



ACTING ETHICALLY  
AND RESPONSIBLY FOR THE PATIENT

2011 - 2012



SANOFI

# CORPORATE SOCIAL RESPONSIBILITY

## PUTTING PATIENTS AND PEOPLE FIRST



**Christopher A. Viehbacher**  
Chief Executive Officer, Sanofi

Corporate Social Responsibility (CSR) is, rightly, becoming increasingly important to all companies. As a global leader and partner in healthcare, we feel an immense responsibility to all our stakeholders, internally and externally. CSR is both a mindset and a method. It enables us to remain focused on the patients and people at the heart of our business, while ensuring we live up to our responsibilities.

For many decades, Sanofi has been committed to bringing innovative solutions to patients. But in order to have a real impact, we have to go beyond medicines and improve access to quality healthcare. Over the years we have partnered with many NGOs and stakeholders to improve healthcare for the poorer populations in particular. It is only through partnership that we can succeed and you will find some examples throughout these pages.

Each of us has a duty to leave the planet in a stronger position for future generations. No company can ignore this responsibility and we are increasing our commitment with a number of initiatives including using renewable energy and minimising water usage.

Of course, we cannot achieve any of this without our people. We need a healthy work environment that promotes equality and diversity. Change has to be led from the top and I am leading and sponsoring this continued involvement at Sanofi. We have made this a focus and have a number of talent development initiatives and councils to ensure that diversity and in particular gender equality are high on the agenda and that all employees can evolve within our Group.

I am proud of our work in ensuring access to affordable and innovative medicines, our initiatives to protect the environment and the increased diversity in our talented workforce. We will continue on our path, ensuring all our actions are driven by a strong ethical respect for all we serve.

PATIENT

ETHICS

PEOPLE

PLANET



**Gilles Lhernould**  
Senior Vice-President  
Corporate Social Responsibility

## CSR FOSTERS SUSTAINABILITY

As an integral part of Sanofi's strategy and values, our CSR approach enriches each aspect of the Group's activities. It provides us with a vision for the future and it fosters sustainable growth. Corporate Social Responsibility is a critical part of our strategy because it not only drives our performance – it improves our performance.



### Our Stakeholders

are patients, employees, shareholders, suppliers, competitors, local communities, public authorities, healthcare professionals, and the list goes on.



# OUR VISION

## OUR PRIORITIES

For several years now, Sanofi has been interacting with our stakeholders to better understand the issues they consider most important. We undertook a formal consultation process with many categories of stakeholders, including a survey to identify the CSR challenges the Group must address. By combining their feedback with our strategic plan, **we established 12 priorities.**

- PATIENT**
  - Access to healthcare
  - Patient safety
  - Innovation for patients
- ETHICS**
  - Ethics in R&D
  - Business ethics
  - Human rights
- PEOPLE**
  - Health and safety in the workplace
  - Diversity
  - Workforce development
- PLANET**
  - Climate change and energy
  - Water
  - Pharmaceuticals in the environment

## CSR ORGANIZATION

### CSR Direction

Sanofi is aware of the value of CSR when it comes to putting patients and people first. Given this function's strategic importance, the CSR Direction reports directly to the CEO. The CSR Direction coordinates all initiatives through its four departments: Access to Medicines, Diversity/Disability, Childhood Mission and CSR Excellence.

### A vital network - 40 correspondents

CSR correspondents are active throughout all of Sanofi's regions and functions worldwide. They play an essential role in implementing the Group's CSR approach globally and locally and coordinating initiatives adapted to each entity, country and affiliate.

### Applying CSR practices individually

Sanofi relies on individuals to implement the Group's CSR practices on a day-to-day basis. The CSR Excellence Department organizes initiatives to increase awareness of CSR challenges among all employees.

## PATIENT

### DID YOU KNOW?

Today nearly 1/3 of the global population does not have regular access to essential medicines.

(source: WHO)

## THE PATIENT IS AT THE CENTER OF THE GROUP'S ACTIVITY

Sanofi places the patient at the heart of the Group's concerns. Respect for patients means being attentive to their needs. It means adapting to the expectations of local communities, including the most disadvantaged ones. It also requires building a new business model based on diversification to expand our product portfolio. In addition to prescription medicines and vaccines, the Group's portfolio today includes consumer healthcare (OTC) products and generics, with a balanced presence on traditional and emerging markets. We have also strengthened our position in the field of rare diseases through the acquisition of Genzyme.

## ACCESS TO HEALTHCARE

Ensuring healthcare for all is one of the most pressing challenges facing societies today. Sanofi facilitates access to quality medicines and vaccines for as many patients as possible, including those most in need.

### Access to Medicines

To promote access to healthcare for patients most in need in developing countries, Sanofi created a dedicated Access to Medicines Department. Our approach is designed to make a long-term, sustainable impact by improving access to medicines and vaccines for as many patients as possible in disease areas where the Group has acquired expertise. Working closely with our affiliates and Sanofi Pasteur – our vaccines division – we also rely on the complementary know-how of our partners to organize initiatives in the field.

### Sanofi Espoir Foundation

The Sanofi Espoir Foundation was created in 2010 to help reduce healthcare inequalities in the long term while also responding to humanitarian emergencies. The Foundation is built on over 15 years of commitment to international solidarity through prevention, training and access to healthcare. It adheres to the UN Millennium Development Goals, particularly those related to fighting disease, improving maternal and child health and combating poverty. The Sanofi Espoir Foundation coordinates 33 solidarity programs with its partners in 45 countries.

### Non-infectious diseases

One of the Group's priorities is ensuring access to healthcare for non-infectious diseases, also called chronic diseases. Patients' needs in this area are growing and these diseases represent a major obstacle to global development. Sanofi believes it is vital to strengthen efforts to prevent and treat chronic diseases, especially in the fields of diabetes and cancer.



**\$5** Million  
per year for  
the WHO partnership  
(\$50 million since 2001)  
to improve the clinical  
management of  
neglected diseases.

# PATIENT SAFETY

One of our principal missions is to ensure the safety and quality of the Group's products.

This mission upholds our commitment to patients everywhere and concerns products under development as well as those already on the market and being used by patients.

The Group monitors all pharmaceutical products – from the first time a compound is administered to human subjects (Phase I clinical trials) to the end of the product's life cycle.

Sanofi has initiated the largest drug monitoring study ever launched in Africa to track the efficacy and safety of our antimalarial agent, ASAQ: **20,000 patients** will be monitored over 2 years.

**We have a dedicated team devoted to monitoring drug safety, the Pharmacovigilance Department, which is in charge of:**

- Detecting, evaluating and monitoring risks related to the use of all Sanofi's medicines and vaccines
- Developing and implementing measures to reduce such risks, as well as preventing adverse events
- Promoting the proper and safe use of medicines.

## Counterfeit drugs

The World Health Organization estimates that 50% of medicines purchased over the Internet from illegal sites are counterfeit. These products represent a very real danger for patients' health and may be responsible for a large number of deaths.

Given the seriousness of this widespread phenomenon, Sanofi is actively involved in combating counterfeit drugs on many fronts, from raising awareness to using tamper-evident packaging and safety labels to contributing to international investigations leading to the confiscation of counterfeit drugs.



# INNOVATION FOR PATIENTS

With an eye to innovating and satisfying patients' unmet medical needs - meeting one of the obligations to our stakeholders - Sanofi establishes external partnerships and alliances while also developing specialized entrepreneurial units in-house.

**"The core of our activity is and will always be innovation. Opportunities are everywhere - inside and outside the Group - and we must seize them."**

Christopher A. Viehbacher, CEO, Sanofi

Dengue fever affects up to **100 million people** each year and causes over 20,000 deaths.

## Our latest innovations: 3 examples



### Genzyme: Applying the most advanced technology to treat rare diseases

The recent acquisition of Genzyme, a global leader in biotechnology, brings access to the most advanced technologies in life science, strengthening Sanofi's reputation as a global center for excellence in rare diseases.

### A candidate vaccine to prevent dengue fever

Dengue fever is the second most widespread endemic tropical diseases after malaria. No specific treatment exists for this disease, and developing a vaccine is extremely challenging.

Based on an innovative biotechnology approach, the Group is working on an advanced candidate vaccine that we hope will be available by 2015.

### Award-winning design for our diabetes device: iBGStar®

The iBGStar® is the first blood glucose meter that connects to a smartphone. This compact device allows independent diabetes management for people with diabetes. With its innovative features and ease of use, the iBGStar® won the prestigious red dot design award 2011 in the category of life science and medicine.



reddot design award winner 2011

**DID YOU KNOW?**

All Sanofi employees, regardless of where they work or the job they do, must uphold the principles and values of the Code of Ethics.

Sanofi is respected across the globe as a healthcare leader, not only for our business achievements and scientific innovations, but because people can trust us. Ethical conduct is essential both within and outside the Group in all our dealings with colleagues, customers, investors and our other stakeholders. Respecting the rules of ethics is one of the pillars of the Group's CSR approach.

## ETHICS IN R&D

Scientific and medical research is an essential part of preventing and combating disease.

### Clinical trials worldwide

In February 2011, Sanofi's R&D portfolio included 55 projects in clinical development. Sanofi conducts clinical trials across the globe, including in developing countries and emerging markets, where they are subject to the same ethics standards and quality requirements as in developed countries. To ensure quality and compliance with ethics rules, clinical trials and all the systems and processes involved in these studies are audited by a specialized internal independent Quality department.

**Patient safety:**  
Our No. 1 priority  
in clinical trials

### Bioethics

In light of today's changing legal context, Sanofi's Bioethics Committee is drafting a Bioethics Charter designed to provide guidance for all employees and remind them that research on human subjects and biospecimens should never, for any reason, be conducted to the detriment of basic individual rights such as integrity, dignity and privacy.

### Use of laboratory animals for research

Sanofi is firmly committed to going beyond regulatory requirements to protect the welfare of laboratory animals. The Group establishes internal ethics committees that ensure research is undertaken with a clear scientific purpose and that all available alternative methods are considered. Projects involving animals must contribute to the improvement of human health or the quality of a drug. Ethics committees also monitor all aspects of animal welfare, and initiatives to replace, reduce or refine the use of laboratory animals are encouraged.

**148**  
clinical trials  
were conducted in 2010,  
with 15% of patients  
coming from  
BRIC countries  
(Brazil, Russia, India  
and China).

## BUSINESS ETHICS

Ethical business conduct is a fundamental component of our CSR approach. Sanofi believes that economic performance cannot be dissociated from responsibility, and the Group establishes codes and charters to manage our business activity.

### Responsible marketing

Applying the highest ethical standards, Sanofi is committed to providing all necessary information about the proper use of a medicine so that the prescribing physician and the patient can make an informed decision. Our Global Medical Affairs Department has established procedures and directives that comply with international standards to be applied worldwide by all Sanofi entities.

In 2010, Global Medical Affairs reviewed **685** promotional materials prior to utilization.

### Code of Ethics

The Code of Ethics is provided as a resource for employees and contains the ethical principles that all employees must respect. Since 2006, a warning system has been set up to ensure that internal practices comply with the Group's Code of Ethics. All Sanofi employees may anonymously express their concerns about potential illicit practices or practices that they feel contradict ethical principles.

### Responsible procurement

Sanofi aims to select goods and services provided in compliance with the highest social, ethical and environmental standards. By late 2010, over 1,880 suppliers had been or were being evaluated.

"Everyone at Sanofi, wherever they are and whatever they do, can rely on the Code of Ethics as their framework in their dealings with others."  
(New Code of Ethics)

## HUMAN RIGHTS

Sanofi is committed to incorporating the principles of human rights in the Group's operating activities. We are convinced that these principles apply to people, nations and, by extension, to businesses. Ensuring respect for human rights in companies has also become a key corporate social responsibility topic today as a result of two factors: **international standards** have become more stringent, and **stakeholders** are putting more pressure on companies to provide information about their practices.

### Global Compact principles incorporated into the Group's activities

Since 2003, Sanofi has complied with the 10 Principles of the UN Global Compact. As part of this commitment, each year the Group issues a "Communication On Progress," signed by our CEO, to report to the UN Secretary-General about the Group's progress in human rights.

### Making a commitment to human rights in business

In 2010, Sanofi introduced new inter-company training sessions for senior executives of the various companies that are members of EDH (*Entreprises pour les Droits de l'Homme* - Businesses for Human Rights) in order to raise awareness about human rights among Group employees.

In 2010, Sanofi introduced an assessment to ensure human rights policies are implemented at Group level and to identify any areas for improvement.

Sanofi was a founding member of EDH (*Entreprises pour les Droits de l'Homme* - Businesses for Human Rights) in 2007, alongside seven other French international groups.

### Sanofi pays attention to Human Rights:

Abolishing forced labor  
Non-discrimination  
Local economic development  
Environmental protection  
Freedom of association  
Working conditions  
Fair compensation  
Abolishing child labor  
Diversity  
Respect for privacy

## PEOPLE

### DID YOU KNOW?

Sanofi employs over 100,000 men and women in more than 100 countries. This wealth of different cultures highlights the individual at the heart of our concerns.

As one of the world's leaders in the pharmaceutical industry, Sanofi is proud of the diversity of our employees' talents and cultures – the driving force behind our success and sustainable performance. We are committed to protecting their health and safety while continuing to promote diversity and prevent all forms of discrimination. We support employees' professional skill development at all levels and in all countries.

## HEALTH AND SAFETY

Protecting the health and safety of our employees is a key priority for Sanofi. The Group has a policy to assess and control risks, regardless of the type of collaboration – involving employees, temporary employees or external service providers. We provide training and information so that employees can play an active role in their own health and safety.

### Health in the workplace

Sanofi is committed to safeguarding the health of each and every employee by protecting them from any harmful exposure to chemical, biological, physical and psychosocial risk factors. Most occupational illnesses declared in 2010 concerned musculoskeletal disorders related to movements associated with repetition, posture or strain. The Group has designed a specific action program devoted to workstation ergonomics.

### Safety in the workplace

**To reduce workplace accidents, Sanofi organizes many initiatives to**

- Improve safety for medical sales representatives
- Protect the safety of external service providers
- Reward best practices.



The total number of lost-time motor vehicle accidents was reduced by **40%** from 2006 to 2010.

Between 2006 and 2010, Sanofi recorded a nearly **30%** decrease in the occupational injury with lost-time frequency rate.

## DIVERSITY

Sanofi recognizes that our company should reflect the diversity of our customers and the global society in which we live and work.

We depend on the unique and wide-ranging talents of our employees to make the Group more innovative, effective and competitive. Building an inclusive working environment is one of our goals in line with our values, business and strategy.

Sanofi promotes equal opportunity and fair working conditions for all – regardless of gender, ethnic origin, sexual orientation, religion, age or disability. We promote diversity by taking into account individual differences and encouraging balance between professional and private lives. We are committed to preventing all forms of discrimination.

Specific projects are launched and supported at the Corporate level and/or by individual countries, in accordance with local law, in order to promote:

- Gender balance: mentoring programs, networking, etc.
- Age management: junior apprenticeships, senior employees, etc.
- People with disability
- Underprivileged populations
- Ethnic minorities.

Moreover, Sanofi has twice (2010, 2011) been a premium sponsor of the Women's Forum in Deauville, France, to promote women's vision on the economic and social issues of our times.

Women represent  
**46.3%**  
of the total  
Sanofi  
workforce.

Between 2006  
and 2010,  
the number of  
Group employees  
with disability increased  
by **21%** to reach  
**1,779** people in  
**30** countries.



## WORKFORCE DEVELOPMENT

As a global healthcare leader, we believe that the men and women of Sanofi are key assets for the Group's success and we are committed to supporting their professional development throughout their careers.

### Career development

Each Sanofi employee has talent and potential. The Human Resources career development policy is based on enhancing professional skills and cultivating each individual's potential, at all levels and in every country – because we know that the diversity of the Group's workforce drives both performance and innovation.

### Supporting change

In each country affected by organizational changes, Sanofi implements the optimal means for providing support to employees while respecting local regulations. The Group negotiates with employee representative bodies, provides internal and external training and provides career development assistance to offer new employment prospects and support impacted employees as they change functions or organizations.

"Professional training is an essential part of development for both the employees and Sanofi. Everyone has a duty and a right to undergo appropriate training, and to this end the Group provides the necessary resources and commitment."

(Excerpt from the Sanofi Social Charter)



# PLANET

## DID YOU KNOW?

Worldwide, as many as 13 million deaths could be prevented every year by making our environments healthier.

(source: WHO)

Safeguarding the environment is one of Sanofi's responsibilities as a global healthcare partner. The connection between environmental hazards and impact on health has been clearly established. Because we are focused on patients' needs, reducing environmental risk is a natural part of our CSR practices.

Minimizing the environmental impact of our business activities, protecting public health and addressing climate change – meeting these challenges guides Sanofi's actions each day.

# CLIMATE CHANGE AND ENERGY

As a major economic player, Sanofi has adopted an ambitious policy to address climate change. The Group seeks to limit our carbon footprint by minimizing greenhouse gas emissions and reducing energy consumption.

## Industrial Affairs

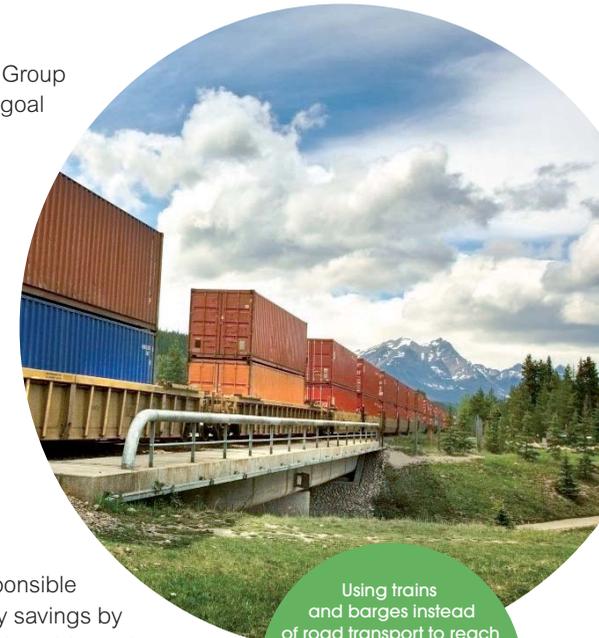
Sanofi's Industrial Affairs – the division of the Group that consumes the most energy – has set the goal of reducing its energy consumption by 11% between 2009 and 2013.

## Transporting medicines

Whenever possible, Sanofi implements alternative means of transport that optimize energy consumption and limit CO<sub>2</sub> emissions.

## Optimizing day-to-day energy consumption

In addition to reducing the consumption of energy required to produce medicines and vaccines, employees make a fundamental contribution by adopting environmentally responsible behavior. Various Sanofi sites generate energy savings by installing high-efficiency devices and using adaptable settings for lighting, heating and air conditioning based on occupancy.



Using trains and barges instead of road transport to reach ports such as Marseille and Le Havre (France) allowed us to reduce related CO<sub>2</sub> emissions by **56%** between 2007 and 2010.

Sanofi's goal for 2005-2013:  
**15% reduction** in direct and indirect CO<sub>2</sub> emissions based on units produced

# WATER

The sustainable management of clean water has become one of the most important issues of the 21<sup>st</sup> century. Water is necessary for many of the steps involved in manufacturing medicines and vaccines, and responsibly managing this resource is a key priority for Sanofi.

## Water consumption

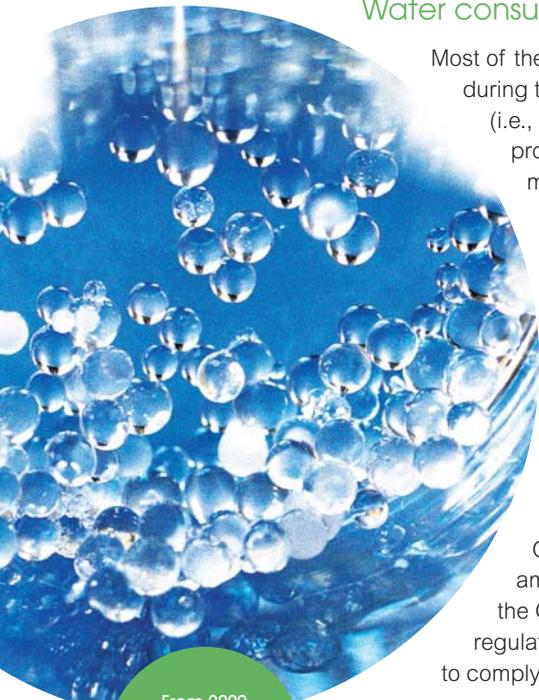
Most of the Group's consumption concerns water utilized during the various stages of our industrial processes (i.e., fermentation and vaccine production), in cleaning processes and for cooling systems during manufacturing.

In order to responsibly manage water use, Sanofi aims to systematically assess all areas with potential for water savings and establish initiatives to reduce consumption.

## Wastewater discharge

At all the Group's sites, Sanofi seeks to identify and implement the best available techniques to treat wastewater effluents based on their physicochemical characteristics.

Compliance with maximum emission levels is among the criteria monitored during internal audits of the Group's production sites. In the absence of local regulations establishing emission levels, Sanofi chooses to comply with the most stringent standards.



From 2009 to 2010, the Group decreased total water consumption by **3%**.

Sanofi's water consumption in 2010:  
**55.8 million**  
cubic meters

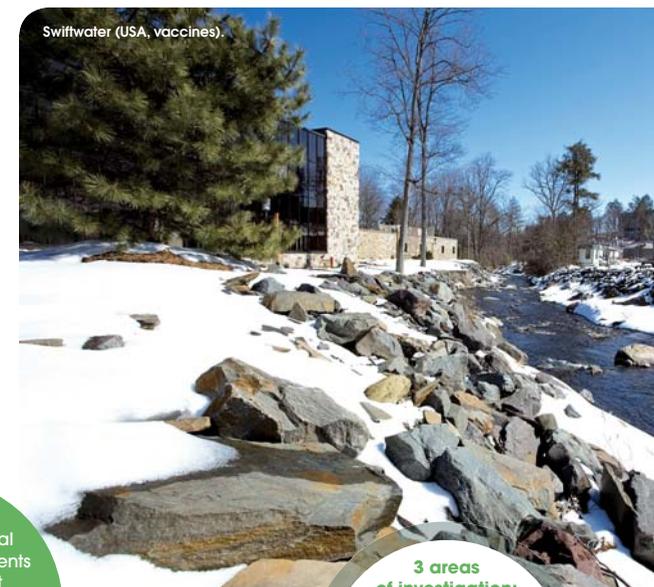
# PHARMACEUTICALS IN THE ENVIRONMENT

After pharmaceuticals are absorbed or administered, they are excreted by patients into the environment. Other less significant sources of discharge include effluents from drug production plants and discharge linked to the inappropriate disposal of unused medicines (e.g., directly into sewage systems). While the risk for human health appears to be minimal at the lowest measurable levels of concentration, environmental risks are a concern, particularly for certain classes of pharmaceutical products such as hormonal and cytotoxic substances and antibiotics.

## Policy

Sanofi is aware that the issue of pharmaceuticals in the environment is the focus of growing concern. Consequently, we are working to:

- Improve the Group's knowledge about the environmental impact of our products
- Increase general knowledge about the issue of pharmaceuticals in the environment in collaboration with stakeholders, including universities
- Analyze discharge from the Group's production sites and assess impacts on the environment, if any
- Support take-back programs for unused medicines.



In 2010, eight new environmental regulatory assessments were carried out on medicines in Europe and the United States as part of drug approvals for new Sanofi products.

### 3 areas of investigation:

- The fate of pharmaceuticals in the environment
- Possible environmental effects
- Possible impact on human health

# EXTERNAL RECOGNITION

In 2011, Sanofi was once again listed on the most important global indices for CSR performance.



FTSE4Good



The Group received first prize in the Social Responsibility category of the 2010 "Grand Prix" for CSR governance, distributed by Agefi.



## Awards in recognition of the Group's local CSR initiatives included:

- China Pharmaceutical Enterprise CSR Contribution Award
- Hong Kong Caring Company Award
- GBC Award 2010: "The sanofi-aventis ASAQ programme has produced real results in helping to address one the three greatest threats of our time."
- PMEIA Inaugural Corporate Responsibility Award 2010

The CSR Brochure was designed and produced by Sanofi Corporate Social Responsibility, Corporate Communications and **GIP** | COMMUNICATION

**Photographs:** Cover: Gilles Corre - Page 2: Marthe Lemelle - Page 4: Denis Félix, Marthe Lemelle - Page 6: Graphic Obsession - Page 7: Gilles Corre - Page 8: Didier Robcis/Interlinks Image - Page 9: phototheque Merial - Page 10: Evelyn Hockstein/Interlinks Image - Page 11: Antonin Borgeaud/Interlinks Image - Page 12: Gérard Uféras/Rapho - Page 14: Eric Larrayadiou/Interlinks Image - Page 15: Antonin Borgeaud/Interlinks Image - Page 16: George Doyle/Stockbyte, BloomImage RF, Rubberball, Getty Images, Image Source - Page 17: Eric Larrayadiou/Interlinks Image - Page 18: Graphic Obsession - Page 19: Graphic Obsession - Page 20: Rose Deren - Page 21: Gérard Uféras/Rapho.



## A global healthcare leader

- A **diversified offering** of medicines, consumer healthcare products, generics and animal health
- A world leader in **human vaccines**
- A broad and **balanced presence** on both traditional and emerging markets<sup>(1)</sup>
- Approximately **100,000** employees in **100** countries
- 2010 net sales: **€30.4 billion**, growth of 3.7%<sup>(2)</sup>

(1) World less the United States, Canada, Western Europe, Japan, Australia, New Zealand

(2) On a reported basis

Sanofi discovers, develops  
and distributes therapeutic solutions focused  
on patients' needs.



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