

strategy & Management

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company profile

Part of the non-financial report

We are Merck KGaA, Darmstadt, Germany, a vibrant science and technology company. Science is at the heart of everything we do. It drives the discoveries we make and the technologies we create. Our work makes a positive difference in millions of people's lives every day. In line with our strategic direction, in Healthcare, we discover unique ways to treat the most challenging diseases such as multiple sclerosis and cancer. Our Life Science experts empower scientists by developing tools and solutions that help deliver breakthroughs more quickly. And in Performance Materials, we develop science that sits inside technologies and changes the way we access and display information.

Everything we do is fueled by a belief in science and technology as a force for good. A belief that has driven our work since 1668 and will continue to inspire us to find more joyful and sustainable ways to live. We are curious minds dedicated to human progress.

Who we are

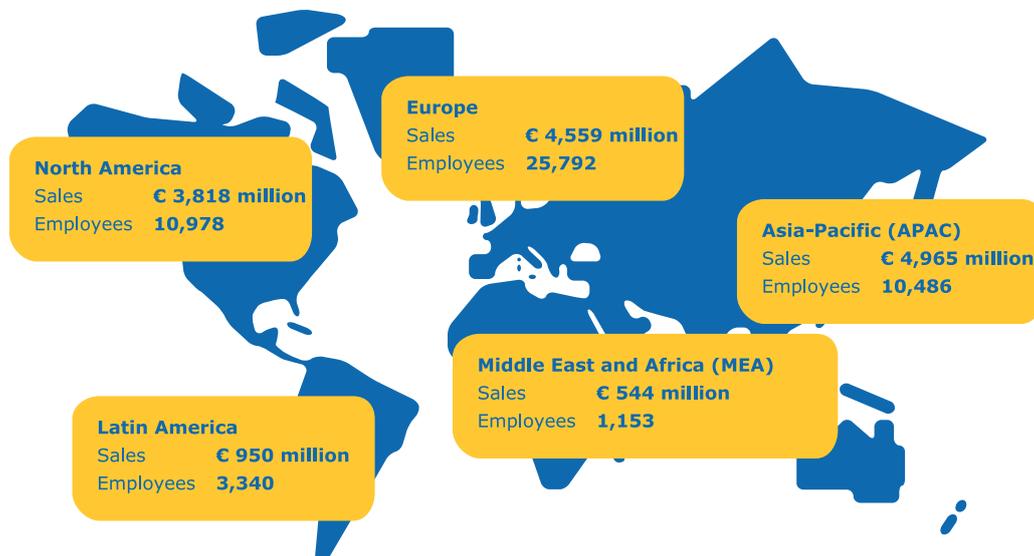
We hold the global rights to the "Merck" name and brand. The only exceptions are Canada and the United States. In these countries, we operate as EMD Serono in the biopharmaceutical business, as MilliporeSigma in the life science

business and as EMD Performance Materials in the high-tech materials business.

Apart from our three business sectors, our financial reporting presents the five regions Europe, North America, Asia-Pacific (APAC), Latin America as well as Middle East and Africa (MEA). As of December 31, 2018, we had 51,749 employees worldwide, which compares with 52,941 on December 31, 2017.

In 2018, our 207 subsidiaries with employees in 66 countries generated sales of € 14.8 billion. Our 90 production sites are located across 21 countries.

Employees and sales by region – 2018



Group structure

Merck KGaA, Darmstadt, Germany comprises three business sectors: Healthcare, Life Science, and Performance Materials. Our Healthcare business sector – the biggest among our three business sectors – comprises the two businesses Biopharma and Allergopharma. On December 1, our Consumer Health business transferred to Procter & Gamble (P&G).

Our Biopharma business discovers, develops, manufactures and markets innovative pharmaceutical and biological prescription drugs to treat cancer, multiple sclerosis (MS), infertility, growth disorders as well as certain cardiovascular and metabolic diseases. Biopharma is the larger of our **Healthcare** businesses and operates in four franchises: Oncology, Neurology & Immunology, Fertility and General Medicine & Endocrinology. Our R&D pipeline positions us with a clear focus on becoming a global specialty innovator

in oncology, immuno-oncology and immunology including MS. Our allergy business Allergopharma is one of the leading companies in the field of allergy immunotherapy (AIT) in Europe. For high-precision, effective allergy therapy, we offer comprehensive diagnosis solutions as a basis for individual treatment concepts. Our AIT products concentrate on causal treatment of type 1 allergies such as allergic rhinitis (for example, hay fever) and allergic asthma to meet patients' needs.

In **Life Science**, we are a leading, global supplier of tools, high-grade chemicals, and equipment for academic labs, biotech and biopharmaceutical manufacturers, as well as the industrial sector. We make scientific discovery easier and faster with technologies like CRISPR for gene editing; and we provide drug manufacturers with process development expertise that make medicines safer and more effective for patients. We offer both testing kits and services to ensure that our food is safe to eat and water is clean to drink. Our portfolio comprises more than 300,000 products ranging from lab water systems to genome-editing tools, antibodies, and cell lines, as well as end-to-end bioprocessing systems to support the manufacturing needs of both emerging biotech and large pharma companies. For example, our Life Science business sector has built the expertise to further develop our BioReliance® End-to-End

Solutions, a service offering for process development and manufacturing for emerging biotechs. Another example is BrightLab™, our digital ecosystem for complete lab management.

Our **Performance Materials** business sector comprises the specialty chemicals of our company and supplies solutions for displays, computer chips and surfaces of all kinds. Since April 1, 2018, Performance Materials comprises three business units: Display Solutions, Semiconductor Solutions and Surface Solutions. If we compare Performance Materials with a smartphone, Display Solutions represents the user interface, Semiconductor Solutions the intelligence and Surface Solutions the aesthetics. Our Display Solutions business unit comprises the liquid crystals, OLED (organic light-emitting diodes), photoresists and liquid crystal windows businesses. Semiconductor Solutions, the second-largest business unit in Performance Materials, supplies products for integrated circuits, microelectronic systems, for antireflection coatings, and for the miniaturization of transistor structures. Deposition materials and conductive pastes for semiconductor packaging round off the portfolio. In the Surface Solutions business unit our goal is to help customers with our materials and solutions to make innovative surfaces of all kinds more beautiful, more resistant or even more intelligent.

Net sales by business sector – 2018



Governance

Based in Darmstadt, Germany, our company operates in the legal form of a corporation with general partners (Kommanditgesellschaft auf Aktien – KGaA). The general partner E. Merck KG, Darmstadt, Germany holds around 70% of the total capital of Merck KGaA, Darmstadt, Germany (equity interest); the shareholders hold the remainder, which is divided into shares (share capital). Our shares have been included in the DAX[®] 30, the blue-chip index of the Deutsche Börse, since 2007. In September 2008, our company was added to the FTSE4Good Index, a sustainability index that assesses the social, ecological and ethical conduct of companies.

Group strategy

Throughout the past years, our company has grown significantly through a series of strategic moves that have enabled us to develop into the vibrant science and technology company we are today. We have systematically and continuously strengthened and focused our portfolio of innovative science and technology throughout our business sectors. In Healthcare we divested our Generics business (2007) to focus on highly specialized products and acquired Serono (2007) to expand our pipeline and strengthen our business.

This focused approach has continued until today with the divestments of the Biosimilars business (2017) and Consumer Health business (2018), so that we can increase our efforts on our Oncology, Immuno-oncology and Immunology franchises. Within Life Science, we have significantly transformed to become a diversified industry leader through the acquisition of Millipore (2010) and Sigma-Aldrich (2015). During the last years, Performance Materials has continued to deliver profitable growth and a significant cash contribution, and we evolved this business further into attractive science and technology areas such as semiconductor materials through the acquisition of AZ Electronic Materials (2014), which also helped us further diversify our product portfolio that was strongly driven by liquid crystals. Our Group Strategy considers certain foundational elements such as, first and foremost, a risk diversification strategy that ensures that we are not over-exposed to any single customer, industry or geography. We want to be a forward-thinking company generating long-term sustainable value. We focus our efforts and activities on innovative areas to add maximum value to the future of science and technology.

You can find more information on our strategy in our [Annual Report 2018](#).

CR strategy

Part of the non-financial report

Major global trends such as a growing population, increasing life expectancy, resource scarcity, and digitalization are transforming our society and our lives. To cope with these challenges and changes, policy makers and civil society must join forces with the private sector to find solutions. For us, this transformation is driving the development of sustainable, personalized and interconnected products.

Our approach: Looking, listening and doing better

We are aware that as a leading science and technology company our business operations impact our environment and the people around us. We have therefore made **responsible conduct** a pillar of our corporate culture, the bedrock of our sustained success. Through our innovative top-quality products within our Healthcare, Life Science and Performance Materials business sectors, we help resolving global challenges while also bolstering our own financial performance.

Our **Group strategy** aims to maximize our success, which goes hand in hand both with respecting the interests of our employees, customers, shareholders, and communities, as well as mitigating the ethical, economic and social risks. Our corporate responsibility (CR) strategy is underpinned by our Group strategy, and we focus our resources on those areas where we can have the greatest impact. All our CR activities fall under the heading of “responsible governance”, which for us most importantly means looking, listening and doing better.

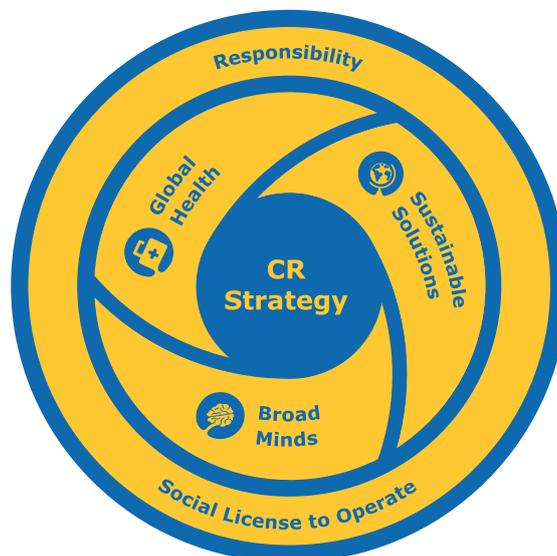
We take responsibility for our products, the environment and the people around us – especially for our employees and the communities in which we operate. Through our products,

we endeavor to **meet people’s current and future needs**. In doing so, safety and ethical aspects matter just as much to us as business success. In our production activities, we seek to impact the environment as little as possible, which requires safe manufacturing techniques, high environmental standards and strict quality management. Furthermore, we strengthen our company by recruiting, developing and motivating talented employees. We strive to set an example for ethical conduct and actively contribute to the communities we live in.

To quickly identify **new global trends and challenges**, we **engage in dialogues** and initiatives, share lessons learned and best practices with other companies in our industry, and evaluate media coverage. This allows us to minimize risks while also leveraging business opportunities that arise.

In 2018, we realigned our CR strategy, focusing more heavily on generating **sustainable added value** for ourselves as a company and for society. To achieve this, we are taking a shared value approach. In revising our strategy, we modified our three strategic spheres of activity to bring them more in line with our businesses. Our focus areas are now “Global Health”, “Sustainable Solutions” and “Broad Minds”.

Our CR strategy



Global Health

An estimated 400 million people in low- and middle-income countries lack access to adequate, affordable primary healthcare. Hand in hand with our partners, we help provide local solutions and develop treatments for neglected tropical diseases. For instance, we are fighting schistosomiasis using the active ingredient praziquantel. Through our Global Health Institute, we are developing diagnostics, therapies and preventive solutions to address infectious diseases such as malaria and schistosomiasis. Moreover, we are working on therapeutic challenges such as antimicrobial resistance. You can find more information under "[Health for all](#)".

Sustainable Solutions

We are constantly working to improve the sustainability footprint of our products – even during their use phase – which helps our customers achieve their own sustainability goals. To this end, we have established systematic approaches for product development such as our Design for Sustainability program. A program of our Life Science business sector, this initiative allows us to assess the sustainability of products under development through techniques such as life cycle analyses. You can find more information under "[Sustainable product design](#)".

Broad Minds

As a science and technology company, we endeavor to excite people about science, inspire curiosity and help their creativity take flight. Our goal is to bolster our reputation in the field of science, especially in those areas where we have particular expertise. We not only support educational programs for schools, but also back pioneering research at institutes of higher learning. Because music and literature inspire people, we moreover promote a number of cultural initiatives worldwide. Creativity and curiosity are the bedrock of science, culture and art and also underpin our holistic approach. You can find more information under "[Broad Minds](#)".

Corporate responsibility entwined with governance

Our CR strategy is approved by our Executive Board, which meets regularly to make decisions regarding our CR goals and reporting. Also tasked with overseeing corporate responsibility, our Group function Corporate Affairs reports to the chairman of the Executive Board. We moreover have

a CR Committee in place to steer the implementation of our CR strategy and submit recommendations regarding CR goals to the Executive Board. While our Executive Board chairman bears overall responsibility for this body, it is chaired by the head of our Group CR Group unit and consists of representatives from our business sectors as well as from relevant Group functions such as EQ, HR, Compliance, and Procurement.

Our CR Committee also reviews our CR strategy to ensure that it covers the issues material to our company. In doing so, we draw on regular input from our [stakeholders](#) as well as the results of [materiality assessments](#). This council also defines measures to enact our CR strategy and assesses the success of these efforts. In addition, it ensures that the initiatives of our business sectors, Group functions and subsidiaries align with our Group-wide CR strategy. The measures adopted by the CR Committee are implemented by our line managers as well as by interdisciplinary project teams.

In 2018, the CR Committee met three times a year, with its sessions focusing on human rights, environmental and social standards in the supply chain, animal welfare, bioethical principles, and community involvement. Updating our CR strategy was also on the agenda.

Greater focus on UN Sustainable Development Goals (SDGs)

Our CR activities align with the United Nations Sustainable Development Goals (SDGs). The [materiality analysis](#) we conducted this year assessed the contribution our key material topics made to the SDGs. In this analysis, we investigated our direct and indirect impact on the **17 goals and 169 targets** of the SDGs. In general, we particularly focus our CR efforts on those objectives that best reflect our business ethos. You can find more information on our support for these goals under "[Sustainable Development Goals](#)".

Understanding and improving the impacts of our operations

We work to mitigate the ethical, financial and legal risks of our business activities, thereby ensuring our social license to operate. To this end, we have put comprehensive structures and systems in place to ensure compliance with legal requirements, along with ethical, social and ecological standards, all of which are explained in detail in the individual sections of this report.

stakeholder dialogue

Our business activities converge with the interests of many people, which is why engaging with our various stakeholders is particularly important to us. We aim to unite divergent interests as far as possible, as well as build and sustain trust. Through this dialogue, we communicate our decisions and actions transparently in an effort to ensure social license to operate.

Dialogue at various levels

Our key stakeholders include our employees, customers and business partners, patients, the Merck family, and our suppliers. We maintain continuous contact with these groups through a variety of channels such as stakeholder surveys, issue-specific dialogues, roundtable discussions, and information forums. We also engage stakeholders through our advocacy work and industry coalitions.

Our stakeholders



Regular stakeholder dialogue

We regularly conduct surveys among our employees, customers and business partners, as well as other relevant stakeholder groups. We want to know which issues they consider to be of importance to our company now and in the future, along with how they rate our performance in addressing individual issues. We also seek to understand their expectations of us as a responsible company. Our CR report reflects the results of these surveys and presents the actions we have taken in response.

In October 2018 we conducted a **Group-wide employee survey** in 22 languages. Around 45,000 employees took part, representing an 86% response rate.

Issue-specific dialogue

Our business operations in the areas of healthcare, life science and performance materials intersect the interests of various social groups, whom we engage via questionnaires, workshops and seminars, as well as at major conferences. Our departments organize such forms of exchange at the local, national and international level, depending on the topic and degree of importance. Beyond this, we are also involved in industry networks and participate in symposia. In 2018, we intensified our efforts in the following areas:

Protecting public health and safety: We partner with the Pharmaceutical Security Institute (PSI), a non-profit organization whose main objectives are to protect public health and safety by sharing information on pharmaceutical counterfeiting and initiating enforcement actions via the appropriate authorities. We take an active role in this work through participation in conferences and PSI network meetings. In September 2018 we hosted both the PSI Europe, Middle East and Africa (EMEA) regional meeting and the PSI Technical Forum. The aim of these conferences was to coordinate new actions and share efficient analytical methods and techniques for the forensic identification of counterfeits. Among the participants were safety and analysis experts from 27 pharmaceutical companies, as well as government officials. You can find more information under [Product-related crime](#).

Protecting aquatic ecosystems from trace substances: In 2018, we participated in the second phase of the "Handling trace substances" dialogue through our membership in industry coalitions. A joint effort with non-governmental organizations, other companies, the German Federal Environment Agency, and the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, this dialogue aims to unite divergent interests and identify measures to minimize trace substances in order to prepare a German federal government strategy to protect aquatic ecosystems. You can find more information under [Water management](#).

Towards a responsible mica supply chain: In 2018, we continued to support and promote the work of the Responsible Mica Initiative (RMI), whose goal is to improve traceability along the Indian mica supply chain through collaborating on specific cross-industry actions. We took part in RMI events with various interest groups and also attended symposia. In April 2018, for instance, we partic-

ipated in the [Terre des Hommes](#) Mica Stakeholder Event in the Hague (Netherlands), which centered around discussions scrutinizing the relevance of mica in the automotive and electronics supply chains. In March 2018 we furthermore attended the Child Labor Platform (CLP) of the International Labour Organization (ILO) in Paris (France), which focused on eliminating child labor in sandstone and mica mines as well as on cacao plantations. You can find more information under [Mica supply chain](#).

350 years of curiosity: To mark our 350th anniversary, we assumed sponsorship of the Curious2018 – Future Insight Conference. Held in July in Darmstadt, a group of renowned scientists, including six Nobel laureates, presented their research to some 1,300 guests. We also chose the conference as a platform to launch the Future Insight Prize, with which we hope to stimulate the creation of groundbreaking scientific solutions to solve existential challenges facing humanity. The Future Insight Prize will be presented for the first time in 2019, for work on a pandemic protector that can analyze emerging pathogens. You can find more information under [Innovation and digitalization](#).

Roundtables and informational forums

We have set up roundtable discussions and informational forums for local residents at our major facilities. Since 1994, we have been holding an annual public planning forum in Darmstadt to discuss the development of our site with members of the city council, local authorities and the community. In 2018, the forum focused on future worlds of work, for instance how we can create modern workplaces and attract talented employees.

Advocacy groups and industry coalitions

We actively participate in the political process and advocate our views by engaging policy makers in a direct dialogue as well as through our work with industry coalitions. Below are several examples of major national and international industry associations in which we are members and hold positions:

- German Chemical Industry Association e. V. (VCI)
- European Chemical Industry Council (Cefic)
- German Association of Research-based Pharmaceutical Manufacturers e. V. (vfa)
- European Federation of Pharmaceutical Industries and Associations (EFPIA)
- International Federation of Pharmaceutical Manufacturers & Associations (IFPMA).

Examples of positions held by members of our [Executive Board](#) include:

Stefan Oschmann, Executive Board Chairman and CEO:

- European Federation of Pharmaceutical Industries and Associations (EFPIA), President
- German Chemical Industry Association e. V. (VCI), Member of the Executive Committee

Udit Batra, Executive Board member and CEO Life Science:

- [Greater Boston Chamber of Commerce](#), Board member
- [Massachusetts High Technology Council \(MHTC\)](#), Board member
- [University of Delaware, Department of Engineering](#), member of the Advisory Council
- [Princeton University, Department of Engineering](#), member of the Advisory Council

Kai Beckmann, Executive Board member and CEO Performance Materials:

- [German Federation of Chemical Employers' Associations \(BAVC\)](#), President
- [Darmstadt Rhein Main Neckar Chamber of Industry and Commerce \(IHK\)](#), Vice President
- [Fraunhofer Institute for Computer Graphics Research \(IGD\)](#), Chairman of the Advisory Board
- [Confederation of German Employers' Associations \(BDA\)](#), Vice President

Belén Garijo, Executive Board member and CEO Healthcare:

- [Pharmaceutical Research and Manufacturers of America \(PhRMA\)](#), Board member

Marcus Kuhnert, Executive Board member and Chief Financial Officer:

- [German Chemical Industry Association e. V. \(VCI\)](#), Vice Chairman of the Hessian Chapter

Involvement in initiatives

We collaborate with an array of civically engaged organizations such as the [Goethe-Institute](#), the Joint Conference Church and Development (GKKE) (pharma dialogue) and the World Environment Center (WEC). Furthermore, we are also involved in [initiatives and projects](#) that share our interpretation of responsible entrepreneurial conduct. This is why we support, for instance, the [Code of Responsible Conduct for Business](#) and are members of the [Chemie³](#) and [Responsible Care[®]](#) initiatives.

Political donations

We do not make donations in the form of financial contributions or services to political parties or related organizations. Donations to holders of political office or candidates for such, as well as to political initiatives, must always comply with the statutes in force in the recipient's country. This approach is stipulated in our internal guidelines. In the United States, political action committees (PACs) have been set up through which our employees can donate money to support political candidates and organizations. Such donations are not made by or on behalf of the company; they are reported to the [U.S. Federal Election Commission](#) and publicly disclosed.

Materiality analysis

Part of the non-financial report

Which topics – in terms of our corporate responsibility – are of particular significance to our long-term success? What expectations do our various stakeholders have of us? And in which areas do we contribute to a more sustainable development? In an effort to answer these questions, in 2018, we again conducted a materiality assessment, thereby fulfilling the requirements of the Global Reporting Initiative (GRI) and the German CSR Directive Implementation Act.

Realignment

To decide which topics to include in our report, we regularly conduct comprehensive materiality assessments. With our 2018 Corporate Responsibility (CR) Report, we took this process a step further: Looking at a **broad range of issues**, we considered the topics on which the business activities of our company have a material impact and, conversely, the impact these topics have on our business activities.

Materiality process



Identifying our topics

We first assessed the topics from previous materiality assessments in terms of their relevance before comparing them against the **United Nations Sustainable Development Goals** to determine the impact they have on these goals. As a next step, we discerned which additional sector-specific issues to include.

Analyzing external expectations and requirements

For each of the identified issues, we evaluated various external factors and assessed the impact they have on our business. Such aspects include relevant regulations, our competitors, the financial market, new requirements

of non-governmental organizations (NGOs) on the chemical and pharmaceutical industries, and our economic setting. In conducting this analysis, we drew on relevant legislation, NGO reports and ESG ratings.

Analyzing our own impacts

As well as analyzing external factors, we also evaluated our company's contribution to **sustainable development**. For each of the topics identified, we reviewed the following:

- the influence of the industries in which we operate
- our own positioning as a company
- the number of value chain steps affected
- the importance for our worldwide sites

Results of the analysis

We identified **35 topics** that are of significance to our CR strategy and reporting and weighted them according to their relevance. The results were then discussed, validated and adopted by our **CR Committee**.

The issues rated as material form the focus of this CR Report. Since our stakeholders also expect information and transparency from us regarding less significant issues, we also report on these, albeit in less detail.

Identifying topics for non-financial disclosure

The German CSR Directive Implementation Act obliges us to review the "double materiality" of topics according to

Section 289 (3) of the German Commercial Code. The **principle of double materiality** requires companies to disclose non-financial information when the following two criteria are met: Firstly, the information is necessary to understand the company's business performance, business results and financial situation. And secondly, the information makes it possible to understand how the company's business activities affect non-financial aspects.

We have reviewed the double materiality of the topics identified. Those that fall within the scope of this definition are marked in the materiality matrix. The topics are linked to the respective chapters in this report.

Material topics

<p>Resource efficiency</p> <ul style="list-style-type: none"> <input type="checkbox"/> Waste and recycling <input type="checkbox"/> Water management 	<p>Product safety and quality</p> <ul style="list-style-type: none"> <input type="checkbox"/> Patient safety <input type="checkbox"/> Chemical product safety <input checked="" type="checkbox"/> Product-related crime <input checked="" type="checkbox"/> Transport and warehouse safety 	<p>Supply chain standards</p> <ul style="list-style-type: none"> <input type="checkbox"/> Supply chain standards 	
<p>Environmental protection</p> <ul style="list-style-type: none"> <input type="checkbox"/> Emissions <input type="checkbox"/> Plant and process safety <input type="checkbox"/> Energy efficiency and renewable energies <input type="checkbox"/> Greenhouse gas emissions <input checked="" type="checkbox"/> Biodiversity 	<p>Health for everyone</p> <ul style="list-style-type: none"> <input type="checkbox"/> Prices of medicines <input type="checkbox"/> Access to health <input checked="" type="checkbox"/> Health awareness 	<p>Ethical conduct</p> <ul style="list-style-type: none"> <input type="checkbox"/> Bioethics <input type="checkbox"/> Clinical studies <input checked="" type="checkbox"/> Animal welfare 	
<p>Sustainable products</p> <ul style="list-style-type: none"> <input type="checkbox"/> Sustainable products (including design, packaging and recycling) 	<p>Human rights</p> <ul style="list-style-type: none"> <input type="checkbox"/> Human rights 	<p>Good business practice</p> <ul style="list-style-type: none"> <input type="checkbox"/> Compliance <input type="checkbox"/> Data security <input type="checkbox"/> Advocacy <input type="checkbox"/> Responsible marketing <input checked="" type="checkbox"/> Interactions with health systems <input type="checkbox"/> Community involvement 	
<p>Technology</p> <ul style="list-style-type: none"> <input type="checkbox"/> Digitalization <input type="checkbox"/> Innovation and R&D 		<p>Attractive employer</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Health and safety <input type="checkbox"/> Good leadership <input type="checkbox"/> Employee engagement <input type="checkbox"/> Employee development <input type="checkbox"/> Attracting, recruiting and retaining employees <input type="checkbox"/> Diversity and equal opportunity <input checked="" type="checkbox"/> Work 4.0 	

■ Very high importance
 ■ High importance
 ■ Medium importance
 🔗 Part of the non-financial report

Material issues in our value chain

The following table shows where our material issues fall within the value chain: upstream in our supply chain, in the course of our own activities, or downstream with our customers and patients. Moreover, we have listed the issues to show the breakdown of materiality by business sector and stakeholder group.



Product safety and quality

Chemical product safety

	✓	✓	✓	✓
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Material for: Customers, Merck family, Shareholders, Government agencies, NGOs, Commercial and business associates

Patient safety

	✓			✓
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Material for: Merck family, Shareholders, Government agencies, NGOs, Health systems, Patients

Product-related crime (formerly Counterfeit products)

	✓			✓
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Material for: Customers, Merck family, Shareholders, Federations and policy makers, Government agencies, NGOs, Commercial and business associates, Health systems, Patients

Transport and warehouse safety

✓		✓	✓	✓
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Material for: Customers, Government agencies, Suppliers, Commercial and business associates, Communities

Ethical conduct

Bioethics

	✓	✓		✓
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Material for: Customers, Federations and policy makers, Government agencies, NGOs, Media, Scientists

Clinical studies

✓	✓			✓
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Material for: Merck family, Shareholders, Federations and policy makers, Government agencies, NGOs, Media, Suppliers, Scientists, Patients

Animal welfare

✓	✓	✓	✓	
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Material for: Government agencies, NGOs, Media, Suppliers, Scientists

Good business practice

Compliance					
Material for:	Employees, Merck family, Shareholders, Government agencies, NGOs, Suppliers, Commercial and business associates, Health systems, Competitors				
Responsible marketing					
Material for:	Customers, Federations and policy makers, Media, Commercial and business associates, Health systems, Patients				
Community involvement					
Material for:	Merck family, Employees, NGOs, Media, Communities				
Interactions with health systems					
Material for:	Federations and policy makers, Government agencies, NGOs, Health systems, Patients				
Governance					
Material for:	Employees, Employee representatives, Merck family, Shareholders, Government agencies, Suppliers, Commercial and business associates, Customers				
Data protection					
Material for:	Employees, Employee representatives, Suppliers, Commercial and business associates, Customers, Patients				

Health for all

Access to health					
Material for:	NGOs, Media, Commercial and business associates, Health systems, Patients				
Prices of medicines					
Material for:	Merck family, Shareholders, NGOs, Media, Commercial and business associates, Health systems, Patients				
Health awareness					
Material for:	NGOs, Media, Commercial and business associates, Health systems, Patients, Communities, Competitors				

Supply chain standards

Supply chain standards



Material for:

Customers, Merck family, Shareholders, Federations and policy makers, NGOs, Media, Suppliers, Competitors

Human rights

Human rights



Material for:

Customers, Federations and policy makers, NGOs, Media, Suppliers, Communities, Employees

Sustainable products

Sustainable product design



Material for:

Customers, Scientists

Attractive employer

Diversity



Material for:

Employees, Employee representatives, Merck family, Media

Attracting and retaining employees



Material for:

Employees, Employee representatives, Merck family, Shareholders, Competitors

Employee development



Material for:

Employees, Employee representatives

Good leadership



Material for:

Employees, Employee representatives

Employee engagement



Material for:

Employees, Employee representatives

Health and safety



Material for:

Employees, Employee representatives, Government agencies

Work 4.0 (formerly Digitalization of the world of work)



Material for:

Employees, Employee representatives

Technology

Innovation and R&D



Material for: Customers, Merck family, Shareholders, Scientists, Health systems, Patients

Digitalization



Material for: Scientists, Commercial and business associates, Customers, Patients

Resource efficiency

Waste and recycling



Material for: Government agencies, NGOs, Communities, Customers

Water management



Material for: Government agencies, NGOs, Communities

Environmental protection

Energy efficiency and renewable energy



Material for: Federations and policy makers, NGOs, Customers

Greenhouse gas emissions



Material for: Customers, Federations and policy makers, Government agencies, NGOs, Media, Suppliers

Plant and process safety



Material for: Employees, Shareholders, Merck family, Government agencies, Media

Biodiversity



Material for: Federations and policy makers, Government agencies, NGOs

Emissions



Material for: Federations and policy makers, Government agencies, NGOs