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Ethics & Business Integrity

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GRI Standards:

2-23: Policy Commitments

205-2: Anti-corruption

EXECUTIVE SUMMARY

Sanofi operates in more than 100 countries around the world and is committed to respect the highest standards of ethics and integrity in its business conduct.

Embedding ethical values into our mission of chasing the miracles of science to improve people's life requires a culture that drives and is driven by ethics and business integrity. To achieve that, our decision-making framework grounded on thoughtful risk-taking, fairness and ethical principles guides us at every level to do the right thing.

This means also taking responsibility for our actions to deliver the best outcome and preserving the trust of our patients, customers, and stakeholders.

The Ethics & Business Integrity (E&BI) department is the cornerstone of Sanofi's approach at promoting and sustaining ethics and integrity in all our activities is the. This is of course supported by other departments such as but not limited to: Internal Control and Processes, Internal Audit & Risk Management, Global Quality, Procurement, People & Culture, Health, Safety & Environment and Corporate Social Responsibility (CSR).

TABLE OF CONTENTS

<i>1. Ethics & Business Integrity program.....</i>	<i>4</i>
<i>2. Ethics & Business Integrity department</i>	<i>5</i>
2.1. MISSION.....	5
2.2. ORGANIZATION	5
<i>3. Code of Conduct, policies and standards</i>	<i>7</i>
3.1. THE CODE OF CONDUCT	7
3.2. POLICIES & STANDARDS	8
3.3. INTERNATIONAL RULES	8
3.4. CONTRIBUTING TO CROSS-INDUSTRY INITIATIVES	9
<i>4. Prevention and fight against corruption</i>	<i>9</i>
4.1. A COMPREHENSIVE SET OF POLICIES AND STANDARDS DEFINING CLEAR RULES FOR EMPLOYEES.....	9
4.2. PREVENTING CORRUPTION IN OUR INTERACTIONS WITH THIRD PARTIES.....	9
<i>5. Compliance Learning</i>	<i>10</i>
<i>6. Alerts management</i>	<i>10</i>
6.1. SPEAK UP HELPLINE	10
6.2. INTERNAL INVESTIGATIONS – CORRECTIVE AND/OR DISCIPLINARY ACTIONS	11

7. Sanofi accountabilities to support ethical business conduct12

1. Ethics & Business Integrity program

Our Ethics & Business Integrity is built on a robust compliance framework which is solidly grounded in the Office of Inspector General's (OIG's) seven fundamental elements of an effective compliance program:

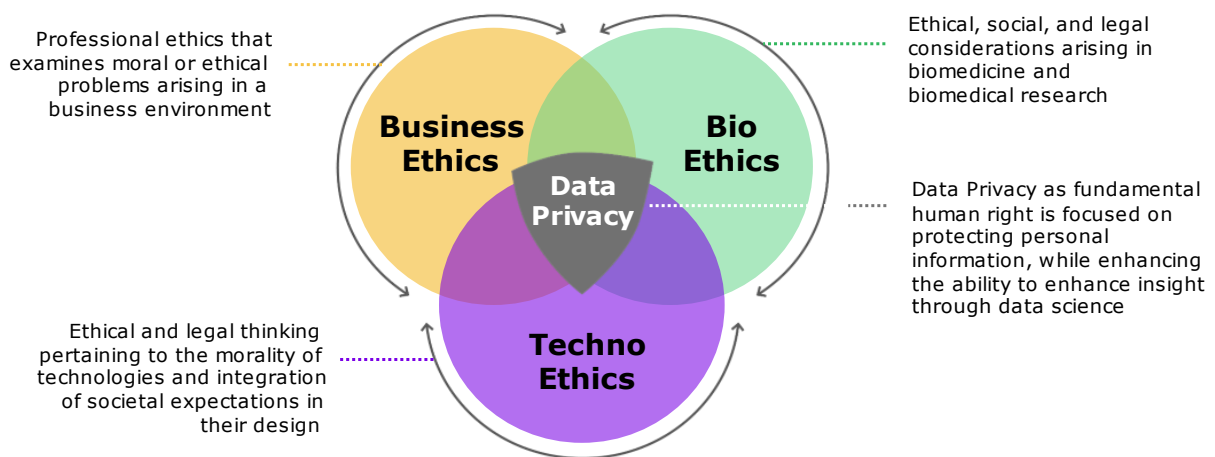
- A dedicated organizational structure
- Code of Conduct, policies, and standards;
- Education and training;
- Monitoring;
- Dedicated Helpline collecting alerts;
- Internal investigations corrective and/or
- Disciplinary actions guidelines.

At the start of 2022, E&BI introduced an innovative strategy, fostering the continuous enhancement and modernization of the program. This transformation connects EBI's strategy seamlessly with Sanofi's Play to Win strategy. EBI's transformation is driven by:

- four key value propositions: Sustainable Business Growth, Ethical Innovation, Smart Assurance and Responsible Healthcare Ecosystem.,
- three enablers focused on: Culture of Ethics, Mindset and Capabilities, Technology and Data.

The new strategy also creates a contemporaneous integrated approach of Ethics, by combining business ethics, data & techno ethics, biomedical and bioethics and data privacy under a single governance within EBI.

An integrated approach to Ethics



2. Ethics & Business Integrity department

2.1. MISSION

Embedded in Sanofi's mission to chase the miracles of science to improve people's life, the core mission of the Ethics & Business Integrity (E&BI) department is to promote a culture of ethics & business integrity at every level of the Company.

With patients at the center of our focus, the culture of our organization will influence how our employees behave. Ethics is directly involved in driving culture and the other way around (virtuous circle).

Ethics & Business Integrity (E&BI) Department mission is based on four main design principles:

- **Science based:** Using science to change our approach to learning from one size fits all to role-based curricula. In this way, enhancing our training to employ engaging modalities, ensure effectiveness and enduring understanding.
- **Risk-based:** Support the Company identifying, evaluating, and prioritizing risks to enable thoughtful risk-taking. E&BI supports the Company managing existing risks, identifying emerging risks and thoughtful risk-taking decision.
- **Data-driven:** Using the power of analytics and data science to proactively manage risks. Similar to demands from patients and payers, outcomes are more important than ever. E&BI will leverage the full force of our data to generate insights that help you better understand your risks in real time. We want to hold ourselves to the same standards on outcomes-based results.
- **Principles-based:** Teaching the why embracing a principles-based paradigm to increase autonomy and trust to quickly adapt guidance to reflect the evolving environment and requirements.

2.2. ORGANIZATION

Spearheading Sanofi's approach to ethics and business integrity in cooperation with other entities, the E&BI department relies on a dedicated worldwide team - reporting to the Global Compliance Officer - reaching from the global to the local level and supporting the Company organization at every level: Corporate, Global Business Units, global functions, regions, and countries.

2.2.1. Global Compliance Officer and E&BI organization

The **Global Compliance Officer** has a double reporting line, to the General Counsel and to the CEO, and meets periodically with the Audit Committee and/or the Board of Directors and external auditors.

He provides strategic compliance leadership to the executive management team and the Board of Directors. He oversees the effective implementation and management of the E&BI program. Under his responsibility, E&BI is an independent and global organization encompassing:

- **E&BI Global Operations dedicated team working on:** risk assessment & third-party risk management; developing and distributing policies, principles and standards; Learning, Culture of Ethics, Dematerialization (Digitalization, Data Analytics); and Smart Assurance.

Smart Assurance: Organizational Justice & Smart Monitoring

This includes a **Chief Anti-Fraud Officer** and an **Investigation officer**, whose main mission is to design and implement a comprehensive Fraud Risk Assessment program consisting of four anti-fraud pillars: prevention, detection, investigation, analysis, and reporting. This role contributes to enhancing the capability to prevent and uncover misconduct. A dedicated function is also in charge of supporting internal investigations including anti-bribery and corruption cases.

- **Compliance Business Partners to the Global Business Units/global functions**, providing strategic compliance leadership and support to the Global Business Units' and global functions' projects and initiatives and acting as the primary point of contact for the Global Business Units and global functions for implementing, promoting, and enforcing compliance and ethical standards.
- **Regional Compliance Officers**, leading an Ethics & Business Integrity network in assigned countries and providing direction to ensure consistency and integrated approach across the region. They support the implementation of the Global Compliance program in the region;
- **A local organization** composed of **Country Ethics & Business Integrity heads**, forming a network comprised of around 90 people. They are responsible for ensuring that the core elements of the Ethics & Business Integrity program are implemented and working as designed in their assigned countries. They act as a trusted business partners at the local business operation on a day-to-day basis.
- **A network of 1560 "E&BI Champions" (EBICs), as of December 2022, made up of volunteers from countries, regions, GBUs (Global Business Units), support functions, R&D, and Manufacturing & Supply**, that acts as a contact point for employees, promotes a culture of ethics and supports the implementation of E&BI initiatives.
- **Data privacy** - Our **Chief Data Privacy Officer** is responsible for implementing a Privacy program within Sanofi. Our Global Privacy Office includes a Privacy Legal and Advisory team, an international network of Local Privacy Officers (LPOs) in each country where we have subsidiaries. and a network of Functional Privacy Officers (FPOs), representing global functions such as Research & Development, People & Culture, Digital, Finance, Commercial Services, Manufacturing & Supply, and our Global Business Units. In 2022, the Global Privacy Office became part of our Global Ethics & Business Integrity (E&BI) function, to emphasize the importance of using personal data ethically and responsibly within our privacy protection strategy.
- **Bioethics** - At Sanofi, we are keen to constantly improve our bioethics governance, and review it regularly to ensure that we take account of changing stakeholder expectations, enhance the central role of patients, and ensure greater transparency. During 2022, in line with the new strategy and changed remit of Sanofi's Ethics and Business Integrity (EBI) function, bioethics become part of EBI to help drive an ethical culture across everything Sanofi does. Bioethics governance was reviewed, and now comprises the following key elements:
 - Our internal Bioethics Committee, set up in 2012, is still chaired by our Chief Medical Officer, and its composition has been adjusted to reflect Sanofi priorities. It assures that the rules applied to our scientific and medical activities meet the highest ethical standards. The Bioethics Committee receives contributions from newly formed internal working groups, and recommendations from the external Advisory Bioethics Council (ABC)
 - Supervised by the Bioethics Committee, seven working groups are create briefing notes that facilitate decision-making by the Committee, draw up roadmaps in their respective fields, and liaise with operational teams on bioethics issues. The 7 working groups are composed of in-house experts and Bioethics Committee members.
 - The Advisory Bioethics Committee was created in 2018 and is made up of independent international members with acknowledged expertise in bioethics. The ABC gives advice on key bioethics issues so we can improve our practices and anticipate potential ethical issues when developing innovative healthcare solutions. The ABC continued to operate remotely though 2022.
 - Our EBI network and key internal partners will help strengthen interactions with internal and external stakeholders, so that our practices can evolve and keep pace with innovation.

2.2.2. Compliance Committees

The Executive Compliance Committee (ECC), chaired by Sanofi's CEO, is responsible for facilitating and ensuring the effectiveness of all aspects of Sanofi's Ethics & Business Integrity program. The ECC's role is

to recommend and review actions aimed at fostering a continued commitment to Sanofi values. The main objective is to maintain a culture where the instinct to do the right thing, to comply with applicable laws and Sanofi policies is embedded across the organization.

The establishment of an EBI Committee is mandatory in each country or Multi-Country Organization (MCO) as well as at global level in each GBU. The EBI Committee's mission is to ensure, that at all levels within the organization, a culture where the instinct to do the right things, to act with integrity, to comply with the law and Sanofi policies is embedded across the organization. The role of the EBI Committee is to facilitate and ensure the effectiveness of all components of Sanofi's Ethics and Business Integrity program and to propose any action which sustains its implementation.

3. Code of Conduct, policies and standards

3.1. THE CODE OF CONDUCT

The Code of Conduct applies to all Sanofi employees and anyone who works for or on behalf of Sanofi such as contractors and business partners. It helps us to understand the values and expectations that guide our work. It describes the behaviors we all need to demonstrate in order to bring our values and expectations to life. Just as important, it helps us fulfil our purpose of helping people feel better and live longer. Understanding and living our Code is a condition of employment at Sanofi. Sanofi promotes high standards of ethical conduct with all our stakeholders, including healthcare professionals and providers, governments, research institutions, and patient organizations.

This Code is the foundational reference document underlying the Sanofi standards and procedures that support a culture of integrity across our organization and with all those with whom we interact. Translations in 24 languages guarantee accessibility and understanding all over the world.

Below is the content of our Code of Conduct:

- message from the CEO;
- message from the Global Compliance Officer; to whom the code applies;
- Sanofi Culture and Strategy
- Ethics and Risk culture
- how to raise a concern.
- Maximize opportunities & minimize risks
 - Championing Diversity, Equity and Inclusion
 - Respecting People, Fostering Psychological Safety and Wellbeing
 - Accelerating Research and Development with Scientific Integrity
 - Preserving Benefit Risk Balance
 - Commercializing our Products and Services
 - Competing Freely and Fairly
 - Fighting Bribery and Corruption
 - Maintaining Financial Integrity
 - Engaging Business Partners
 - Interacting with Stakeholders
 - Sustaining Good Operating Practices
 - Safeguarding Data Privacy and Protecting Information
 - Transforming Medicine through Digital Health
 - Utilizing social media and Communicating Responsibly
 - Protecting the Environment
 - Committing to Society

3.2. POLICIES & STANDARDS

Sanofi has developed a comprehensive body of policies and standards, updated on a regular basis, which are designed to provide guidance on a range of situations specific to our industry. Here are some examples of internal policies that address topics related to business ethics:

- anti-bribery;
- provision of items to external stakeholders;
- gifts and invitations offered to Sanofi Employees;
- Management of Philanthropic Donations and Healthcare Contributions;
- Management of Medical Contributions;
- conflicts of interest;
- service engagements with scientific external experts;
- organizations of and contribution to events;
- Review and Approval of Promotional and Non-Promotional Materials ;
- Patient, Patient Advocate and Patient Organization;
- Engagement Standard;
- Medicine Donations;
- anti-bribery due diligence on third parties;
- lobbying;
- alerts management; and
- corrective and disciplinary actions.

In addition, each operational department or function within the Company develops a comprehensive set of policies and standards designed to effectively manage their activities and provide guidance on sensitive topics.

These policies and standards are continuously assessed, updated, and complemented if needed, to ensure alignment with the dynamic legal and regulatory framework, as well as with the risks associated with Sanofi's activities.

These policies and standards are not meant to be exhaustive in addressing all the circumstances that may arise. If a particular situation is not covered or the provisions of the policies and standards are not clear to a Sanofi employee, the latter must consult his or her manager and/or the Ethics & Business Integrity department.

3.3. INTERNATIONAL RULES

Sanofi adheres and complies with all applicable industry codes, at country, regional (e.g., EFPIA, PhRMA) and international level (IFPMA).

Regarding prevention and fight against corruption, Sanofi committed to perform its activities in compliance with all applicable law or regulation addressing corruption and/or bribery, including, but not limited to, the French Criminal Code and the French Law of December 9, 2017 on Transparency, the Fight Against Corruption and the Modernization of the Economy (Sapin 2 Law) the U.S. Foreign Corrupt Practices Act (FCPA) and the U.K. Bribery Act (UKBA), as well as applicable international conventions, including, but not limited to:

- [the external reference principles of the United Nations Global Compact \(Principle 10\)](#)
- [the United Nations Convention against Corruption – adopted on October 31, 2003](#)
- [the Organization for Economic Cooperation and Development \(OECD\) Convention on Combating Bribery of Foreign Public Officials in International Business Transactions](#)
- [measures adopted in application of the U.S. Sarbanes-Oxley Act \(Section 301\)](#)

3.4. CONTRIBUTING TO CROSS-INDUSTRY INITIATIVES

Sanofi is a signatory of the UN Global Compact Anti-Corruption Call to Action.

4. Prevention and fight against corruption

4.1. A COMPREHENSIVE SET OF POLICIES AND STANDARDS DEFINING CLEAR RULES FOR EMPLOYEES

The adverse economic and social consequences of bribery and corruption are a major deterrent to development, everywhere in the world. Sanofi has an absolute zero-tolerance for bribery. Sanofi has been fostering for many years throughout its organization, and also in its relationships with external stakeholders, an ethical culture aiming at reaching the highest standards in terms of responsibility and business integrity.

The purpose of Sanofi's anti-bribery policy is to establish a clear and strong guidance for Sanofi employees (1) and third parties (2) interacting with Sanofi to comply with applicable anti-corruption and anti-bribery laws and regulations, as well as to promote a culture of ethics and integrity.

For more information, see our [Document Center](#): Sanofi Anti-Bribery Policy.

In addition to its anti-bribery policy, Sanofi has implemented a comprehensive set of policies and standards defining clear rules that must be complied with by all Sanofi employees and, when applicable, by third parties (see section 4.2).

These policies and standards govern certain activities to ensure they are implemented for genuine and legitimate business reasons and include specific provisions aiming at preventing bribery and corruption.

4.2. PREVENTING CORRUPTION IN OUR INTERACTIONS WITH THIRD PARTIES

At Sanofi, we engage with a variety of business partners that we expect to uphold the highest ethical standards. Our engagement with business partners including suppliers, customers and third-party sales and marketing intermediaries, strategic alliances and joint ventures is rooted in trust and is crucial to our work, enabling opportunities for Sanofi to achieve its purpose.

We conduct risk-based anti-bribery due diligence on our business partners, before engaging them and periodically during our partnering. Any potential issue raised through this monitoring is reviewed and assessed in order to evaluate the need for a risk mitigation plan, including termination if required.

This risk-based approach relies notably on two sets of criteria: (1) the third party's business profiles (e.g. the third party has interactions with government official) and (2) the nature of the business (e.g. the third party is an agent, a consultant etc.).

Sanofi does not tolerate any form of bribery or abuse of power for personal gain, both among our employees and business partners, as well as among stakeholders involved in chasing the miracles of science to improve patients' lives. Such acts of bribery and corruption include providing (or receiving) anything of value to (or from) any person for the purpose of influencing any behavior or decision, particularly healthcare professionals, patient organizations, government officials, and state organizations. Corruption harms patients, erodes trust in healthcare, and can curtail investment in medicines. Corruption also fosters health inequities and deters economic development, human rights, and environmental sustainability. Our intolerance for any kind of corruption drives Sanofi to cultivate a robust culture of integrity. It also motivates us to fight corruption outside our organization wherever it may hinder our purpose.

We utilize our experienced experts around the world to ensure adherence to all anti-bribery and anti-corruption laws and regulations, as well as to apply our ethical principles where laws may fall short of upholding the highest standards of business integrity.

5. Compliance Learning

Our learning modules are assigned, and their completion is tracked, using the Sanofi learning management system iLearn. Non-completion of global compliance learning modules leads to impact on bonus.

Every year, Sanofi employees are requested to complete global compliance learning, to address fundamental topics in the field of compliance and business integrity. eLearning experiences are made of online modules and short videos based on real-life situations where employees may be faced with various types of risk, such as, but not limited to, corruption, conflicts of interest, fraud, data privacy.

New Sanofi employees, upon joining the Company, are assigned an global compliance learning curriculum in iLearn, the Sanofi learning management system, as part of their onboarding program.

Contractors, prior to joining Sanofi, are being trained by their employer on its own compliance program as part of the contractual obligations of the contractors' employer. They receive a copy of the Sanofi Code of Ethics and are being made aware of the existence of the Sanofi 24/7 whistleblowing helpline (in local language). In addition, the manager receiving a contractor on his/her team ensures proper training on all operational procedures the contractor needs to master to execute their tasks in compliance with Sanofi's standards and policies.

In 2022, 94,076 Sanofi employees were assigned at least one Ethics & Business Integrity training. In total, 371,803 Ethics & Business Integrity trainings were followed in the year.

6. Alerts management

6.1. SPEAK UP HELPLINE

We promote "Speak Up" and communication between employees, managers, and customers. Allowing for a better understanding of the issues and concerns of all stakeholders. Outside the United States, a secured compliance helpline is available 24/7 with a dedicated web page and a toll-free number offering 28 languages for ex-US Sanofi employees. In the United States, a dedicated toll-free external compliance helpline has been set up for Sanofi employees in accordance with local regulations and practices. These helplines are operated by an independent third party. Any Sanofi employee can report breaches to the Code of Ethics and/or any concern about potential wrongdoings.

If employees have a concern or believe in good faith that a law, a rule or one of the principles in our Code of Conduct has been or is about to be violated, they are encouraged to speak up and report to their line manager or management, by using the compliance reporting helplines or through whatever channel the employee chooses or is most appropriate and includes, People & Culture, Legal or the Ethics & Business Integrity department.

According to our alerts management policy, Sanofi employees are encouraged to report the incident by identifying themselves. Such identification helps the investigation process. In case a Sanofi collaborator decides not to disclose his/her identity, an anonymous report can be submitted.

Employees who raised concerns will not be subject to discipline or discrimination, if they act in good faith and with no malicious intent, even if the facts reported prove to be inaccurate or no further action is taken.

It is important to note that the use of our compliance helplines is clearly described in the Code of Conduct. All Sanofi employees, contractors and everyone conducting business on behalf of Sanofi do receive a copy of our Code of Conduct.

Sanofi received a total of 369 global reports via the compliance helplines that were submitted through phone or web form. Additional reports were made through other reporting channels e.g., email, verbal reports. Reports made in 2022 via the compliance helplines accounted for 48% of all alerts and was up from 39% in 2021.

6.2. INTERNAL INVESTIGATIONS – CORRECTIVE AND/OR DISCIPLINARY ACTIONS

Every alert, whatever its source, compliance helpline or any other channel, is duly and appropriately investigated following a robust internal methodological protocol, established by the Alerts Management policy with an aim to conduct independent, fair and balanced investigations into concerns when required.

Only Ethics & Business Integrity personnel are entitled to perform and/or supervise internal investigations. All the information relating to any alert remains confidential within the Ethics & Business Integrity department. According to the nature of the alert, other Sanofi functions can be associated to the investigation process, however, a strict duty of confidentiality is requested under such collaboration.

In cases where allegations are confirmed, investigation results are communicated via an investigation report. The investigation report will be circulated to internal stakeholders only if the allegations received are substantiated (even partially). If allegations are not confirmed, investigation reports will be filed without issuance.

If, after the internal investigation, the alert is substantiated, prompt, transparent, unbiased and fair corrective and/or disciplinary actions are initiated. To ensure such actions are determined in a consistent and harmonized way, Sanofi has established disciplinary and corrective actions policy formalizing the global framework for corrective and/or disciplinary actions.

In our commitment to fostering a culture of ethics, business integrity and mutual respect, Sanofi prohibits any conduct that may negatively affect a person's dignity or have a damaging impact on Sanofi or its reputation. We do not condone or support any form of fraud, harassment (e.g. physical, sexual, psychological, verbal, or of any other form) or discrimination (e.g., on the grounds of gender, gender identity, age, origin, race, heritage, religion, sexual orientation, physical appearance, health, disability, trade union activity, political opinions, nationality, family situation, or on any other grounds). These behaviors are fundamentally incompatible with our core values and confirmed cases will be subject to a zero-tolerance and positive action approach across all our operations globally and in relation to all employees.

In 2022 the E&BI department received 565 alerts. A total of 238 cases were substantiated and resulted in 88 dismissals or resignations related to misconduct. Other corrective actions were also implemented as per Sanofi's disciplinary and corrective actions policy, and included, for example: additional training, process improvement steps, remuneration impact, verbal, and written warning.

The distribution of the 238 substantiated cases are as follows:

- 26 confirmed fraud cases resulting in the termination of 28 employees.
- 212 non-fraud cases resulting in the termination of 60 employees.

Category	Number of Cases in 2022
Unethical practices and breach of policies	141
Improper Sales practices	29
Corruption & Bribery	-
Fraud ¹	26
Discrimination or Harassment	38
Customer Privacy Data	-
Money Laundering or Insider trading	-
Other	4

Fraud ¹ : Asset misappropriation (12); Fraudulent reporting (10); Conflict of Interest (4)

7. Sanofi accountabilities to support ethical business conduct

First and foremost, it is Sanofi Business Operations Management's responsibility to embed Ethics & Business Integrity in all the Company's activities so that all Sanofi employees accomplish their job every day and everywhere in accordance with ethical standards.

Furthermore, the following Sanofi divisions work alongside the E&BI department to implement Sanofi's Ethics & Business Integrity culture and policies:

- **the Global Quality Organization**, which encompasses quality teams across the Company in R&D, Industrial Affairs and Sanofi's commercial affiliates, supports Sanofi's commitment to provide safe and effective products that are developed, distributed and marketed in full compliance with regulatory requirements and the Company's values and ethical principles. It is headed by the Chief Quality Officer, who has direct access to the CEO. This organization ensures the consistent implementation of our quality policy throughout the entire product life cycle and oversees the application of a consistently high standard of quality worldwide, allowing us to protect patient safety.

For more information, see our [Document Center](#): Quality Management Systems Factsheet;

- **the Health, Safety and Environment (HSE) department** is in charge of ensuring that HSE laws and regulations are respected within Sanofi's manufacturing and research operations worldwide. It verifies compliance with rules, including those related to ethics, defined at the Company level through regular audits at sites and entities.

For more information, see our [Declaration of Extra-Financial Performance 2022](#): 4.4.7.1. Sanofi HSE strategy;

- **The Sanofi Internal Control and Processes (IC&P) department** is responsible for supporting the Company with its objectives to have an Internal Control adapted to its organization and activities, by:
 - > defining and maintaining company-wide standards,
 - > providing support to management for improving controls and remediating failures, and
 - > coordinating the evaluation of Internal Control over Financial Reporting, program effectiveness.

The successful implementation and maintenance of an enterprise Internal Control & Process framework will help Sanofi to:

- > protect business and the value created by Sanofi over time,
- > reduce unforeseen losses, risks to its reputation and people,
- > improve process quality, effectiveness and efficiency,
- > facilitate decision-making with a common view of processes and their level of control,
- > implement company policies, standards and processes, allowing proper mitigation of risks, and
- > improve internal control over outsourced providers and business partners.

For more information, see our [Document Center](#): Internal Control and Processes Factsheet;

- **the Risk Management Organization** supports the alignment and integration of all risk-management activities within the Sanofi organization. It was established to ensure, among other things, accountability, and competency for managing risks across the organization; effective, relevant, and timely exchange of information with internal and external stakeholders; and the alignment of decision-making processes with risk exposure. It also ensures that risk owners and governing bodies are

provided with all relevant information to conduct their activities. The Company Risk Management team supports the Risk Committee by consolidating and maintaining the Company risk profile, among other responsibilities. This team works in close collaboration with the Company Internal Audit and Internal Control and Processes teams.

For more information, see our [Document Center](#): Risk Management Factsheet;

- **Sanofi Internal Audit (SIA)** mission is to provide the Executive Committee and the Audit Committee with independent and objective reasonable assurance regarding the Company's ability to control its operations in line with the Institute of Internal Audit (IIA) international standards. SIA helps Sanofi execute its strategy and achieve business objectives by assessing and improving the effectiveness of Sanofi's governance, risk management, and control processes. SIA alerts management on significant risks and monitors their effective mitigation.

For more information, see our [Document Center](#): Sanofi Internal Audit Factsheet.

- **The Procurement organization** role is key in the prevention of corruption in our interactions with suppliers. Under the sponsorship of the Procurement department, the E&BI department and other departments, a Company-wide process has been implemented to conduct appropriate due diligence on third parties according to their risk profile. Moreover, Sanofi providers must adhere to the Suppliers' Code of Conduct, which is distributed by Sanofi's buyers.

For more information, see our [Document Center](#): Sanofi Suppliers Code of Conduct and Sanofi Code of Conduct.