



We uphold global diversity and inclusion as a core value in everything we do.



U.S. Employee Demographics (2016)

It is how we foster a culture of true inclusion for all. From respecting and valuing people, to learning by sharing ideas with each other, to supporting the career advancement of our employees, collaborating for success is critical to our mission of saving and improving patients' lives.

Achieving a competitive advantage in the global pharmaceutical industry requires the best minds from a diverse range of talent, with rich, varied experiences, who can help deliver on our mission.

The global demographic landscape of patients and the labor markets is changing—it will become increasingly diverse. This understanding requires a paradigm shift: what we historically have regarded as the mainstream market is, in fact, a very diverse global workforce and patient base.

Self-ID Campaign

For the past two years, we have conducted a self-ID campaign designed to comply with U.S. federal regulations and to reinforce a culture of inclusion by inviting employees in the U.S. and Puerto Rico to voluntarily self-identify disability, LGBT and veteran status. The program has received a strong response from employees, and we were invited to participate on the Department of Labor Office of Federal Contract Compliance (OFCCP) Roundtable to share best practices.

Given this perspective, we regard a globally diverse workforce as a fundamental business imperative. Global diversity and inclusion (GD&I) represents a powerful business strategy that unleashes the insights and perspectives of our employees to deliver scientific innovation and achieve transformative business results. From the office of the CEO and our company's Leadership Team to the Global Diversity & Inclusion Center of Excellence, and everything in between, we are fully committed to fostering an inclusive culture where diversity and inclusion permeate our day-to-day operations and business decisions. In doing so, we believe that our business performance is exponentially enhanced.

[**READ MORE**](#)

LEADERSHIP COMMITMENT

The single most significant advocate of diversity and inclusion at our company resides at the very top—with our CEO, Kenneth C. Frazier.

“We are deeply committed to fostering an inclusive environment that embraces different perspectives and values the contributions of each individual. Having a globally and locally diverse workforce makes us a more innovative and agile company—and one better attuned to the needs of our customers, health care providers and patients who ultimately use our products.”

KENNETH C. FRAZIER
CHAIRMAN & CHIEF EXECUTIVE OFFICER

Our CEO reinforces this commitment to diversity throughout all ranks of the global enterprise by:

- Signing off on executive compensation tied to recognition of diversity, in the form of bonuses, raises, stock and options
- Approving diversity metrics and reviewing progress against aspirational talent goals for women and underrepresented ethnic groups
- Driving accountability through meetings with the company’s key line leaders on a quarterly basis to review key strategic initiatives centered on global diversity
- Conferring with the company’s head of GD&I on strategic diversity and inclusion solutions and innovation opportunities

READ MORE

We ensure that the candidate selection process is inclusive of diversity goals. Our company provides world-class leadership opportunities for employees.

We partner with organizations in both professional and academic settings to net

the company a more diverse mix of capable talent. We also have several recruiting and outreach initiatives to seek and attract a diverse candidate pool.

Once new employees are on board, we utilize a comprehensive approach to ensure that they all have ample opportunities to network, build important stakeholder relationships, learn new skills, and hear the perspectives of the senior-most people in the company to broaden their insights and knowledge. We address workplace barriers to ensure full on-boarding for all employees.

[READ MORE](#)

EMPLOYEE BUSINESS RESOURCE GROUPS (EBRGs)

Our company has 10 EBRGs representing different constituencies and 10,000 members worldwide: women, veterans, Hispanic/Latino, African ancestry, Asia-Pacific, Native American/Indigenous, lesbian, gay, bisexual and transgender, differently able, interfaith and generational.

Each EBRG is supported by company leaders who provide counsel, insight and support for its business plans. In addition, many EBRGs have developed targeted mentoring for their constituents, recognizing that culture plays a role in how careers are furthered.

At the Executive Committee and the Office of Diversity & Inclusion level, all members are active on boards of nonprofit organizations, and are fully committed to GD&I as a business strategy. One hundred percent of our Executive Committee members are mentors, helping and enabling employees to achieve their full potential.

[READ MORE](#)

TRAINING & DEVELOPMENT

In partnership with the Human Resources Talent Management team, and the Leadership, Learning & Development department, the GD&I Extended Human Resources Leadership Team is reaching deeper, wider and earlier into the organization to develop top talent. We are striving to develop a cross-functional, general-management mind-set, enterprise-wide knowledge of the business, and end-to-end thinking for top talent and potential leaders early in their career—particularly among women and underrepresented ethnic groups (UEGs) in the United States.

Our company invests in leadership development for women and UEGs as a strategy to drive business results and higher levels of performance for the organization.

In 2016, we launched a new “Diversity and Learning Development Catalog.” This new catalog allows for ongoing access to training programs such as “unconscious bias” and “micro-inequities,” executive seminars, peer coaching, external conferences, and more.

[READ MORE](#)

GD&I BUSINESS CONSORTIUM

The GD&I Business Consortium represents a small group of individuals who are advancing our GD&I strategy in critical areas of our business. These include collaborating with our top customers, enhancing diversity in our clinical trials, building our global supplier diversity and pursuing Project D.R.I.V.E.N., a platform

that harnesses the insights of our global diverse employees in market research.

[READ MORE](#)

Performance

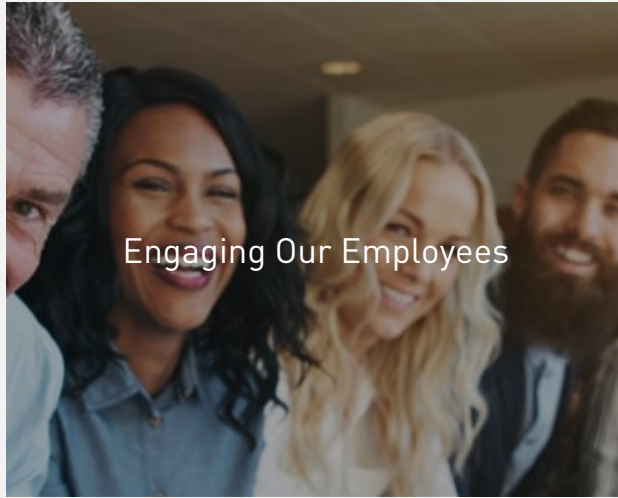
GENDER & ETHNICITY	2016
Women in the workforce	48%
Women on the Board	23%
Women in executive roles¹	31%
Women on the senior management team²	36%
Women in management roles³	39%
Members of underrepresented ethnic groups on the Board	23%
Members of underrepresented ethnic groups in executive roles (U.S.)	23%
Members of underrepresented ethnic groups on the senior management team (U.S.)	18%
Members of underrepresented ethnic groups in the workforce (U.S.)	26%
Members of underrepresented ethnic groups in management roles (U.S.)	23%
New hires that were female	51%
New hires that were members of underrepresented ethnic groups (U.S.)	37%

1. “Executive” is defined as the chief executive officer and two structural levels below.
2. “Senior management team” is defined as the fourth structural level below the CEO.
3. “Management role” is defined as all other managers with direct reports not reflected in notes 1 or 2.

Note: Our company has publicly disclosed EEO-1 information since 1999. Our 2016 data is available at http://www.msdrresponsibility.com/wp-content/uploads/2016/09/2016_EEO-1_Diversity_Brochure.pdf

HIRING BY AGE & REGION		50+
Overall		8%
EM-AP		2%
EM-EEMEA		2%
EM-LA		3%
EUCAN		9%
JAPAN		10%
U.S.		14%
TURNOVER BY GENDER & REGION		Male
Overall		47%
EM-AP		51%
EM-EEMEA		40%
EM-LA		43%
EUCAN		48%
JAPAN		67%
U.S.		43%

Recommended



Engaging Our Employees



Learning & Development

[CONTACT US](#) | [FAQ](#) | [PUBLIC POLICY](#) | [TRANSPARENCY DISCLOSURES](#) | [GRI INDEX](#) | [U.S. CORPORATE SITE](#) | [FORWARD-LOOKING STATEMENT](#) | [PRIVACY](#) | [TERMS OF USE](#) | [SITE MAP](#)

Copyright © 2009-2017 Merck Sharp & Dohme Corp., a subsidiary of Merck & Co., Inc., Kenilworth, N.J., USA. All rights reserved. Merck & Co., Inc., Kenilworth, N.J., USA is known as MSD outside the United States and Canada.