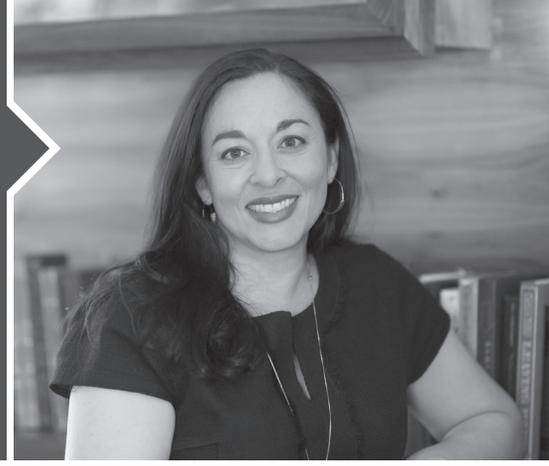


Gender Parity Collaborative

MEMBER SPOTLIGHT



AN INTERVIEW WITH...

SANOFI'S HEAD OF INCLUSION & DIVERSITY, NORTH AMERICA, CRISTINA SANTOS



Why was it critical for your organization to be involved in the Gender Parity Collaborative?

Having established a global ambition of 50/50 gender balance in senior leadership by 2025, we wanted to fully leverage the strength of the Collaborative in our efforts.

As the first industry consortium working to accelerate systemic change, what will lead the Collaborative to measurable positive outcomes?

Two key elements stand out for Sanofi:

- ▶ The baseline element of data collection through "Women in the Workplace." If it weren't for the Collaborative, we would not have participated in this research and given we've done the full offering (data, policies and employee experience), the insights have proven very valuable.
- ▶ The benefit of learning from our peers and knowing we have this rich network for ideation and best practice sharing. The measurable outcomes may differ company by company, but undoubtedly the progress will be felt across the industry.

As one of your organization's leaders, why are you personally committed to advancing gender parity in the workplace?

Because without parity and full participation from the rich talent pool within our industry, we're not leveraging what's possible. What solutions are we not getting to? There are too many patients depending on us to leave ideas behind.

Why has it been necessary to create the Collaborative?

All too often our organizations are looked as being in constant competition with one another. The Collaborative serves as a brilliant example that amazing things can happen when we work together and share our learnings, failures and successes...all in the name of creating an industry where all talent can thrive.

What makes this consortium unique compared to other initiatives/investments happening in your own organization?

It allows us the opportunity to accelerate our progress internally because we get to understand, deeply and intimately, what's worked well (and not so well) elsewhere. There's a high level of respect and trust amongst the Collaborative members.



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