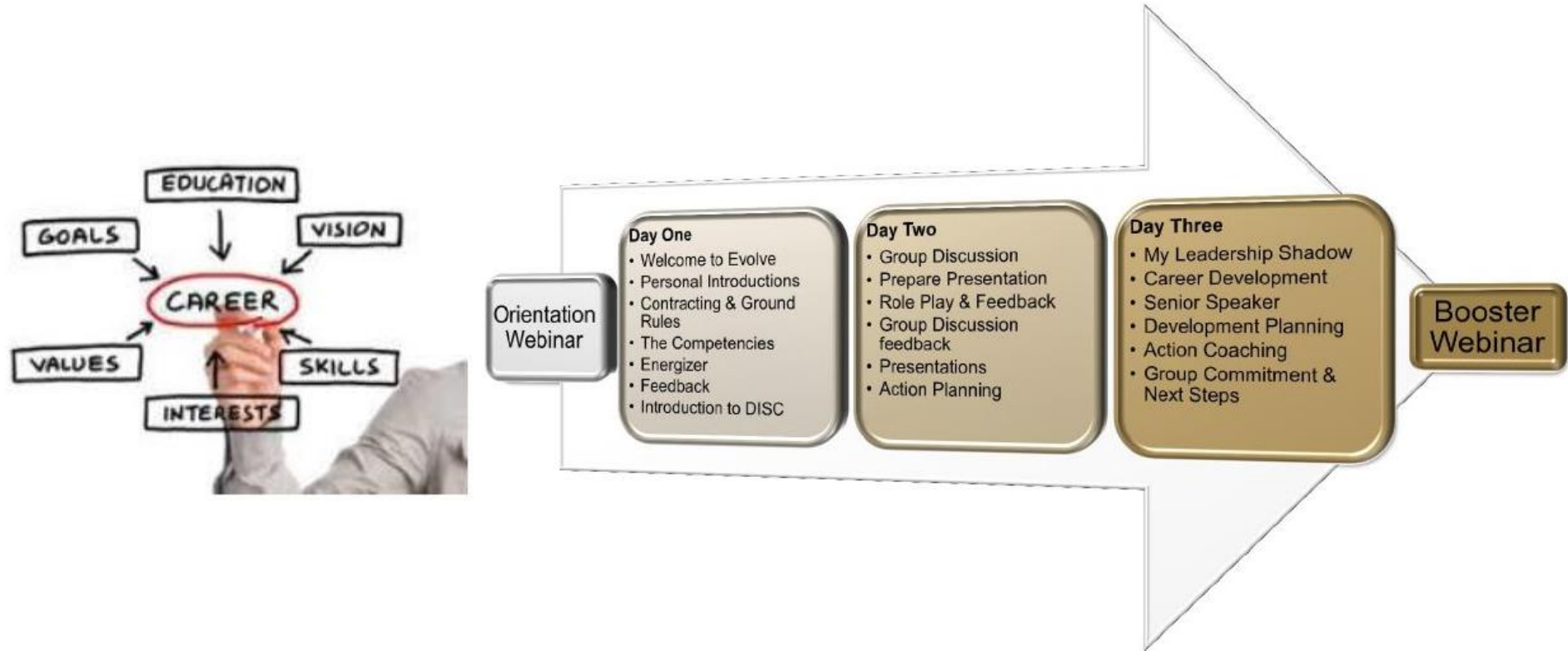


- This development center offers participants the opportunity to increase their self-awareness and their ongoing commitment towards developing in key areas to prepare them for next level positions.
- During the program, they will be coached and provided feedback to aid in their personal development and career plan.

**Identification and development  
of emerging talents for future  
leadership roles**



# Evolve 2.0





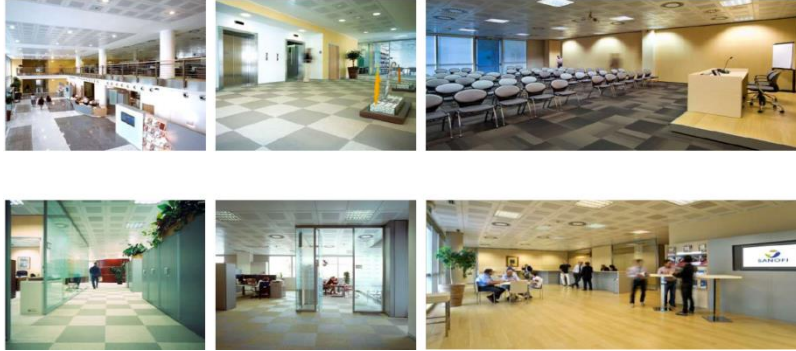
# Work environment

Developing tomorrow's leaders today

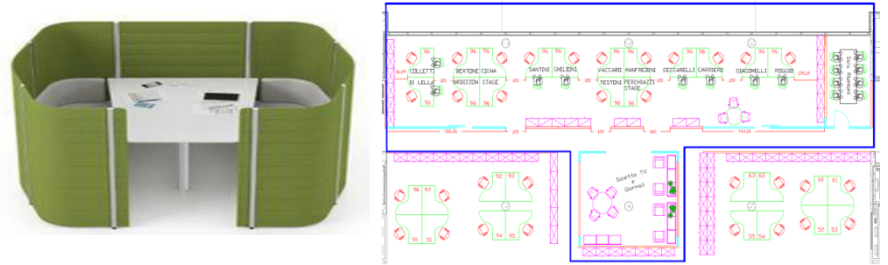




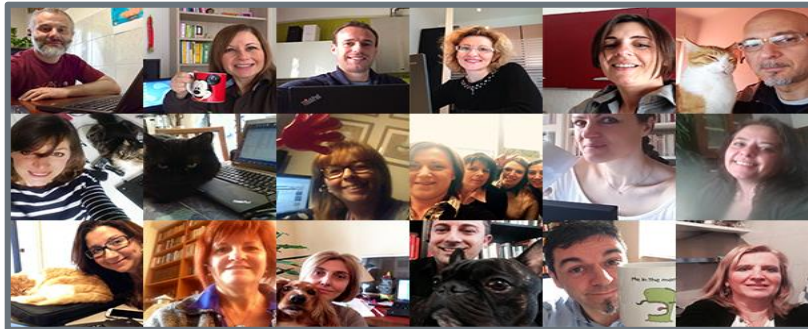
# Concept of worklife balance



## OPEN SPACE AND CONFORT CONCEPT



## HOME WORKING 1 DAY X WEEK >60% WF



## WORKDAY TECHNOLOGY PLATFORM



# THANK YOU

Is there anything that  
you may to know more?

# H O P P E

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# Le persone di Talento?

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# Our industrial network

More than  
**100**  
industrial sites

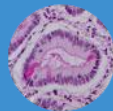
Around  
**€1 bn**  
invested every year

More than  
**40,000**  
industrial employees

**Producing**



Biologics



Pills / chemistry



Delivery devices

# Skills development is facing specific challenges



## NEW SKILLS & PROFILES

A fast changing environment requiring to constantly **review and upgrade the skills & profiles** of employees to remain competitive.

## NEW WAYS

More complex structures impacting information flows and decision-making: people have to adapt their **ways of working** to be able to deal with multiple parallel projects.

## NEW ASPIRATIONS

People from different generations, with **strong aspirations**; How to attract, engage and grow them? We must ensure they are able to work together and create value for the business.

# Our competencies

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# A large presence in the Country with high level of integration and a simple legal structure



**ORIGGIO (VA)**  
CHC Products  
(Pharma Solids Division)



**MILANO**



**SCOPPITO (AQ)**  
Established Products Solids  
(Pharma Solids Division)



**SANOFI GENZYME (MO)**



**ANAGNI (FR)**  
Established Products Injectables  
(Pharma Injectables Lyo division)



**BRINDISI**  
Chemistry & Biotechnologies



**4 Industrial Plants**  
**2.700 employees**  
**1.600 mln sales**