

Standard Operation Procedure

标准操作流程

Procedure Name : Issues and Crisis Management Procedure

流程名称 危机及潜在危机管理程序

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Remains effective till next update and no longer than 3 years

下次更新前持续有效，最长不超过3年

Apply To : Applicable Division 适用业务领域

适用对象

☒ GEM Operation 制药运营

☒ Consumer Healthcare Operation 健康药业运营

☒ Vaccine Operation 疫苗运营

☒ Global Support Functions 全球职能部门

☒ R&D 研发中心

☒ Industrial Affairs 工业事务

Impact to BU Field Based Staff 对区域销售及市场员工的影响度

☒ High 高 ☐ Medium 中 ☐ Low 低 ☐ None 无

Applicable Functions 适用部门

☒ All Staff 所有员工

☐ Following specific functions 以下特定职能

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Superseded SOP : [SOP-CM02-2014] Issue and Crisis Management 危机及潜在危机
被取代 SOP 管理程序

Owner (function) : Communications Department
负责人(职能) 交流传媒部

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Name and Title / 姓名与职务

Date / 日期

Validated By *

确认人

: 

8/23/2017

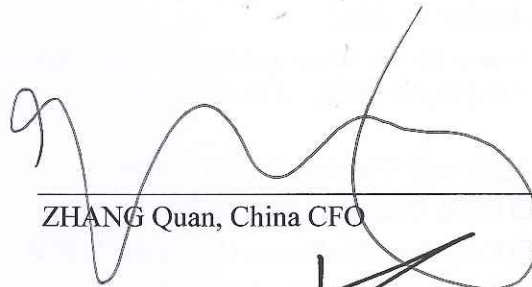
Summer YE, Head of China Internal Control
& Processes

** Validating this document to have been thoroughly reviewed by functions/divisions concerned*

确认本文件已被相关职能详细审核

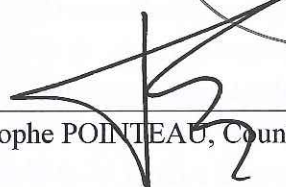
Approved By **

批准人



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批准本文件予以发布并生效

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Executive Summary 概要

- An issue or a crisis is defined as an unpredictable, critical and high-consequence event or situation that threatens:
 - The viability of part or all of Sanofi
 - Health or well-being of employees, the community or public at large
 - Major expectancies of stakeholders

It is not only linked to negative exposure in the media or social media.

危机和潜在危机指可能对赛诺菲及利益相关者的声誉造成负面影响的事件，或者和公司有关的对员工、社区及公共健康产生负面影响的事件，不仅限于已经出现在媒体或社交媒体的报道。

- Depending on the potential geographical reach or impact, an issue or a crisis can be managed by Sanofi China **Crisis Management Committee (CMC)** or China Division-level CMC, or escalated to Regional or Global when needed.
按事件潜在的地域范围或影响力，分别由赛诺菲中国**危机管理委员会**或业务领域危机管理委员会进行管理，或者在必要时上升到集团区域或全球层面进行管理。
- Whenever a Sanofi employee identifies an issue or a crisis that can adversely impact Sanofi's reputation, he / she should immediately report to his / her line manager and the Communications Department (contact info see below), even if it has NOT yet caused negative publicity or is NOT yet circulating in the public domain.
如公司员工发现任何可能对公司声誉造成负面影响的危机事件，无论该事件是否已产生负面报道，或无论是否已在公众领域传播，都应立即向其直线经理及交流传媒部报告，联系方式如下：

■ 1st Contact Person 第一联系人

China Communication Head	Clare XU
赛诺菲中国交流传媒负责人	许蕴兰
Tel 电话	021 2226 6207
Mobile 手机	135 0176 4162
Email 邮箱	clare1.xu@sanofi.com

■ 2nd Contact Person 第二联系人

Senior Communication Manager	Shasha LIU
交流传媒高级经理	刘莎莎
Tel 电话	010 56738362
Mobile 手机	136 0133 1028
Email 邮箱	shasha.liu@sanofi.com

- Under all circumstances, only designated personnel from the Communications Department is authorized to interact with the media, either via phone, email or in person.

For any media enquiry, employee should write down the journalist contact information and immediately report to the Communications Department. The designated personnel from Communications Department will contact with media.

在任何情况下，只有交流传媒部的授权人员方有权通过电话、电子邮件或面谈方式与媒体开展沟通。如员工接到媒体垂询，应完整记录媒体记者的联系方式，并立即告知交流传媒部。交流传媒部授权人员将与媒体进行沟通。

1. PURPOSE 目的

This SOP is to establish preparedness, reporting and management procedures to effectively manage issues and crises that can adversely impact Sanofi's reputation and to comply with the requirement of relevant global policies.

本流程旨在制订有效的防范、报告和处理程序，有效管理可能对赛诺菲的声誉造成负面影响的危机和潜在危机，以符合相关总部政策的要求。

2. SCOPE 范围

This procedure applies to all employees (including contracted employees) of Sanofi China, including GEM, CHC, Vaccine, R&D, Industrial Affairs and Corporate Support Functions.

本程序适用于赛诺菲中国的所有员工（包含外包员工），包括制药运营、健康药业、疫苗、研发中心、工业事务和集团职能部门。

3. DEFINITION 定义

3.1 An issue or a crisis is defined as an unpredictable, critical and high-consequence event or situation that threatens:

- The viability of part or all of Sanofi
- Health or well-being of employees, the community or public at large
- Major expectancies of stakeholders

It is not only linked to negative exposure in the media or social media.

危机和潜在危机指可能对赛诺菲及利益相关者的声誉造成负面影响的事件，或者和公司有关的对员工、社区及公共健康产生负面影响的事件，不仅限于已经出现在媒体或社交媒体的报道。

3.2 Issues or crises include, but are not limited to the following situations:

危机和潜在危机事件包括、但不限于以下情形：

- Corporate Governance, e.g., leadership change, executive personal issue, etc.
公司治理危机，如管理层变动及管理人员个人潜在危机等
- Human Resource Issues, e.g., workplace discrimination, job cuts, whistleblower, labor dispute, etc.
人事管理危机，如工作场所歧视，裁员，举报，劳资纠纷等
- Financial, e.g., significant financial loss, activist shareholder, restatement of financials, SEC or other investigation, etc.
财务状况危机，如重大财务损失，股东维权，财务报告重整，证券交易委员会或其他调查等

- Product/Operations, e.g., product recall, facility disaster, published study criticizing product, etc.
产品/工业事务危机，如产品召回，工厂设备灾难及事故，对产品不利的研究报道等
- Security and safety issues, e.g., natural disasters affecting one or more company sites & people, malicious damage or sabotage with serious repercussions for company employees, assets or operations
安全危机，如影响到一个或多个工厂及员工的自然灾害，对公司员工、资产或运营产生严重影响的恶意破坏事件

4. ROLES AND RESPONSIBILITIES 角色与职责

4.1 Sanofi Staff 赛诺菲员工

Any issues or crises that can adversely impact Sanofi's reputation should report to line manager and the communications (contact information in Section 6.1) immediately.
任何可能对公司声誉造成负面影响的危机事件都应立即向其直线经理及交流传媒部（联系方式参见章节 6.1）报告。

4.2 Crisis Management Committee (abbreviated as "CMC")危机管理委员会

Depending on the impact, an issue or a crisis can be managed by Sanofi China Crisis Management Committee or China Division-level CMC, or escalated to Regional or Global when needed.

按事件潜在的地域范围或影响力，分别由赛诺菲中国危机管理委员会或业务领域危机管理委员会进行管理，或者在必要时上升到集团区域或全球层面进行管理。

- Sanofi China CMC should manage issues or crises that directly impact Sanofi's reputation in China and/or beyond.
赛诺菲中国危机管理委员会负责处理对赛诺菲中国和/或赛诺菲集团的声誉产生直接负面影响的危机事件。
- Division-level CMC should manage issues or crises that impact the particular division and/or particular products.
业务领域危机管理委员会负责处理对该业务领域和/或产品产生负面影响的危机事件。

4.3 Sanofi China CMC is led by Country Chair of China. China Division-level CMC is led by its respective Division head.

赛诺菲中国危机管理委员会由赛诺菲中国区主席领导。业务领域危机管理委员会由各业务领域负责人领导。

4.4 The permanent members of CMC include the responsible Communications Head and

Responsible Legal Head. Depending on the nature of the crisis, the leader of the CMC can nominate additional members.

危机管理委员会的固定成员包括相关交流传媒负责人和法务负责人。危机管理委员会负责人可根据危机的性质和严重程度，决定是否增补其它相关人员。

4.4 Roles and Responsibilities of CMC members 危机管理委员会成员的具体职责

Role 角色	Member 成员	Responsibilities 职责范围
Leader of CMC 危机管理委员会负责人	China Country Chair 赛诺菲中国区主席 or 或 Division head 业务领域负责人	<ul style="list-style-type: none"> • Activates the CMC • Appoints Crisis Leader (or may act as Crisis Leader) • Nominates additional members of CMC • Nominates the crisis spokesperson • Nominates a secretary to write minutes of each meeting • According to the recommendations of the CMC, decides the actions to take. • Manages the CMC (task planning, work sharing, facilitates discussions within and outside the CMC, lists all crisis resolution options) • Determines when to close the crisis management process • 启动危机管理委员会 • 指定危机负责人（或亲自担任危机负责人） • 指定危机管理委员会增补成员 • 指定针对不同利益相关方的危机发言人 • 指定书记记录每次会议的纪要 • 根据危机管理委员会的建议，决定应采取的行动 • 指挥危机管理委员会的工作（规划任务、分配工作、推动开展委员会内外的讨论、列出危机解决方案等） • 决定何时结束此次危机管理程序
Member of CMC 危机管理委员会成员	<ul style="list-style-type: none"> • Permanent members include Communications Head and Legal Head 固定成员包括交流传媒负责人和法务负责人 • Additional members to be nominated by CMC Leader, e.g. Medical, E&BI, Security, related BU and HSE. CMC 负责人按需增补的其他人员，如医学部、合规部、安全部、相关业务部门以及 HSE 等 	<ul style="list-style-type: none"> • Each member is responsible to drive internal and external stakeholder engagement, ensure message alignment. • Each member should analyze the events and related documents, make recommendations to the CMC leader on the action plan. • Each member has to be available 24/7 in case of crisis. • Ensure the confidentiality of the crisis until decisions are taken. • Debrief post-crisis to improve the management of the next crisis. • 每位成员确保与内部和外部利益相关群体的沟通顺畅，保持信息一致 • 每位成员负责分析危机事件和相关文件，向 CMC 负责人做出建议

Role 角色	Member 成员	Responsibilities 职责范围
		<ul style="list-style-type: none"> 每位成员在危机发生时应 24 小时待命 确保在做出决定前对危机事件实施保密 危机结束后进行总结，以改进危机管理
Coordinator 协调员	Communications Head 交流传媒负责人	<ul style="list-style-type: none"> Develop materials for internal and external communication, including statement, key messages, press release, Q&A, etc., Drive consistent communication to internal and external stakeholders Closely monitor media and social media and report to CMC in a timely manner Ensure proper reporting to the Global Communication team When necessary, prepare “post-crisis evaluation” after the end of the crisis 起草对内对外的沟通文件，包括公司声明、关键信息、新闻稿和媒体问答等 保持与对内对外利益相关群体的沟通信息一致 监测媒体和社交媒体，并及时向 CMC 汇报 和总部交流传媒团队保持顺畅沟通 如有必要，在危机结束后，开展“危机事后评估”

5. CRISIS PREPAREDNESS 危机防范

Crisis preparedness is to reduce the crisis and issue, and to be able to react immediately when a crisis occur.

危机防范是为了减少危机及潜在危机事件，且在危机事件来临时可以快速反应。

5.1 Crisis Management Training

危机管理培训

The Communications is responsible for organizing Crisis Management Training to:

集团交流传媒部负责组织危机管理培训，以达到以下目的：

- Sensitize the management team to potential issues and crises
- Train the management team to be familiar with crisis management process
- Test “ready to use” communication and management tools
- 使管理层保持对危机和潜在危机的敏感度
- 培训管理层，使其熟悉危机处理流程
- 对危机管理和危机沟通材料进行模拟测试

Crisis management training should be organized by Communications Department for all

members (both permanent and additional members) of CMC every two years.

危机管理培训由集团交流传媒部定期组织并实施，每两年一次，针对危机管理委员会所有成员（包括固定及增补成员）进行培训。

5.2 Spokespersons 发言人

In the interests of the reputation of the company and shareholder confidence, to prevent the crisis, it is important that the information we issue externally is accurate and timely.

Communication with the media is the domain of the communications department

为维护公司声誉及股东信心，防范危机发生，公司对外发布信息的准确和及时是非常重要的，与媒体沟通是交流传媒部的职责范畴。

- As an over-riding principle, no employee, other than designated spokesperson in the organization should communicate with media about Sanofi's products, performance, policies, or any other issue that is not already in the public domain without prior authority and communication approval. The designated spokesperson includes:

作为首要原则，除指定发言人外，任何员工不得在没有被授权的情况下，与媒体沟通尚未对外公布的产品、业绩、政策或任何其他与公司相关的问题。指定发言人包括：

- China Country Chair 中国区主席
- Division head 业务领域负责人
- Other people appointed for special case 其他特定授权发言人

- Only the Country Chair and General Manager could be quoted in the press release of Sanofi China;

只有中国区主席和总经理可以作为发言人在赛诺菲中国的新闻稿中提供引言；

- All BU and function heads could be the spokespersons who represent related BU and function in scientific conference, but could not be quoted in any press release and publications without prior authority by Country Chair or General Manager and head of China Communications;

特定业务部门和职能部门的负责人可以在其相关的学术会议上作为其部门的发言人，但未得到中国区主席或总经理及交流传媒负责人批准，不可出现在新闻稿或对外发表的文字中；

- Any public speech or speaking engagement that may draw media attention or at which media will be present, and any written communication intended for publication must be coordinated with and approved by Communications. All content should be submitted to Communications at least one week prior to the event/activity so that it can be assessed for content and value.

任何公众演讲或有媒体参与的发言，及任何将被媒体发表的文字，都必须经过交流传媒部的批准及审核。内容需要在活动开始前至少提前一周交于交流传媒部，以便评估其内容和价值。

5.3 Social Media and Crisis 社交媒体及危机

Social media has become an essential part of crisis and communication, to reduce the crisis rising from social media, all China employees should follow the rules specified in “Sanofi China Policy for Use of Social Media and Personal Communication Tools” (Appendix I).

社交媒体已成为媒体危机及沟通的重要组成部分，为减少来自社交媒体的危机，所有中国员工应遵循《赛诺菲社交媒体及个人通讯工具使用员工行为准则》（附件一）的相关规定。

6. PROCEDURES 流程

6.1 Crisis Alert 危机预警

Whenever a Sanofi employee identifies an issue or a crisis that can adversely impact Sanofi's reputation, he / she should immediately report to his / her line manager and the Communications Department, even if it has NOT yet caused negative publicity.

如公司员工发现任何可能对公司声誉造成负面影响的危机事件，无论该事件是否已产生负面报道，都应立即向其直线经理及交流传媒部报告，联系方式如下：

■ 1st Contact Person 第一联系人

China Communications Head	Clare XU
赛诺菲中国交流传媒负责人	许蕴兰
Tel 电话	021 2226 6207
Mobile 手机	135 0176 4162
Email 邮箱	clare1.xu@sanofi.com

■ 2nd Contact Person 第二联系人

Senior Communications Manager	Shasha LIU
交流传媒高级经理	刘莎莎
Tel 电话	010 56738362
Mobile 手机	136 0133 1028
Email 邮箱	shasha.liu@sanofi.com

6.2 Crisis Activation and Response 危机启动和响应

6.2.1 Depending on the severity of the situation, the Communications Head should report to the leader of the CMC who will decide whether or not to activate the CMC and when to hold the kick-off meeting. The kick-off meeting should aim to achieve the following objectives:

交流传媒部负责人应酌情向 CMC 负责人汇报，并由 CMC 负责人决定是否启动危机管理委员会及何时召开启动会。启动会应实现如下目标：

- Evaluate existing media coverage (if applicable)

- Mapping stakeholders, and evaluate the risk vis-a-vis different internal and external stakeholders, confirm their contacts
- Scenario planning and goal setting
- Define company position & communication strategy
- Designate company spokesperson
- Mobilize internal & external resources to define a clear plan of action
- Prepare the holding statement and Q&A
- 确定媒体影响范围（如适用）
- 确认利益相关者和联系方式，评估不同内部和外部利益相关群体面临的风险
- 预案规划和目标
- 确定公司立场和沟通策略
- 指定公司发言人
- 发动内部和外部资源，制订清晰的行动计划
- 准备备用声明及问答

The CMC members take the actions according to the clear action plan defined in kick-off meeting, analyze the events and related documents, and make recommendations to the CMC leader on the action plan.

危机管理委员成员根据启动大会制定的行动计划展开行动，分析危机事件和相关文件，并向 CMC 负责人做出建议。

- 6.2.2 Under all circumstances, only designated personnel from the Communications Department is authorized to interact with the media, either via phone, email or in person. For any media enquiry, employee should write down the journalist contact information and immediately report to the Communications Department.

在任何情况下，只有交流传媒部的授权人员方有权通过电话、电子邮件或面谈方式与媒体开展沟通。如员工接到媒体垂询，应完整记录媒体记者的联系方式，并立即告知交流传媒部。

- 6.2.3 Report from Country to Global 国家到集团的报告

China Communications Head is responsible to report any potential issue or crisis to his/her communication report at global level as soon as the CMC is activated. There are two levels of reporting:

中国交流传媒负责人在危机管理委员会成立后，负责向集团交流传媒部相关人员汇报潜在问题或危机，汇报分两个等级：

I. Report for information:

报告信息：

- Local issue with low media and social media impact and low potential risk of impact in other countries/regions.
当地危机地域性强，且涉及的媒体影响力小，对其他地区或国家造成潜在危机风险低；

- In this case, the head of China Communications is responsible to define and implement the strategy and action plan but keeping informed his/her communication report at global level

在这种情况下，中国交流传媒部负责人确定并实施行动计划，并告知集团交流传媒部相关人员。

II. Reporting for activation:

要求行动:

- Local crisis with impact or potential impact in top country/global media, social media and medium or high risk of impact in other countries/regions.
当地危机出现在影响力大的主流媒体或社交媒体，且对其他国家/地区造成影响的风险高或较高；

- In this case, the Corporate Communication is responsible to define the strategy and the head of China Communications will implement the action plan.

在这种情况下，集团交流传媒部相关人员参与确定危机行动计划，中国交流传媒负责人实施行动计划。

6.2.4 Report from Global to Country 集团到国家的报告

- When a country or a region is specifically involved, the Country communications head is informed and part of the crisis communication team;

当集团的危机事件涉及到具体国家或区域的时候，当地的交流传媒负责人将会被告知并进入集团危机管理小组；

- When local media outreach to global team, global media relation answers and informs the Country communications head.

当集团危机事件涉及的当地媒体联系到集团时，集团负责回复并告知当地交流传媒部负责人。

6.3 Crisis Closure 危机结束

The leader of CMC recommends the closure and recap of the crisis once the goals of the action plan are reached. The leader of CMC will develop the recovery plan to minimize the long-term effects if necessary.

危机管理委员会负责人在危机管理达成目标时建议结束危机管理流程并做总结，必要时制定恢复计划减少对业务带来的长远影响。

7. REFERENCES 参考文献

Document Number 文件编号	Subject 文件名
GDPOL-013703	Management of Crisis
GDOPS-014239	Crisis Management
GDSOP-014154	Crisis Communication

8. SUMMARY OF APPENDIX 附件汇总表

Appendix I 附件一	Sanofi China Policy for Use of Social Media and Personal Communication Tools 赛诺菲社交媒体及个人通讯工具使用员工行为准则
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9. VERSION HISTORY 版本历史

Version 版本	Document Number 文件号	Effective Date 生效日期	Major Changes 主要更新
V.1	SOP CM No 2007-01	2007-01-01	Initial release 初始版本
V.2	SOP CM No 2009-01	2009-03-1	Renewal with minor changes 延续有效期及少量更新
V.3	SOP CM No 2009-03	2009-09-1	Renewal with minor changes 延续有效期及少量更新
V.4	SOP CM No 2011-02	2011-09-1	Renewal with minor changes 延续有效期及少量更新
V.5	SOP-CM-02-2014	2014-03-07	<ul style="list-style-type: none"> Update Crisis Management Committee composition 更新危机处理小组成员 Clarify roles and responsibilities 明晰各方职责 Change media inquiry contacts 变更媒体联系人 Define crisis management training frequency 界定危机管理培训频次
V.7	SOP-CM-02-2017	2017-10-01	<ul style="list-style-type: none"> Update the organization of Crisis Management Committee 更新危机管理委员会的组成 Add the country-global crisis reporting requirement 增加国家与总部之间报告的要求 Add the crisis preparedness, including crisis management training, spokesperson policy and social media policy 增加危机防范的内容，包括危机管理培训，发言人政策和社交媒体管理政策