

International social report 2010

The Group worldwide – Key figures

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International social report 2010

Editorial

In 2010, the sanofi-aventis Group continued to pursue its strategy of expanding our leadership position in the global health market.

Through a policy of targeted acquisitions, we have reinforced our presence in certain growth areas. These include vaccines in the United States with Vax Design, diabetes in Russia with Bioton Vostoc, and consumer healthcare products in North America with Chattem and in Eastern Europe with Nepentes, as well as emerging markets such as Asia-Pacific (Ming Shen in China) and Latin America (production site in Argentina).

We have maintained our policy of adjusting our staffing where needed, to allow us to remain internationally competitive, orient our research and our production facilities toward biotechnology, and right-size our sales force to adapt to local regulatory requirements (drug reimbursement reduction or price regulation, etc.) and the launch of generic versions of some of the Group's key products.

2010 was also a critical year for delivering on our Human Resources priorities.

I want to thank all of the Human Resources teams worldwide for mobilizing to assist with the harmonization of our processes, and especially for supporting our managers and colleagues during this period of change.

To achieve our strategic goals by 2015, we must work in partnership with business activities in each country to attract the best talents, develop the skills of each employee, and find ways to acknowledge employee commitment.

The year 2011 will continue to confirm our own commitment to developing leadership skills in our managers, optimizing transversal collaboration within the Group, promoting diversity in all its forms, fostering social dialog, and allowing each and every one of us to broaden our skill set and thus contribute to the company's success.

These challenges are entirely in alignment with the corporate culture of "Our sanofi-aventis" which guides our actions on a daily basis.



Roberto PUCCI

Senior Vice President, Human Resources

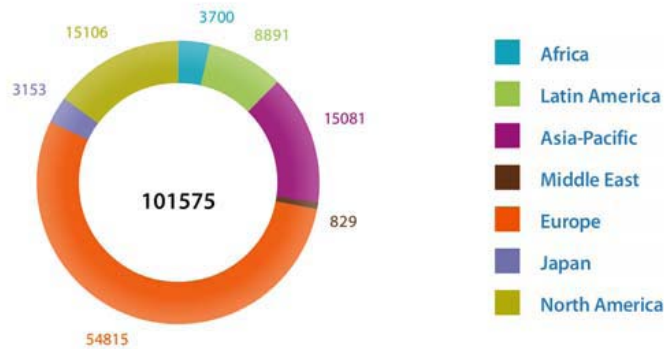
Worldwide headcount

101,575 employees in 100 countries

Geographical presence

On December 31, 2010, the Group had 101,575 employees, a decrease of 3.1% compared to 2009. However, acquisitions during the year represent a total of 1,608 employees. In 2010, the Group's presence expanded, particularly in developing areas: Asia-Pacific (+9.9%), Middle East (+6.8%) and Latin America (+1.3%).

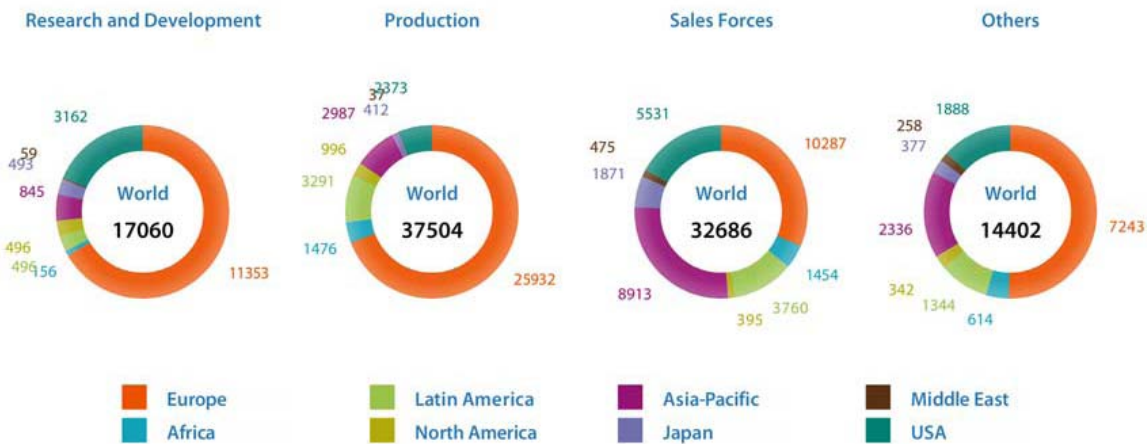
China is now the fourth largest country in the Group, with 4,791 employees (+32.8%).



Headcount by function and region

Production headcount increased overall by 1.8%. The regions which contribute the most to this increase are the United States (acquisition of Chattem), Asia-Pacific (particularly due to the acquisition of Ming Shen in China), Latin America with the acquisition of Mendoza in Argentina, and Africa. The sales force, which comprises 32.2% of world staff, decreased by 4.7% compared to 2009.

Staffing in Research & Development also decreased (11.2%): a 13% reduction in Europe, and an 11.7% reduction in the United States. It remains a strong presence in those two regions, however.

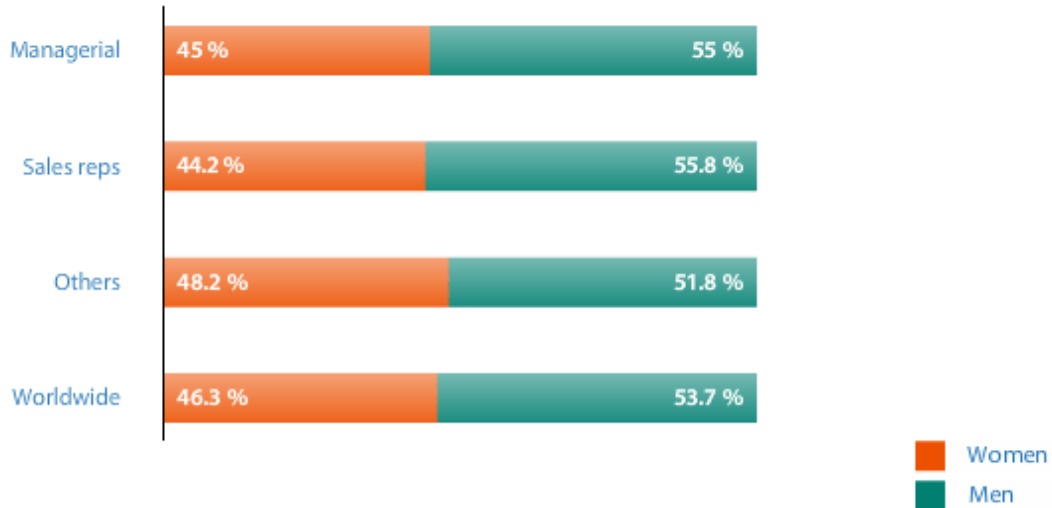


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Gender breakdown by job category

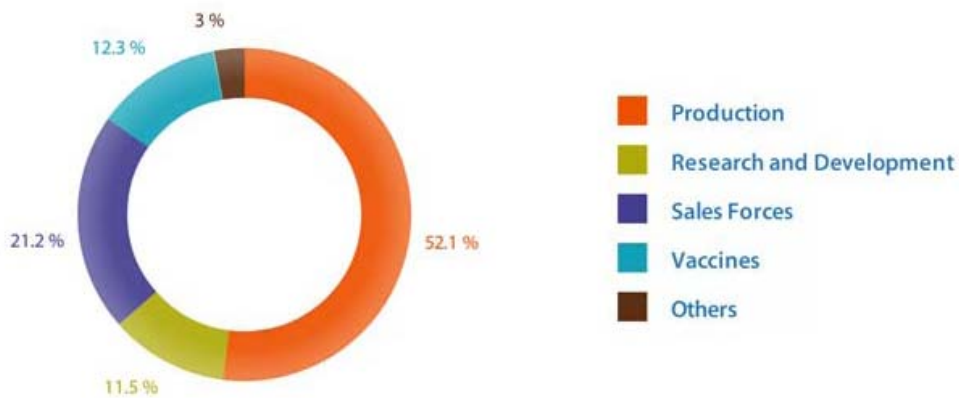
The percentage of women in the Group is 46.3%. Among managerial grade staff, the percentage is 45%. These percentages are stable compared to 2009.



Disability

Group policy to encourage the employment of people with disabilities continues to be implemented worldwide.

More than 40 countries have reported that they employ the disabled: 1,779 people in 2010 (stable compared to 2009: 1,772). Around half of these people work in production.



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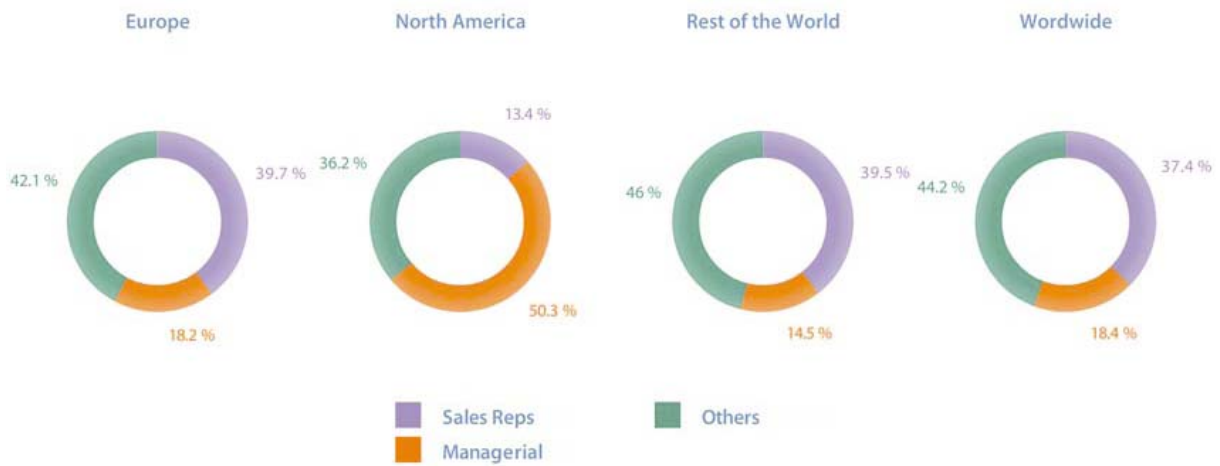
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Staff changes

8,924 permanent contracts, of which 47.1% for women

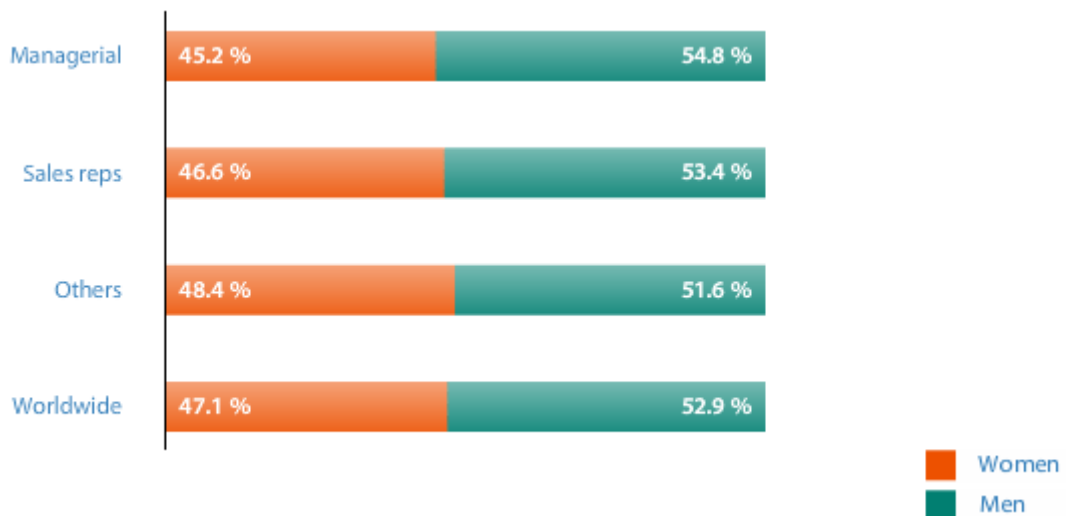
New permanent staff by job category

New permanent hires primarily concerned Brazil (1,276 employees), China (1,200 employees), India (813 employees), and Mexico (610 employees).



Gender breakdown of new permanent staff

New permanent hire numbers reveal a greater proportion of women employees (47.1%) compared to 2009 (43.1%) in all job categories.



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Average age of new permanent contract

The average age of new permanent contract is **34 years and 2 months**

The average age of new permanent contract is 34 years and 2 months and increased compared to 2009 (32 years and 8 months). This increase was seen in all regions worldwide. The average age for women is 33 years and 4 months and for men, 34 years and 8 months.

	Women	Men	Overall Average
Europe	34 y. 7 m.	36 y. 4 m.	35 y. 9 m.
North America	41 y. 4 m.	40 y. 3 m.	40 y. 11 m.
Rest of the World	31 y. 2 m.	32 y. 7 m.	31 y. 11 m.
Worldwide	33 y. 4 m.	34 y. 8 m.	34 y. 2 m.

Permanent staff departure by job category

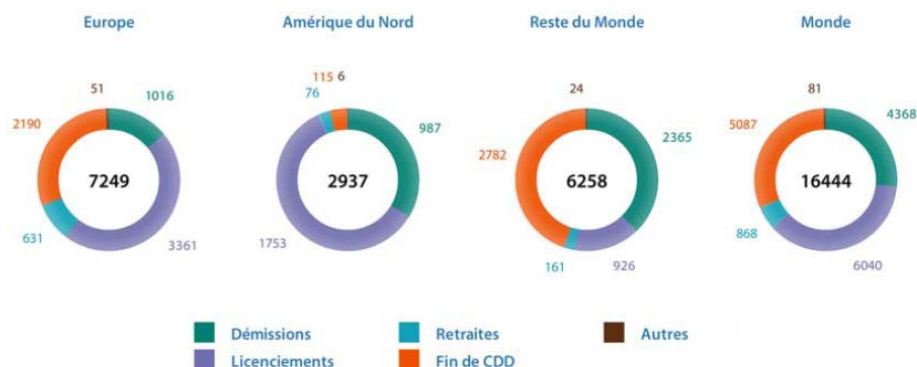
11,357 permanent employees have left the Group



Reasons for departure

Staff leaving the Group, i.e. roughly 16,444, mainly concerned resignations (27%), the end of fixed-term contracts (31%), layoffs (37%), and retirements (5%).

The percentage of permanent employees leaving worldwide is 12% compared to 8.8% in 2009.



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Age and seniority

The average age of employees is **40 years and 10 months**.

The average seniority is **11 years and 11 months**.

Average profile of men and women (in years and months)



40 years and 4 months
Average age

11 years and 6 months
Seniority



41 years and 3 months
Average age

12 years and 4 months
Seniority

Average age by region (in years and months)

	Women	Men	Overall Average
Europe	41 y 4 m	42 y 10 m	42 y 1 m
North America	42 y 8 m	44 y 4 m	43 y 6 m
Rest of the World	35 y 11 m	37 y 3 m	36 y 9 m
Worldwide	40 y 4 m	41 y 3 m	40 y 10 m

Average length of service by region (in years and months)

	Women	Men	Overall Average
Europe	14 y 3 m	15 y 7 m	14 y 11 m
North America	8 y 9 m	9 y 11 m	9 y 4 m
Rest of the World	6 y 7 m	8 y 3 m	7 y 8 m
Worldwide	11 y 6 m	12 y et 4 m	11 y 11 m

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Age brackets

The average age of employee (40 years and 10 months) increased by 1 month compared to 2009 (40 years and 9 months).

79% of employees are aged between 26 and 50.



Length of service brackets

Average length of service, 11 years and 11 months, increased by 7 months compared to 2009.

The length of service in Europe (14 years and 11 months) remains well above that in North America (9 years and 4 months) and elsewhere (7 years and 8 months).

The average length of seniority of women is 10 months less than the average length of seniority of men (compared to 9 months in 2009).



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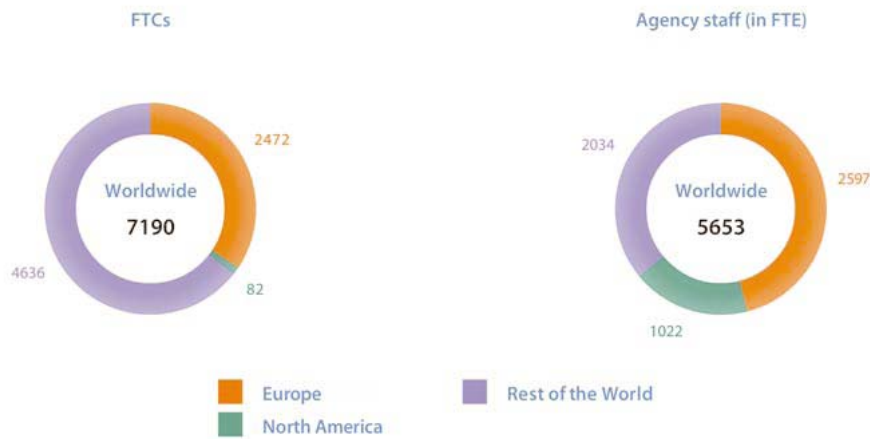
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Work Organization

Fixed-term contracts: **7,190**

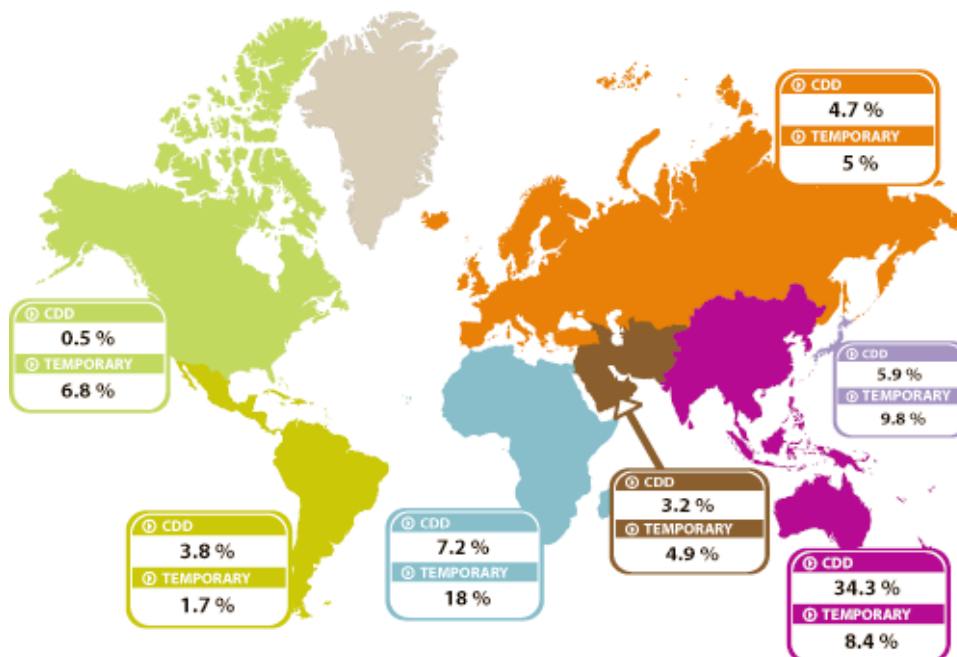
Temporary agency staff (full-time equivalent jobs): **5,653** Part-time employees: **4,380**

Temporary work



% temporary work versus permanent contracts

The ratio of fixed-term contracts versus permanent contracts is 7.6%, a 0.3 point increase compared to 2009. The ratio of temporary agency staff versus permanent contracts is 6%, a 0.6 point decrease compared to 2009.

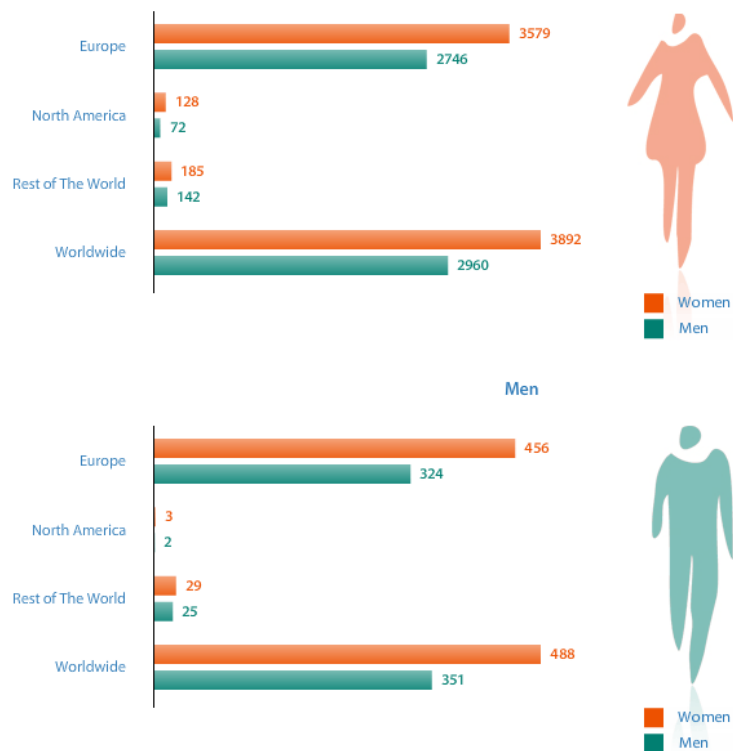


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Part-time work

4.6% of our employees work part-time, i.e. a 0.1 point increase compared to 2009. Most part-time employees are women (88.9%).



Disclaimer

Glossary

PC = Permanent Contracts
FTC = Fixed-Term Contracts
FTE = Full-Time Equivalents
y. = years
h. = hours
m. = months
Cat. = Category

* Others Africa = all African countries not listed

** Gulf = United Arab Emirates

Statement by the auditors (Ernst&Young) on methodology limitations

The methodology used for some employee data may be subject to limitations due to:

- the lack of recognized employment contract definitions at local/international level,
- the need for estimates, the representativeness of some indicators, or the limited availability of external data for calculations,
- practical issues relating to the collection and input of data.

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