

AUSTRALIA & NEW ZEALAND

# Gender Equity Action Plan

2020-2022



SANOFI

Sanofi acknowledges the Aboriginal and Torres Strait Islander peoples as the traditional custodians of Australia.

We acknowledge and pay our respects to elders past, present and future of all the land on which we work and live, and recognise their ongoing connection to land, water and community.



## Message from our **Country Lead**

At Sanofi Australia and New Zealand we know that a diverse, inclusive, safe and equal workplace with equal power, resources and opportunities for our employees is crucial.

As a global healthcare organisation, whose purpose is to help the lives of millions through the products we make, it's also our responsibility to lead from the front.

This Gender Equity Action Plan outlines six key areas where we believe we need to take short, medium and long term action to create equal opportunities. It recognises that the impact of gender inequality is regularly compounded by other forms of disadvantage and discrimination.

On that basis, this Plan sets Sanofi Australia and New Zealand's path to address unequal gender norms and remove constraints that women, men, transgender and intersex people of all cultural and socioeconomic backgrounds can face. It has been designed to work in concert with our other existing inclusion and diversity action plans as well as those that will come in the future.

This Plan represents the collaborative efforts of a number of our dedicated employees and external partners who provided invaluable counsel. I would like to thank them all for their work so far and look forward to keeping you updated as we measure and track our progress over coming years.

### **Karen Hood**

Country Lead  
Sanofi Australia & New Zealand

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# We are Sanofi

At Sanofi, our passion is to prevent, treat and cure illness and disease throughout life. We are driven to improve the health of communities and to find new solutions for patients by combining breakthrough science with advanced technology.

Inspired by the resilience of our patients and strengthened by our heritage, we are always working for new ways to fight chronic, complex and rare diseases with medicines that offer hope for patients and the future of healthcare.

**Our patients inspire us to pioneer.**

A close-up photograph of a woman with blonde hair and glasses smiling warmly at a young child. The child is also smiling and has their hand near their mouth. They are outdoors, with trees and foliage in the background.

"I would hate for anyone else's child to get that unwell, so I'm now a huge advocate for the vaccination." Mother, Leanne, is pictured with Willow who was hospitalised with influenza.



# Our vision and values

Our vision is to create a diverse, inclusive, safe and equal workplace with equal power, resources and opportunities. Our employees are to be treated with respect, fairness and dignity.

The following framework outlines our **six action areas** and describes how we will measure and track our progress. We will consistently review our actions and report on our progress.

For many, the impact of gender inequality is compounded by the way that gendered barriers interact with other forms of disadvantage and discrimination.

# What is Gender Equality?

**Gender equality** is about equal opportunities, rights and responsibilities for women and men. Gender inequality is a result of unequal power distribution between women and men, exacerbated by ongoing discrimination.

This plan sees gender as a power relation. Work on gender equality aims to address unequal gender norms that constrain women and men, as well as transgender and intersex people.

**Our plan recognises this and seeks to respond to the needs of all:**

- Indigenous Women
- Culturally diverse women
- Women with disabilities
- Trans and gender diverse people



# The current context

## Australia & New Zealand



4 of 7

Country Leadership Team members are **female**.

### Workforce Gender Composition



57%

Females



43%

Males



Consumer Healthcare, Virginia, Brisbane

Research has demonstrated the benefits of diversity and inclusion citing improved productivity, innovation, and creativity in organisations that recognise and harness their diversity as an asset. Furthermore, organisations which have a higher proportion of women at Board and top management levels are the organisations that perform the best. Sanofi Australia and New Zealand recognises that building social inclusion leads to improved employee wellbeing and better health outcomes for our patients

To attract and retain a high-quality workforce that reflects the diversity of Australia and New Zealand, and to be an Employer of Choice for Gender Equality, Sanofi will promote and embed an organisational culture in which employees of all genders, and of a diverse range of cultural backgrounds and heritages, participate equally at all levels. To achieve this, we will challenge the beliefs, attitudes, and unconscious biases that undermine our progress towards gender equality for all regardless of background. Our ANZ Leadership Team is committed to gender equality and will lead the gender equity improvements by example.

# Our Priority Areas

Within our **Gender Equity Plan**, we have identified six (6) sustainable key priority areas.

1. **Leadership, Strategy & Accountability**
2. **Training & Workforce Support**
3. **Representation of Women in Leadership & Management**
4. **Policy & Process**
5. **Employment & Recruitment**
6. **Environment & Culture**



## Framework

Each priority area includes a brief overview and has been developed with the view that it will be built upon in subsequent years.

The actions developed represent the steps we will take to ensure each area is addressed. These include both short and long term items depending on complexity.



# Our priority areas

## Priority 1



### Leadership, Strategy and accountability

Action	Who	Measure	Delivery Timeline
<b>1.1 Ensure the Country Leadership Team and unit leadership teams actively promote gender equality and lead by example at all times.</b>	Country Council and Leadership Team Members	Attendance at International Women's Day events. Encourage flexible work arrangements. Public communication and support statements for gender equality	Ongoing
<b>1.2 Increase the Country Leadership Team's understanding of gender equity and unconscious bias and the need for a gender equity plan via appropriate training.</b>	Human Resources / Inclusion & Diversity Group	'Challenge Your Bias' training delivered. Training evaluation.	Year 1
<b>1.3 Increase the Gender Equity Working Group understanding of gender equity and unconscious bias through the delivery of appropriate training targeted to leaders/champions</b>	Inclusion & Diversity Group	Training delivery Training evaluation	Year 1
<b>1.4 Lead the way in ensuring best practice policy and processes in regards to gender equity, family violence, inclusion and diversity</b>		Policy and procedures developed	Ongoing
<b>1.5 Country Leadership Team members to continue to sponsor the gender equity working group as the mechanism to lead the implementation and development of this plan.</b>	Human Resources Director, Country Council Members	Number of meetings attended by HRD	Ongoing
<b>1.6 Seek gender balance across key business areas, including: Country Leadership team; Senior Leaders and Managers, Non-Traditional roles (IA)</b>	Gender Equity Working Group	Gender balance statistics	Ongoing

# Our priority areas

## Priority 2



### Training and Workforce Support

Action	Who	Measure	Delivery Timeline
<b>2.1 Build and online gender equity training module, open to all employees to support understanding of gender equity and build capacity</b>	Human Resources and Gender Equity Working Group		Bi-annually
<b>2.2 Support pathways and skill development opportunities for early talent and emerging leaders to support them to take their next steps</b>	Human Resources	Number of development opportunities provided	Ongoing
<b>2.3 Train managers to understand Flexible Working Arrangements, Family Care Benefits and the associated policies to support the uptake of these</b>	Human Resources	Information sessions provided	Year 1 (ongoing – Manager orientation)

# Our priority areas

## Priority 3



### Representation of Women in Leadership and Management

Action	Who	Measure	Delivery Timeline
3.1 Set targets for the representation of women in senior management and non-traditional positions where current representation is less than 40%	Human Resources		Ongoing
3.2 Create opportunities, support and encourage emerging leaders to take on secondments, act in higher duties and build leadership capability	Human Resources, All People Leaders	Percentage of female promotions	Ongoing
3.3. Review the workforce planning process to ensure gender equity objectives are included	Human Resources		Ongoing

# Our priority areas

## Priority 4



### Policy and Process

Action	Who	Measure	Delivery Timeline
Organisational policy and procedure reflect best practice in relation to parental/carer/family leave and other family care benefits and flexible working arrangements.	Human Resources	Relevant policies and procedures are benchmarked against WGEA Employer of Choice requirements	Year 1
<p>Continue to provide and actively promote flexible work arrangements, including:</p> <ul style="list-style-type: none"> <li>- Job share</li> <li>- Part-time opportunities</li> <li>- Work from home/Flexible hours</li> <li>- Childcare allowance</li> <li>- Camp Sanofi</li> <li>- Onsite childcare (Sydney)</li> </ul>	Human Resources	Uptake of flexible work arrangements	Ongoing
Ensure Sanofi's policies are in line with best practice provisions regarding Family Violence leave and entitlements, and improve people leader's awareness of these provisions	Human Resources		Year 1

# Our priority areas

## Priority 5



### Employment and Recruitment

Action	Who	Measure	Delivery Timeline
<b>5.1 Support employees to return to work through Family Care benefits</b>	Human Resources / People Leaders	Number of staff accessing benefits	Ongoing
<b>5.2 Recruitment policies include diversity and equity principles and are compliant with legislative frameworks around Equal Employment Opportunity.</b>	Talent Acquisition	Policies and procedures are in place and reflect current legislation	Ongoing
<b>5.3 Monitor recruitment processes using data on applications received, shortlisting of candidates, and offers accepted by gender.</b>	Talent Acquisition		Ongoing
<b>5.4 Recruitment panels are gender balanced</b>	Talent Acquisition	100% of interview panels have at least 1 man and 1 woman	
<b>5.5 Ensure pay equality through grading for each role, regardless of gender and ensure existing pay and entitlement discrepancies are addressed.</b>	Performance and Reward	Regular reviews conducted.	Ongoing
<b>5.6 Targeted recruitment workshops in gender dominant departments/areas. E.g. Industrial Affairs</b>	Talent Acquisition & Gender Equity Working Group		Annually
<b>5.7 Introduce gender bias language detection for job advertisements in gender dominant departments/areas</b>	Talent Acquisition		Year 2

# Our priority areas

## Priority 6



### Environment and culture

Action	Who	Measure	Delivery Timeline
<b>6.1 Provide and promote parent's room to employees</b>	People Leaders	Number of staff accessing facilities	Year 1
<b>6.2 Provide and promote support for school holiday arrangements – leave options and school holiday program (Camp Sanofi)</b>	Human Resources and People Leaders	Number of staff accessing Camp Sanofi and flexible leave options	Ongoing
<b>6.3 Develop a framework for succession planning and talent identification to support equitable career development</b>	Human Resources and People Leaders	Gendered lens on Talent Management processes	Ongoing
<b>6.4 Foster a workplace culture respectful of women and one that challenges unconscious bias and stereotypes</b>	All	Unconscious bias training for all employees	Ongoing
<b>6.5 Establish a Return to Work program for employees returning from parental leave – inclusive of Keeping In Touch elements</b>	Performance & Reward Team and Gender Equity Working group	Utilisation of Keep In Touch Program	Year 2
<b>6.6 Track and report terminations including resignations annually to identify trends, including the departure of employees during parental or other leave associated with carer's responsibility</b>	Human Resources	Retention strategies are developed in response to issues identified from monitoring of terminations data and exit interviews.	Annually

# More Information



## Relevant Sanofi Policies

- Family Care Policy
- Appropriate Workplace Behaviour Policy
- Family & Domestic Violence Policy
- Flexible Work Playbook
- Leave Policy

## Other Resources

- [Workplace Gender Equality Agency \(WGEA\)](#)
- [WGEA Data Explorer](#)
- [Fair Work – Flexibility in the Workplace](#)
- [Gender Equality and Men](#)