

**A NOTICE AND INVITATION TO ALL EMPLOYEES AND APPLICANTS**  
**DEBORAH GLASSER, HEAD OF NORTH AMERICA SPECIALTY CARE AND US COUNTRY**  
**LEAD**

**AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT**

Sanofi US has been and will continue to be an equal opportunity employer. To assure full implementation of this equal employment policy, we will take steps to assure that:

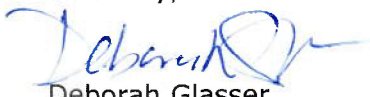
- A. Persons are recruited, hired, assigned and promoted without regard to race, religion, color, creed, national origin, citizenship, sex, marital status, veteran status, public assistance, age, sexual orientation, gender identity or expression, disability, familial status, domestic violence victim status, atypical cellular or blood trait, genetic information, local human rights commission activity or any other characteristic protected by local, state, or federal laws, rules, or regulations.
- B. All other personnel actions, such as compensation, benefits, transfers, layoffs and recall from layoffs, access to training, education, tuition assistance and social recreation programs are administered without regard to race, religion, color, creed, national origin, citizenship, sex, marital status, veteran status, public assistance, age, sexual orientation, gender identity or expression, disability, familial status, domestic violence victim status, atypical cellular or blood trait, genetic information, local human rights commission activity or any other characteristic protected by local, state, or federal laws, rules, or regulations.
- C. Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have: (1) filed a complaint; (2) assisted or participated in an investigation, compliance review, hearing or any other activity related to the administration of any federal, state or local law requiring equal employment opportunity; (3) opposed any act or practice made unlawful by any federal, state or local law requiring equal opportunity or (4) exercised any other right protected by federal, state or local law requiring equal opportunity.

I have appointed Stuart Persky, EEO and HR Compliance Director to take on the responsibilities of EEO Coordinator. The EEO Coordinator will be responsible for the day to day implementation and monitoring of the Company's Affirmative Action Plan. As part of that responsibility, the EEO Coordinator will periodically analyze the Company's personnel actions and their effects to ensure compliance with our equal employment policy and administer the audit and reporting system.

If you, as one of our employees or as an applicant for employment, have any questions about this policy or would like to view portions of the Affirmative Action Plan, please contact Stuart Persky during regular business hours. This is also a reminder that employees may update their disability status at any time by contacting Stuart Persky.

I have reviewed and fully endorse our Affirmative Action and Equal Employment Opportunity program. In closing, I ask the continued assistance and support of all of the Company's personnel to attain our objective of equal employment opportunity for all.

Sincerely,



Deborah Glasser

Head of North America Specialty Care and US Country Lead