



## Sanofi Global

sanofi

WORKTECH  
ACADEMY

### WORKPLACE STRATEGY

Global R&D-driven, AI-powered biopharma company Sanofi set out to transform its workplace strategy by asking the question: what if the office could become a cultural catalyst rather than a corporate cost? The answer has driven one of the most ambitious and human-centred real estate transformations in the life sciences sector today. It blends data, hospitality and purpose into a global model for how and where people work.

This transformation is deeply rooted in Sanofi's purpose to chase the miracles of science to improve people's lives, and it's guided by the company's values: Aim Higher, Act for Patients, Be Bold, and Lead Together.

#### STRATEGY

Until recently, workplace transformation at Sanofi sat within the finance function, defined largely by square metres, headcount ratios and cost efficiencies. That changed in 2021, when the company shifted responsibility to the People & Culture (HR) division.





The move was more than administrative, it repositioned the workplace as an enabler of wellbeing, collaboration and brand identity, not simply a line on the balance sheet.

‘Reporting into HR allowed us to connect the physical environment with culture and behaviour,’ explains Fernando Faria, Sanofi’s Global Head of Workplace Transformation. ‘It changed the conversation from cost control to human experience.’

### THE FOUR GUIDING PILLARS

Sanofi’s new workplace strategy is built around four guiding pillars that act as the foundation of its global playbook:

1. Culture and collaboration – fostering a sense of belonging and connection across teams.
2. Sustainability and wellbeing – designing spaces that support physical and mental health while reducing environmental impact.
3. Technology and innovation – embedding digital systems that make work more efficient and adaptable.
4. Hospitality and workspace – infusing the office with the service mindset and sensory qualities of a premium hospitality environment.

Together, these principles aim to create workplaces that are functional as well as emotional and social ecosystems that express Sanofi’s purpose as a health-driven organisation.

### BUILDING A GLOBAL DATA FOUNDATION

The transformation began at Cambridge Crossing in Massachusetts, a 900,000 sqft campus combining research and development with office space. This became the testbed for Sanofi’s data-driven approach. Sanofi installed a network of occupancy and environmental sensors to collect real-time data on how people

were using spaces, how air quality correlated with productivity, and how energy could be managed more efficiently.

At first, the initiative faced some level of scepticism among different teams. From day one, all data was collected anonymously, with a strong focus on protecting individual privacy while gathering space utilisation insights. Over time, through consistent results, transparent privacy practices, and change management, Sanofi built trust in the insights which led to the creation of a standardised global data framework that now informs every project.



### Workplace strategy

Sanofi shifted workplace transformation from finance to the people and culture department, reframing it from a cost-driven exercise to a human-centred strategy that supports wellbeing, collaboration and organisational identity.







The data quickly revealed how perception and reality can differ. Employees often reported a shortage of desks and large meeting rooms, yet the sensors showed that average workspace utilisation was under three hours per day, and medium-sized meeting rooms were rarely used to capacity. In contrast, small one- and two-person rooms were in constant demand, reflecting the rise of hybrid calls and focused, private work.

These insights reshaped design standards across Sanofi's portfolio. Furniture layouts were reconfigured, redundant assets were redeployed, and investment shifted towards more flexible, high-use spaces. The data also guided real-time operational improvements from optimizing food production in cafeterias (reducing waste) to alerting facilities teams before maintenance.

## GLOBAL ROLLOUT

Sanofi's goal is to align 75% of its global office and R&D footprint with the new workplace model by 2028. This is a vast undertaking that reflects the scale and consistency of its approach.

Early results are already making a difference. Across newly opened sites, workstation utilisation has increased from 41% to 79%, with average daily use up from 2.8 to 3.7 hours. These figures suggest that employees are finding greater purpose and productivity in spaces that genuinely support their needs.

The data also informed an adjustment in Sanofi's hybrid work policy. When a three-day-in-office rhythm was introduced, focused 'heads-down' work increased, leading to a rebalancing of collaborative and individual zones in new designs.

## HUMAN-CENTRIC WORK

Data is not an end in itself but a way to amplify human experience. 'We never want the workplace to feel like an obligation,' says Fernando Faria. 'If we remove the human piece from the equation, people will comply with policy but won't feel inspired to come in.'

This philosophy underpins the company's distinctive design feature which is its fusion of workplace and hospitality. Sanofi's offices are intentionally designed to feel like a blend between a membership club and a modern workspace. The experience encompasses biophilic design, curated digital art, a signature fragrance, music zones and tactile, high-quality fabrics. Every detail is selected to make people feel energized, comfortable, and connected to the brand, creating that unique experience called 'The Sanofi Feeling'. It's where the science of work meets the feeling of purpose.



## Key Facts

<b>Industry:</b>	Pharmaceutical
<b>Location:</b>	Global
<b>No. of employees:</b>	83,000
<b>Designer:</b>	Gensler
<b>Year:</b>	2025





## Key Features

- Shifted workplace transformation from Finance to People & Culture department
- A four-pillar global workplace playbook guides all new projects across the portfolio.
- Its Cambridge Crossing campus became a data testbed
- Leveraged data to overturn assumptions
- Insights enabled portfolio-wide redesigns
- New model has boosted workstation utilisation from 41% to 79%
- Blends hospitality with workplace design, introducing biophilia, curated digital art, signature fragrance, music zones and premium materials



### SERVICE AS STRATEGY

To maintain this atmosphere, Sanofi invests heavily in training its hospitality teams, ensuring the level of service matches the sophistication of the environment. The goal is to create a consistent, uplifting experience across geographies.

This hospitality mindset also extends to Sanofi's external reputation. A multi-platform social media campaign across LinkedIn, Instagram, and TikTok showcasing its new workplaces - featuring over 30 authentic videos with real Sanofians in 11 countries - in 2025 attracted

118 million impressions and over 5,900 job applications, demonstrating how physical space can become a powerful employer branding tool. The workplace has become not only a platform for productivity, but also a statement of identity, moving Sanofi from Number 4 to Number 1 in workplace experience perception among pharmaceutical companies (Employer Brand Index, Link Humans, 2025).

### CONTINUOUS IMPROVEMENT

One of the most innovative aspects of Sanofi's model is its iterative approach. Rather than setting fixed global standards,

the company treats each project as a live prototype. Lessons from one site are fed into the next, enabling continuous evolution.

We don't wait for new versions of the playbook,' says Fernando. 'We adjust in real time as the data tells us something new.'

This adaptive mindset is now extending into experiments with AI and automation, from predictive maintenance to intelligent booking systems. But the emphasis remains that technology should serve the human, not replace them.





## Data Collection

Across 11 locations and 7,771 spaces measured, there were:

- 2,088 Area Sensors
- 542 Entry Sensors
- 804 Presence Sensors
- 722 Air Quality Sensors

## THE ROAD AHEAD

Sanofi's experience offers a blueprint for others navigating the tension between data, design and human behaviour. It shows that the most effective workplaces are those which are purposefully measured to deliver impact for workers. This requires a balance between real-time insights and empathy, and where the office becomes a living expression of organisational culture.

As an R&D-driven, AI-powered biopharma company committed to improving people's lives, Sanofi continues to demonstrate that workplace transformation is not just about physical space – it's about creating environments where people can bring their best selves to work, embody the company's values, and ultimately contribute to chasing the miracles of science that improve lives around the world.

**Photography:** Sanofi Global Offices.  
**Credit:** Gensler

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