

Employees

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Good leadership

Part of the non-financial report

Good leaders are key to the success of not only our employees, but also our company. Because they provide our talent with the right framework to unleash their potential and generate new ideas, we highly value the continuing education and development of our managers. Within our company, many teams collaborate across sites and national borders, with global collaboration playing a crucial role in the professional training and growth of our leaders.

Our approach to good leadership

Our **strategic competency model** describes the core competencies that underpin the conduct of our employees at all levels of the hierarchy (see diagram).

Our competency model



In our day-to-day work, these core competencies play an important role in our success. This model provides the foundation for all development activities within our human resources work. Employees and supervisors discuss specific growth and development needs, as well as the progress they have made to date.

Our competency model is of course also applicable to our leaders. By setting an example, they play a key role in embedding the competency model across our organization. In addition, the model defines the leadership culture through which we intend to grow our business. Building on this framework, in 2018 we defined six leadership behaviors that summarize the way we expect our leaders to act.

By participating in our **employee surveys**, our employees can also assess the quality of the leadership within the company.

How we facilitate good leadership

We expect our leaders to be attuned to the needs of their diverse teams and therefore provide them with various tools and extensive data. At the same time, they can access transparent feedback through specially developed tools in order to track the impact of their decisions. We work with external providers to train our leaders on approaches to good leadership that are backed by science and well-established within the business world.

How we structure our human resources management

Human Resources (HR) is responsible for advising all business sectors and Group functions within our organization. We also have three Centers of Excellence in place to respond to the needs of our employees, organization and company culture: Talent, Development & Recruiting; Compensation & Benefits; and Engagement & Inclusion. In early 2020, these HR units were consolidated into Innovation HR. Across all our sites, HR employees from Market HR and Sector HR work hand-in-hand with leaders from the various units to develop attractive compensation models and benefits, along with strategies to engage our employees even more strongly. In the process, they adhere to Group-wide HR guidelines and requirements, which is verified by internal audits that are performed every two to three years. As part of the integration of Versum Materials and Inter-molecular, which we acquired in 2019, we will be reviewing these HR guidelines and requirements, making adjustments as necessary.

Belén Garijo is the Executive Board member responsible for Group Human Resources. Our Chief HR Officer, in charge of the various HR activities, HR experts and HR business partners, reports directly to her. Our Merck Business Services unit oversees the operational tasks of human resources work, such as drafting contracts and payroll

accounting. Marcus Kuhnert, Executive Board member and Chief Financial Officer, is responsible for this unit.

Our commitment: Leadership behaviors

Building on our business strategy, competency model and company values, in 2018 the Executive Board defined six leadership behaviors that describe the way we expect our leaders to act. We also analyzed the best practices of other companies and benchmarked our approach to leadership against market standards.

Management and talent programs for leaders

In recent years, we have initiated three different programs to enhance the **skills of our people managers**:

- The Managerial Foundation Program imparts the basics of leadership, such as communication techniques, leadership styles, conflict management, motivation, and emotional intelligence.
- The Advanced Management Program covers topics such as change management, self-reflection and resilience.
- Our Global Leadership program focuses on the competencies needed to ensure successful international collaboration.

In 2019, the Managerial Foundation and Advanced Management programs were offered at several of our sites worldwide, while the Global Leadership program was held in China, Germany and the United States.

For 20 years, we have been partnering with top international universities to offer the **Merck University** program. Over a period of roughly one year, senior leaders take classes on management techniques and strategic business development, with 480 senior leaders having participated to date.

Another initiative we have been offering our up-and-coming leaders since the 1990s is our International Management Program, where participants work on an interdisciplinary project over a period of eight months. After completion, they present the results of their efforts to the Executive Board. In 2019, 25 of our employees took part in such a project.

In addition to these various programs, we partner with universities across the globe to enable our employees to obtain qualifications such as an Executive MBA.

For local leaders in **emerging markets** such as China and the Middle East, we offer our own Growth Markets Management Program (GMMP), which covers business administration topics and company-specific content.

In 2019, we also conducted a Group-wide awareness campaign to educate our leaders on our **new leadership behaviors**.

New program for experts

In early 2019, we rolled out our new Expert Foundation Program, which teaches participants the fundamentals of their role as experts in interdisciplinary project groups.

Leveraging potential in growth markets

In 2019, nine employees successfully completed **Afrika kommt!**, a one-year program offered by the German Society for International Cooperation (GIZ) that **trains young experts and leaders from sub-Saharan Africa**. In supporting this initiative, we are helping to build a pool of regional partners to encourage economic cooperation between Germany and Africa. 17 former scholarship recipients now work for us in an array of specialist and leadership positions, some of them in various African countries and others in Darmstadt. We chose 17 new candidates for the eighth intake of Afrika kommt!; they started their new positions within the Group in November 2019.

Leveraging the opportunities of digitalization

The digital transformation has long since reached the world of work. New, agile approaches to work and artificial intelligence (AI) are increasingly gaining ground, a shift we are actively supporting within our company. Since 2017, for instance, we have been partnering with TU Darmstadt to

research an intelligent humanoid robot. We want to learn how people react to intelligent robots and AI in the workplace and where these would be best deployed. Our aim is to prepare our leaders and employees for the **introduction of AI** within their working environment. The study is also intended to help make new technologies tangible, thereby paving the way for early acceptance.

Using the big data applications developed by our People Analytics HR unit, leaders obtain rapid, specific answers to HR-related questions. Besides consolidating conventional master data, this software also collects information on compensation, performance and potential, along with information on succession and human resources planning. By interlinking the data, this software can help leaders recognize trends early on. They thus have access to an extensive trove of data they can utilize within the bounds of data privacy.

In 2018, a Group-wide HR innovation campaign also gave rise to an initiative entitled "Ad@m", which features a chatbot. Accessible to HR business partners and leaders, this software provides support for HR-related issues, among others. Going forward, the chatbot will be taking over standardized tasks so that leaders and HR business partners have more time for other matters.

career at MERCK

Part of the non-financial report

Globally, our employees drive advances in science and technology. We encourage every one of them to pursue the career path that aligns with their individual ambitions, skills and talents. To sustain our success, we endeavor to attract talent who will bring courage, creativity and curiosity to our company.

Our approach to attracting and retaining talent

We believe that curiosity can make great things happen. We therefore seek to provide an environment that gives our employees **scope for creativity** and ignites their passion to innovate. Our **employer brand** communicates this mindset to the outside world. Through our motto "Bring Your Curiosity to Life", we show applicants, whether potential apprentices or university graduates, what they can expect when they join our company. To this end, in Germany we cooperate with regional target universities, student initiatives and associations. In addition, we regularly organize events in order to give students an insight into our company. We also take part in job fairs in Germany and abroad. University graduates can apply for a position with our company directly or complete one of our trainee programs. In addition to recruiting talented students, we also provide financial assistance. For instance, we collaborate with the German Academic Scholarship Foundation (Studienstiftung des deutschen Volkes) and support the scholarships granted by Deutschlandstipendium, a scholarship program of the German federal government.

In addition to our recruiting efforts, the **vocational and advanced training** of our employees also plays an essential role for us. We support their personal and professional development in line with their strengths, ambitions and competencies, thereby laying the groundwork for an enriching and challenging career with our company. We endeavor to find qualified employees at an early stage in their career and systematically advance them.

Apart from dual education programs, we consider vocational training a key way to meet the **current and future need for qualified professionals**. As competition for young talent grows, job and occupation security are crucial, which is why we continuously invest in **new technologies** and integrate these into our vocational training programs. If, after completing their apprenticeship, our employees wish to continue studying while working, we will cover up to 75% of the costs and grant them special leave.

How we organize recruiting, vocational training and advanced training

Human Resources (HR) supports and advises all business sectors and Group functions within our organization. Our Talent, Development & Recruiting center of expertise develops strategies to advance our employees, organization

and company culture. More information on the structure of HR can be found under "**Good leadership**".

Our **HR4You digital platform**, which can be accessed by all employees, helps us to globally harmonize our HR processes. For instance, the platform allows them to initiate and steer the Performance and Potential Management Process themselves, to apply for vacation or to access their pay slips.

Our commitment: Employee development guideline

Our People Development & Learning Policy provides a Group-wide framework within which employees can manage their professional growth. It defines requirements for our development opportunities, roles and responsibilities. The corresponding processes are described in our People Development & Learning Standards.

Providing feedback and supporting development

We regularly provide our employees with performance feedback. The **Performance and Potential Management Process** ensures that, in addition to this regular feedback, a meeting is held once a year to evaluate their overall performance. This process is applicable to all employees Group-wide in Role 2 or higher, and additionally to all non-exempt staff employed by either Merck KGaA or any other subsidiary based in Germany.

Our managers and their subordinates agree on individual annual objectives, define the framework and specify the desired development direction for the year. The annual bonus depends on individual performance and objective achievement. Additionally, the bonus calculation also reflects the company's overall performance, which we determine using various company key indicators.

Once the development direction is defined, our managers and their staff create a **detailed development plan** that reflects each employee's core tasks and the company's current strategic priorities. When drafting the development plan, all employees have access to the Development Advisor. Building on the **Merck competencies** and **Merck leadership behaviors**, this digital tool provides a selection of development opportunities that employees can tailor to their own needs. Every employee can thus create their development plan quickly and easily via HR4You.

They can additionally collect feedback from selected colleagues and external partners on their personal development. This **360-degree feedback** helps to identify personal strengths and advancement opportunities. Moreover, our people have access to a real-time feedback tool that can be accessed via their PC or smartphone, making it even easier to give and receive feedback. Intended to help promote a cross-hierarchical feedback culture, this tool has been used since its rollout by approximately 24,700 employees, who provided feedback around 43,300 times. We are continuously updating the tool to make it more user-friendly.

98%

of our employees took part in the Performance and Potential Management Process in 2019. 75% of them setting up an approved development plan.

Employee learning and education

Our Group-wide advanced training and continuing education program ensures that our employees develop the skills and abilities needed to help us realize our company strategy. We constantly adapt our offers to meet the current learning needs of our employees and the strategic priorities of our company. As part of their individual development plan, our employees can use our learning management system to register for seminars and e-learning courses. In 2019, we additionally launched the method of **"Working Out Loud"** Group-wide – a self-guided learning method that aims to foster collaboration within the company.

In 2019, more than 11,200 employees took part in our classroom training courses worldwide. These courses are flexible, meaning that while the core curriculum is uniform Group-wide, there is still room for site-specific modifications. In addition, around 2,500 employees registered for Group-wide e-learning courses, and approximately 430 completed language training online.

Performance-based pay

We reward the performance of our employees so as to maintain a competitive edge in attracting qualified professionals, which necessitates commensurate compensation. Within our Group, compensation is based on the requirements of each position as well as each employee's respective performance. In addition to competitive pay, we offer attractive fringe and social benefits. Our benefits package consists of three pillars, namely company-funded benefits including our company pension plan, health and well-being offerings, and services, for instance bicycle or IT hardware leasing offers. To meet the multifaceted needs of our workforce, we offer a **variety of benefit packages worldwide**.

To ensure a **competitive remuneration structure**, we regularly review our compensation policy based on data analyses and benchmarks. In doing so, we take internal factors and market requirements equally into account. Before adapting our remuneration structure, we consult with key stakeholders such as **employee representatives**. The pay structures within our company are based on defined criteria such as job requirements and performance. We do not make any distinctions based on gender.

Sparking young people's interest in our company

We employ trainees in units such as Inhouse Consulting, Finance, Production, Marketing, Sales, Procurement, Human Resources, as well as Research and Development. Additional functions can be added as required.

Our GOGlobal program **enables university graduates to join our company as a trainee**. Within 24 months, these entry-level employees get to know various departments and functions while also gaining international work experience. Centered on China, Germany and the United States, the program offers insight into various units and includes international assignments, individual continuing education, mentoring, and coaching. In 2019, we employed a total of 106 trainees.

To cultivate **young academic talent**, we also offer internships in all departments to university students. Interns who perform exceptionally well are enrolled in our talent-retention program. Besides these programs, we also offer university students jobs as working students and the opportunity to complete their bachelor's, master's or doctoral thesis while working at our company. In addition, we regularly invite university students to various events, where we present the different occupational areas within our Group and ways to join the company. In 2019, we further expanded our efforts to cultivate young talent by increasing both the number of participants in our talent retention program as well as the number of Deutschlandstipendium scholarship recipients we sponsor.

Vocational training and dual education programs

In 2019, 589 people were enrolled in vocational training programs at our sites in Germany, with 182 starting an apprenticeship at our company. In total, we offer apprenticeships across 25 occupations, primarily in production, laboratory work and office administration. Furthermore, we enable young adults to pursue a dual education program in the fields of business administration, business IT, process engineering (chemical engineering), and mechanical engineering. Apprentices in the Laboratory group begin their training as chemistry or biology lab technicians and, subject to suitability, may receive the opportunity to start a dual education program after six months. Since 2014, we have been offering permanent employment contracts to all **apprentices and graduates of dual education programs** in occupations for which we have long-term demand. In 2019, the hiring rate for graduates of these programs – taking voluntary terminations into account – was 90%.

Special vocational training opportunities

In Darmstadt, our “Start in die Ausbildung” program helps young people who have a high school diploma but searched for an apprenticeship for at least one year without success. We offer them the opportunity to complete an 11-month program with our company, **gaining insight into the world of work and improving their qualifications** for an

apprenticeship. In 2019, 20 participants aged 16-25 started this program. Since its launch in 2006, 246 young people have taken part; 120 of them have successfully completed an apprenticeship, while 45 are still in a vocational training program.

We also have a similar offer for **refugees**. In 2019, the “Integrating refugees through training” program again prepared ten young people for vocational training, thereby opening the door to the German labor market. The program comprises language, technical, cultural, and career-related training. In 2019, we hired two of the participants from the 2018 program as apprentices and placed six others in apprenticeships with other companies. Two participants are now pursuing further studies at schools or universities.

Leveraging the opportunities of digitalization

The digital transformation is increasingly shaping our vocational and continuing education programs. IT skills are becoming increasingly important while digital media are paving new paths for learning. This is why we are increasingly integrating 3D printing, **Big Data and Artificial Intelligence** into our curricula. Moreover, we are testing out novel learning and innovation methods such as Scrum and Design Thinking. To learn how to operate plants and machinery, our apprentices also utilize virtual reality environments. Initially, they practice operating the systems using a virtual reality display before applying and furthering their new skills in the actual operating environment.

Fairness and dialogue

Part of the non-financial report

As a science and technology company, we are always searching for new solutions as we work to constantly develop and evolve further. Motivated, curious employees are crucial to our success, which is why we actively engage them in our efforts to advance our company. In this context, honest feedback from every individual helps us pinpoint the areas where we can and must do better.

Our approach to employee engagement

We seek to understand the needs of the people who work for us and therefore regularly conduct **employee surveys**, both Group-wide and within select countries, individual business sectors or specific projects. These surveys help to facilitate communication between managers and employees and also show us areas where we can improve. Moreover, such surveys are paramount to our company culture, which values dialogue and employee input.

In 2019, we rolled out a new **Social and Labor Standards Policy** that further bolsters the foundation for fair and open interactions with our employees.

How we engage our employees

The **Engagement and Inclusion** unit within our HR organization is responsible for employee engagement, diversity and inclusion, and also develops and manages our employee surveys.

We include **local employee representatives** in our company's decision-making processes, doing so regularly and extensively. Within Germany, 14 of our subsidiaries have employee representation, while 26 of our subsidiaries across eight other European nations have employee representative bodies (Austria, Belgium, France, Ireland, Italy, the Netherlands, Spain, and Switzerland). Collective agreements apply to 66% of all employees of Merck KGaA, Darmstadt, Germany. Local works councils as well as a Group works council represent our employees, discussing topics such as compensation, working hours and organizational realignments. The Senior Executives Committee advocates for the interests of our top leaders, while the Euroforum represents our employees at the European level. Focusing on the economic situation, employment rates and significant changes within our Group, this body covers all EU countries as well as Switzerland and Norway, although not all countries have their own delegate.

Our commitment: Group-wide Social and Labor Standards Policy

We are dedicated to upholding the appropriate and **fair labor and social standards** that are stipulated in our **Human Rights Charter**, which complements our own **Code of**

Conduct with a set of global human rights principles. These include the fundamental conventions of the International Labour Organization (**ILO**), which cover freedom of association and collective bargaining, forced labor, child labor, anti-discrimination, equal opportunity, equal pay, working hours, occupational health and safety, and the prevention of abuse and harassment. In 2019, in consultation with renowned external human rights experts, we used a benchmark analysis as the basis for drafting and implementing a Group-wide guideline governing adherence to ILO labor standards. This new **Social and Labor Standards Policy** puts into practice the social and labor requirements of our Human Rights Charter and our Code of Conduct, emphasizing fair and respectful interactions. In addition, it makes clear that we do not tolerate any form of discrimination, physical or verbal harassment, or intolerance in the workplace. We conduct internal audits to ensure that our local subsidiaries comply with these principles.

Understanding our employees

To better gauge our performance both within our company and relative to our competitors, we conduct Group-wide employee surveys every year. In this way, we ensure a **regular exchange between our employees, managers and leaders**. The 2019 employee engagement survey revealed that 74% of our employees feel engaged at work. In 2019, we fundamentally changed the survey methodology, which means this year's results cannot be compared with those of previous years. Approximately 47,000 employees (88%) took part.

In addition, we moved forward with our Science Network project in 2019. Due to the broad positioning of our company, we do not have a central research and development organization that unites **expertise across our businesses**. However, our Science Network is advancing the formation of a science community within our company in a bid to drive internal collaboration and accelerate the exchange of innovative ideas. One component of this initiative is the Continuous Performance Dialogues, which engage 1,300 employees and their supervisors in a discourse to align performance and potential appraisals with research and development needs.

Encouraging and rewarding ideas

Our company has a long tradition of rewarding ideas. In 1853, we were the first industrial company in the world to contractually stipulate **bonuses for successful employee suggestions for improvement**, and approximately 60 years ago we laid out bylaws stipulating principles and rules for our ideation efforts. Our idea management program seeks to inspire our employees to think creatively and encourage them to contribute to the continuous improvement of our procedures and processes. We reward all ideas that are successfully implemented by offering employees a bonus based on how much the suggestion enhances our processes or cuts down our costs.

In 2019, our employees submitted approximately 1,570 suggestions for improvement via our **Germany-wide ideation program**. These ideas are expected to yield around € 2.4 million in cost savings in the first year. As a reward for their proposals, our employees received around € 370,000 in bonuses.

Besides these incentives, we annually present **awards in recognition of outstanding ideas**, teamwork and projects. In 2019, the Executive Board presented four teams consisting in total of 37 employees with awards in the categories of Performance, People, and Technology, along with a special CEO Award. Projects were submitted Group-

wide by 111 teams from various countries, Group functions and business sectors.

Keeping employees informed and encouraging dialogue

We keep our employees up to date and **encourage exchange through a number of formats** tailored to specific target groups. Examples include our international intranet EVA or our international employee magazine "pro", which is published in seven languages and is available in a digital format as well as an app. Since the end of 2018, the magazine has also been featuring podcasts on important company topics. "pro" has a readership covering more than 90% of our approximately 57,000 employees worldwide in their local language. Several subsidiaries also publish local editions, for example in Germany, Korea, Mexico, and Russia. Newsletters issued by individual business sectors also help keep employees informed.

EVA is our global intranet for all countries and business sectors. Ranking as one of the most important internal communication media – second only to e-mail – it receives approximately 2 million hits per month. A software permits the automatic translation of news into 22 languages and thus facilitates comprehension worldwide.

Diversity

Part of the non-financial report

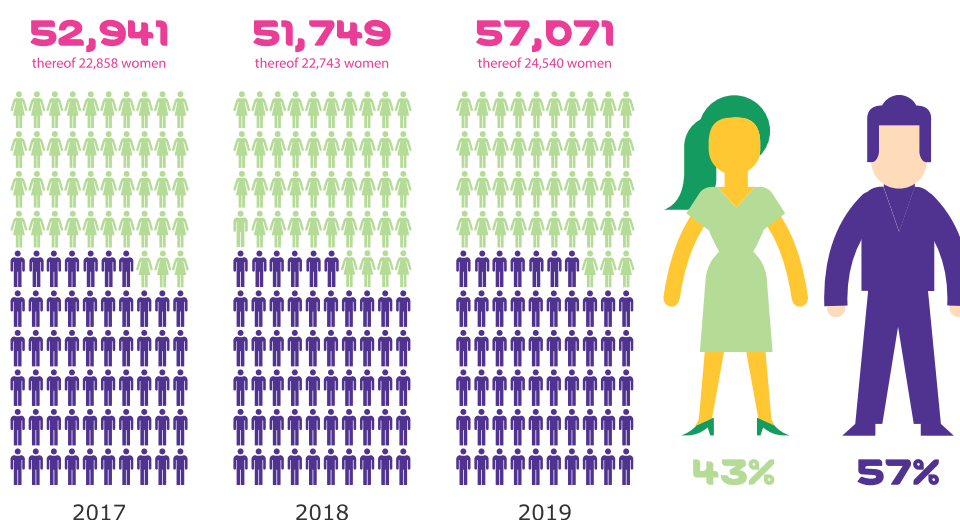
Our employees work together closely, irrespective of gender and gender identity, color, religion or creed, age, disability, national origin, ancestry, citizenship, family or marital status, military or veteran status, genetic information or sexual orientation. They all bring their professional backgrounds, life experience and perspectives to the table. We firmly believe that a diverse workforce and an appreciative corporate culture are essential to our ability to innovate and to our business success.

Our approach to diversity and equal opportunity

We are committed to creating an **inclusive culture** that reflects our values and enables employees to unleash their

potential. Our goal is to further expand the diversity of our workforce and offer all our people equal opportunities for advancement.

Our employee numbers¹



¹⁾ Each figure represents one percentage point for the respective gender.

In 2019, we continued to implement our **diversity strategy** with its defined two special areas of focus. We continue to promote women in leadership positions, and improve opportunities for talented employees from Asia while promoting a deeper understanding of this growth market. We also continue to pursue the other goals of our strategy: cultivating an international work environment, taking action against all forms of discrimination, creating teams with a balanced age structure, and building a diverse base of educational backgrounds and experience.

The strategic competencies that guide our employees and leaders in their tasks are set out in a **Competency Model**, a fundamental element of HR processes such as recruitment, feedback and training for people managers and leaders. Building on this model, in 2019 we defined six leadership behaviors and also started to sensitize our people Group-wide to **unconscious bias**. We help leaders to recognize these thought patterns in their daily interactions and decision-making processes, to reconsider them and to make a lasting change to their behavior.

Women in leadership roles



21% in
senior management



34% in
middle management



At the end of 2019, women occupied 33% of leadership roles Group-wide, which means that we exceeded our 2021 target of maintaining a 30% representation of women in these positions. In 2019, we developed goals and measures to achieve a more balanced gender structure in different hierarchical levels of our business sectors. With **more women participating in leadership programs** today, they are also increasingly being considered as candidates when filling leadership positions. Our **flexible working models** and our seminars on unconscious bias are helping to increase the proportion of women in the company.

How we are making diversity a pillar of the company

Our Chief Diversity Officer is responsible for steering the diversity strategy. She reports directly to Belén Garijo, the Executive Board member whose responsibilities include Group Human Resources. The **Diversity Council**, which consists of executives from all our business sectors and select Group functions, redefined its mandate in 2019:

- The members of the Diversity Council are visible advocates of our Diversity & Inclusion agenda and actively support the Executive Board and the managing directors of our subsidiaries.
- The members propose strategic goals, initiate measures and ensure within their respective units that line managers meet their responsibilities.
- The members exchange information, discuss the latest challenges and share best practices.
- The members are accessible to all employees.
- As leaders of our company, the members are role models within their units.

Group Human Resources (HR) analyzes existing requirements and is implementing a number of programs and processes in order to anchor diversity within the company

Our commitment: Industry-wide initiatives and regulations

In 2019, we introduced our **Social and Labor Standards Policy**, which clearly indicates that we **do not tolerate any form of discrimination**, physical or verbal harassment, or intolerance.

To underscore our commitment to equality, fairness, inclusion and tolerance at the workplace, we additionally participate in industry-wide initiatives.

- In 2019, we signed the **Women's Empowerment Principles**, an initiative of UN Women and the UN Global Compact to promote gender equality and women's empowerment in the workplace.
- In addition, we endorsed the **Business Coalition for the Equality Act**, a group of leading U.S. employers that support the Equality Act.
- In 2017, we adopted the new Inclusion Action Plan of the German Mining, Chemical and Energy Industrial Union (IG BCE), which defines concrete measures to create a more inclusive workforce for employees with disabilities. In endorsing this plan, we are meeting the requirements of the United Nations Convention on the Rights of Persons with Disabilities.
- In 2015, we signed the IG BCE Equal Opportunity Charter, thereby promising to do everything in our power to achieve gender equality within the company.
- In 2013, we endorsed the German industry-wide "Charta der Vielfalt" (Diversity Charter).

Meeting statutory requirements

The German Law for the Equal Participation of Women and Men in Leadership Positions in the Public and Private Sector has been in effect in Germany since 2015. Owing to our legal form as a KGaA (corporation with general partners), this law also applies in part to us. Detailed information can be found on our [website](#).

Consisting of 37.5% women (six out of 16 members), our Supervisory Board already meets the stipulations of German legislation on the gender quota. Owing to our legal form as a KGaA (corporation with general partners), we are not required to set targets for our Executive Board. For the two management levels below the Executive Board of Merck KGaA, however, the Executive Board set the following targets in 2016:

- 21% women on the first management level of Merck KGaA below the Executive Board
- 26% women on the second management level below the Executive Board

The deadline set for reaching these targets is December 31, 2021.

Rooting out unconscious bias

We want to promote a stronger **sense of diversity and inclusion** among our employees. This also includes learning how unconscious bias influences us in daily working life. In 2019, we raised employee awareness of the topic at occasions such as International Women's Day and our own Diversity Days. We launched a new, Group-wide training course on the topic, which is also part of our management education programs. Approximately 3,160 employees completed the course in 2019. They learned how to recognize the unconscious biases and stereotypes they harbor themselves and how to prevent unintended, unfair treatment. The training is also available as an e-learning course.

In 2019, we also set up the Job Analyzer, a digital tool for filling vacant positions globally. It helps us maintain **gender neutrality when communicating** with applicants while minimizing unconscious bias in the recruiting process. The Job Analyzer is currently available in English, with plans for localized versions for the United Kingdom and Canada. German and French versions are also scheduled for completion in 2020.

Promoting women leaders and talent

We support our business units in their efforts to increase the proportion of women in leadership roles. For example, two business sectors already have **sponsoring programs** in place. This offers women the possibility of having an experienced leader as a sponsor who supports and advises them.

Furthermore, we hosted a variety of events on the topic in 2019:

- Approximately 3,450 employees took part in Diversity Days – an event series dedicated to the topic of inclusion.
- On the occasion of 2019 International Women's Day, the Healthcare business sector organized an event in Darmstadt (Germany). More than 200 participants from all business sectors and Group functions attended. The aim

of the event was to sensitize participants to unconscious bias and respectful working environment.

On the occasion of the 2019 International Women's Day, in the United States we again sponsored the **Big Sisters** initiative, a mentoring program for young women from underprivileged communities.

In Italy, we offer an internship program specifically for women with MS because on average, women develop multiple sclerosis (MS) twice as often as men.

Networks to bolster diversity

Creating an inclusive work environment and fostering a culture of mutual respect are two prominent priorities of our Diversity Strategy. That is why we purposefully support various **employee networks**. Apart from our internal women's network in various countries, these include networks that further the interests of the LGBTQI community, Afro-American employees and international staff. Moreover, employee networks pursuing similar goals began working more closely together and several expanded internationally in 2019. Above and beyond this, we want to help them establish leadership structures and set goals for themselves.

- Our **women's networks** are creating a working environment that values qualified women and helps them to advance.
- In 2019, our **Rainbow Network** for homosexual, bisexual, transsexual, and intersex employees again supported Christopher Street Day in Frankfurt and Darmstadt (both in Germany). We were one of the main official corporate sponsors of the event in Darmstadt. In 2019, two further company Rainbow networks were formed in Switzerland and Brazil, with employees in Geneva (Switzerland) and São Paulo (Brazil) taking part in Pride parades in 2019. The Rainbow Network has also been active in the United States and Canada since 2016. In the run-up to Christopher Street Day, we organized pre-Pride events at 11 of our sites in the United States and ran further activities to mark Pride month.
- Our U.S.-based **Black Leadership Network** is dedicated to advancing and developing African-American employees, offering advanced training and continuing education programs, tailored career planning and networking opportunities. In addition, 2019 saw the establishment of the "Leaders of Color" network in North America. Consequently, the Black Leadership Network will temporarily discontinue its activities, working instead to support the multifaceted and integrative approach of the new network.
- In our **Carer Network**, we bring together employees from across the globe who provide nursing care assistance for family members. As a platform for exchange, this network helps its members to better cope with personal and professional circumstances while caring for sick or aging family members. To raise awareness for the often overlooked needs of carers, the network also supports the general mission "**Embracing Carers**".

Tapping into external networks

For ten years now, our company has been a corporate partner of the Healthcare Businesswomen's Association (HBA), a global organization committed to furthering the advancement and **impact of women in the healthcare industry** – almost exclusively through volunteers. We support female employees who wish to volunteer for the HBA. In 2019, more than ten of our employees were active in Germany, Europe and the United States. Two of them were members of the Europe Regional Council, with one serving as Regional Chair Europe. We are represented on both the global and the European advisory boards. In addition, we sponsor events organized by the HBA and give our female employees free access to events and conferences. In 2019, the HBA recognized one of our initiatives dedicated to the promotion of women in leadership positions.

Taking action against discrimination

As stipulated in our **Code of Conduct** and in our **Social and Labor Standards Policy** introduced in 2019, we do not tolerate any form of discrimination within our company. If employees feel discriminated against, harassed or not tolerated, they can **report the issue via various channels**. Their first point of contact is either their supervisor or one of the two Group functions Human Resources (HR) or Compliance. Alternatively, employees throughout the Group can call our SpeakUp Line anonymously. Group Compliance is responsible for investigating alleged cases. As a member of our Group Compliance Case Committee, our Group HR function coordinates cases relating to HR. Details on alleged cases can be found under **Compliance**.

Good ranking in diversity and equality indices

We ranked fourth – among three other companies, reaching 80 out of 100 possible points in 2019 in the DAX 30 LGBT+ Diversity Index of the **Uhlala Group**.

At the beginning of 2020, the American **Human Rights Campaign Foundation** rated our LGBTQ activities throughout 2019. We scored 90% out of 100% in the "Corporate Equality Index" (CEI) which measured the equality and inclusion of our LGBTQ employees.

These rankings show us on the one hand that we are on the right track when it comes to successfully living diversity

and an inclusive work environment. On the other hand, they help us to address potential deficits.

Successfully integrating international employees

Our company is becoming increasingly international. We currently employ people from a total of 139 nations, 22% of whom are German citizens. Our leadership (Role 4+) includes representatives of 73 nationalities. In 2019, 64% of leadership positions were held by non-German employees. As of the end of 2019, 9% of our workforce worked outside their home countries.

To best facilitate this international collaboration, we offer **intercultural training** for all employees along with suitable digital tools. For instance, our Cultural Navigator helps prepare our staff for international projects and business trips abroad. To help employees transferred abroad to adjust more quickly, we offer language training and international networks. For instance, more than 700 expatriate employees are members of the International Community, which meets regularly in Darmstadt.

Our business language is English. To ensure that all employees understand our communications, we also provide a great deal of information in the respective local languages of our employees.

Rising to the challenges of demographic change

Another issue we are tackling is demographic change. We expect the average age of our workforce to continue to rise in the coming years. In Germany, we are responding to this trend with various initiatives including our workplace **Health Management program**. For example, we use BELS, our workplace ergonomic assessment tool, to design work spaces that help employees to maintain their physical performance and remain healthy. The tool takes the demographic development in account by evaluating various age-related stress factors, which in turn enables us to adapt our workplaces to suit the **needs of older individuals**. Moreover, we also offer innovative shift models and a prevention program for shift workers.

work-life balance

Part of the non-financial report

We know that priorities in life can shift. That is why we are considerate of such changes, offering our employees a range of options such as flexible working models, working hour accounts for early retirement or the possibility to take an extended leave of absence. We also attach great importance to family matters and support employees through generous parental leave, childcare and assistance in finding nursing care for family members.

Our approach to ensuring a good work-life balance

We realize how important work-life balance is for a productive and motivated workforce, which is why we seek to offer our employees the best possible working conditions. This includes both **occupational illness** and pension benefits as well as flexible working models. In many countries, our employees can already flexibly set their own working hours and location, making use of **more than 30 different part-time working models**. In Germany and the United States, where around 45% of our workforce is based, we offer parental leave conditions that exceed the respective minimum statutory requirements.

How we strengthen work-life balance

Human Resources (HR), which supports and advises all business sectors and Group functions within our company, develops measures for a healthy work-life balance.

During individual consultation sessions, experts assist our employees with retirement planning matters, for instance company pension benefits or **long-term accounts**. Representatives from the German Pension Insurance also visit our premises regularly to discuss statutory pension matters with employees.

You can find more information on the topic of illness benefits under "**Health and safety**".

Our commitment: Group guidelines and local regulations

In 2019, we introduced our new **Social and Labor Standards Policy**. It harmonizes certain labor standards Group-wide, for instance on working hours and parental leave options, and reflects the conventions of the International Labour Organization (ILO).

At the end of 2018, our Executive Board adopted a Group-wide guideline on flexible work arrangements that aims to create even greater working time and location flexibility in the 12 countries where 75% of our employees work. In the second phase, we plan to roll out the guideline to further countries in 2020 and 2021. Apart from these 12 countries with the highest headcounts, we are simultaneously working on local provisions for Colombia, Ecuador, Guatemala, and Korea and are launching these as part of our "mywork@Merck" program.

Flexible working models

Our employees can choose between various flexible working models. Our "mywork@Merck" program, for instance, is available to employees at our Darmstadt and Gernsheim sites (both in Germany), along with many other facilities across Asia, Australia and Europe. In agreement with their teams and supervisors, employees can freely choose their working hours and location. Together with their respective supervisors, the teams can decide for themselves when and how often fixed physical presence in the office is necessary for all members. Working hours are no longer recorded or monitored. This approach aims to strengthen the **culture of performance and trust** within the company. It is open to both exempt and non-exempt employees provided that their positions are suitable. In the coming years, we plan to roll out mywork@Merck globally following its successful establishment in Germany and Japan in 2013 and 2017, respectively. The model is currently being launched in Brazil, China, Colombia, Ecuador, France, Guatemala, Italy, Korea, Mexico, Spain, Switzerland, the United Kingdom, and the United States. At the end of 2019, a total of 5,990 employees in Germany were enrolled in this program. In 2019, 5% of our employees worked part-time, 17% of whom were men.

Supporting mothers and fathers

We want to make it easier for our employees to return to work after parental leave, which is why we offer a program for parents in Darmstadt and Gernsheim (both in Germany). In 2019, a total of 95 employees signed up for this program, which gives mothers and fathers on parental leave the chance to interact while also helping them stay in touch with the company. In addition, they can make use of various **training and networking opportunities**. We established a similar program in the United States.

Moreover, we offer female employees within our Life Science and Healthcare business sectors in the United States eight weeks of paid maternity leave, and in 2019, we introduced five weeks of paid paternal or adoption leave for employees in all three business sectors. By contrast, the statutory minimum requirement only provides for 12 weeks of unpaid parental leave per year. In the case of an adoption, we also reimburse up to US\$ 5,000 in adoption fees.

At our sites in Germany (around 25% of our workforce), 792 employees were on parental leave in 2019, 40% of whom were men. In other key countries, we grant additional

support benefits that **exceed the legal requirements**, such as paid parental leave for employees in Brazil. In India, too, we offer five days of paid paternity leave even though it is not legally required.

In offering these benefits, we do not differentiate between full- and part-time staff or employees with fixed-term contracts. The latter may apply for parental leave until the end of their employment contract, with their employment continuing as agreed until the contract ends.

Childcare and support

For more than 50 years, a **daycare center for children** aged one to twelve has been located at our global headquarters in Darmstadt. This facility is funded by the Merck family (Merck'scher Kindertagesstätten-Verein e. V.) and offers 150 places in the crèche, nursery school and school after-care program. It is open year-round, Monday to Friday from 6:30 a.m. until 7:00 p.m. The groundbreaking ceremony for the new daycare center building took place in 2019. The current building will make room for a new one, which is scheduled for completion in early 2021. This will more than double the capacity of the daycare center from 60 to over 130 nursery school places and add 60 new crèche places.

In Darmstadt we furthermore offer an **emergency childcare service** to cover situations when regular childcare becomes unavailable. During school breaks in the German federal state of Hesse, we host a number of vacation camps focused on sports, art, research, and nature for up to 350 children. In addition, we offer the possibility of in-home care for acutely ill children. For up to two days a year, parents throughout Germany can engage the services of a trained educator free of charge to look after their children at home. For the children of our employees in Gernsheim, five places are available at a public daycare center.

Our facility in Mumbai, our main site in India, also has a **daycare center** for the children of our employees. In the United States, parents can visit www.care.com to find external childcare. Furthermore, in the United States we offer up to ten days of provisional childcare, as well as discounted daycare center places and home childcare.

Saving for retirement through a long-term account

We enable our employees in Germany to reduce their working hours before retirement or to retire earlier by drawing on a **long-term account**. For instance, they can

deposit salary components or comp days into the account. On top of this, our company provides subsidies to encourage the use of these long-term accounts. Employees can then utilize the accrued balance to stop working up to three years before regular retirement, or to reduce their working hours by 50% for up to six years. In 2019, over 9,500 employees made use of this option.

Taking a sabbatical

Generally, all employees of Merck KGaA, Merck Healthcare KGaA and Merck Real Estate GmbH in Germany (20% of our workforce) can apply for a **sabbatical**, which gives them up to one year off from work. At the end of 2019, 66 people were on sabbatical. For personal emergencies in which an employee needs an immediate leave of absence, we additionally offer an emergency sabbatical of up to three months' duration.

Assistance with family nursing and elder care

We offer **special seminars and family care services** to employees in Darmstadt (Germany) who are providing nursing care for family members. Moreover, through our "family leave" model, we offer employees throughout Germany the possibility to take a short- or long-term leave of absence, either part-time or full-time. In line with the German Family Leave Act and the German Home Care Leave Act, we are thus enabling employees to organize and provide nursing care for their family members.

In addition, we offer our employees in Germany family care seminars on a range of topics several times a year. In 2019, these addressed reconciling family nursing care with work obligations, financial and legal issues pertaining to family requiring nursing care, and geriatric dementia and depression. An external partner provides advice on all nursing care matters and supports employees in their **search for suitable options**. In Darmstadt, our company health insurance fund also connects people with nursing care staff, and, in the United States, our employees can use the website care.com to locate nursing care services. Additionally, telephone counseling services are offered at our sites in the 12 countries with the highest number of employees.

Our international **Embracing Carers™** initiative aims to raise awareness of the needs of family caregivers while also offering them concrete assistance. More information on the program can be found under "**Health awareness**".

Health and safety

Part of the non-financial report

When it comes to the health and safety of our employees, we take our responsibility very seriously, doing everything we possibly can to safeguard them against both accidents and work-related illnesses. By focusing on stress prevention, nutrition and exercise, we help our employees avoid acute or chronic health problems through preventive measures that are easy to integrate into their daily work routine.

Our approach to preventing accidents and promoting health

We seek to promote the health of our employees and maintain their ability to perform over the long term, which necessitates a safe workplace. One of our Group-wide objectives is therefore to step up our **safety culture**, with our goal for 2020 being to keep our lost time injury rate (LTIR) under 1.5. At all our sites, we conduct hazard assessments even before a new plant is commissioned to minimize or eliminate any potential safety risks to our employees. Existing facilities are supposed to undergo a review every five years, which is the responsibility of the local EHS managers. Random checks are performed to ensure that the reviews are conducted at the stipulated intervals. Furthermore, we have the risk situation reassessed after any changes are made to a plant. Moreover, we are working to make workplace health management a greater part of our company and leadership culture.

Over the last two years, we have developed a **key performance indicator management system** to review the efficacy of our Health Management practices. 2018 was the first time we included questions regarding employee health in our worldwide, anonymous Employee Engagement survey. In the long run, we intend to use the input to calculate our Healthiness Index, which should reflect the general state of health of our workforce. We currently have the initial results from the areas of health and **work-life balance**, which are being utilized to devise suitable measures to boost the health of our employees and help them better reconcile their personal and professional lives.

We align our health initiatives with the needs of our workforce. In 2019, we defined our objectives for the next several years, creating a roadmap that will focus on shift work, mental stress, demographic change, and the analysis of key disease occurrence information in order to take the appropriate actions. We regularly evaluate the success of our efforts. In 2019, for instance, we analyzed the results of our **Weight Watchers At Work** for Shift Workers program along with the expanded deployment of our **mobile gym buses**. The results of our company health insurance fund's health report have been available since mid-2019, and we are using these to advise our leadership on the health situation in their respective units. This report is published every two years.

To make mental health an integral part of our organization, we furthermore founded an interdisciplinary Mental Health Team in 2019, which is tasked with creating and ensuring a work environment that puts our employees at ease and safeguards them as far as possible from mental stress. Serving as strategic partners and experts, the Mental Health Team offers our workforce interdisciplinary support from a single source.

How we manage occupational health and safety

Our Environment, Health and Safety (EHS) management system is the responsibility of our Group Environment, Health, Safety, Security, Quality (EQ) function, which reports to Executive Board member Belén Garijo. EQ sets objectives, globally oversees initiatives, and conducts internal EHS audits, while local EHS managers ensure that each individual site complies with occupational safety laws and regulations. All new EHS managers are required to complete EHStart-up!, a three-day orientation held at our global headquarters in Darmstadt. This seminar covers topics such as occupational health and safety as well as our BeSafe! safety culture program.

We collect workplace accident data from our sites on a monthly basis. Every facility is required to immediately report relevant accidents to EQ, where the cases are investigated and assessed. If necessary, we implement additional safety measures at our sites. This procedure is an integral practice at all of our production facilities around the world. In addition, our German sites in Darmstadt and Gernsheim have an occupational safety committee in place that meets four times a year and makes decisions on current EHS issues.

We involve our employees at the organizational level in occupational health and safety efforts, for instance during joint inspections or in the selection of personal protective gear. This approach is crucial because our people best understand the actual work situation and what is needed. We take this input and develop further ways to improve occupational health and safety. If employees are worried about their health or safety, they are encouraged to use our global **SpeakUp Line** and are also allowed to temporarily step back from their work until the issue has been resolved.

At our Darmstadt and Gernsheim sites, our Health Management unit helps weave health awareness into our company culture. The appropriate strategy, individual focal areas and steps required are developed by an interdisciplinary steering committee consisting of various senior leaders such as the head of Occupational Health & Safety, the chairman of the Works Council, the head of Health Management, and the production heads of our business sectors. Meeting six times a year, the committee discusses topics such as workplace health fundamentals, good leadership and tailored health programs.

Across our sites worldwide, our EHS managers help organize and evolve EHS practices. In Tokyo (Japan), for instance, we have implemented special anti-stress programs to promote employee mental health. In Taiwan, an array of exercise programs has been organized under the banner of "Enrich your health deposit". Our site in Gillingham (United Kingdom) has a program in place that encourages its employees to ride their bike to work and do something positive for their health. In supporting these efforts, we seek to promote and maintain the physical and mental well-being of our workforce.

On top of their usual tasks, some of our production employees at our sites in Darmstadt and Gernsheim are also responsible for health matters. After completing a training course, these health partners act as a liaison between our employees and Health Management, providing a channel through which employees can voice their ideas and suggestions for workplace health management practices. Since our production employees have shown great appreciation for the dedication of these first health partners, we have decided to start introducing this practice in other departments as well. In 2019, we added health partners to three administrative units and two laboratory units. As of the end of 2019, there were a total of 66 health partners at the Darmstadt and Gernsheim sites.

Our Health Management unit asks all participants to submit anonymous opinions and suggestions for each of the measures implemented, which help shape the evolution and growth of these initiatives.

Integration of Versum Materials and Intermolecular

In the course of integrating the companies Versum Materials and Intermolecular, we are examining their existing management structures, policies, standards, and processes

for occupational health and safety. Where necessary, we are implementing our internal Group-wide principles. We are furthermore reviewing their current process for tracking occupational health and safety performance indicators and are working to harmonize methodologies and timelines. Starting in 2020, we will be incorporating occupational health and safety indicators for Versum Materials and Intermolecular into our reporting.

Our commitment: Policies and works agreements

Our approach to occupational health and safety is detailed in our Group Environment, Health and Safety (EHS) **Policy**. This is an integral part of our EHS management system, which undergoes an external OHSAS 18001 audit every year.

Our Group Health Policy defines how we ensure workplace safety for our employees while also promoting their health and well-being. This document details our **Group-wide approach to safety and health management** as well as our comprehensive behavioral modification program to prevent workplace accidents and occupational diseases. One component of the policy is our Global Wellbeing and Health Promotion Framework, which describes the differing requirements in a wide array of countries. Our individual sites are responsible for performing local workplace risk assessments and hazard analyses. In 2019, we implemented our internal Group Procedure Lab Safety standard, which describes the measures to be taken to safeguard the health of lab employees and to minimize the environmental burden of lab operations. Moreover, in 2019 we revised our EHS Compliance for Contractor Management standard, thereby integrating our contractors into our occupational health and safety efforts, in line with the latest findings and in compliance with our Group-wide regulations.

At most of our sites in Germany, we work in partnership with employee representatives to draft comprehensive **works agreements** on occupational health and safety. Introduced in 2017, for instance, our Occupational Integration Management works agreement governs the procedure for employees who have been on extended sick leave. Occupational Integration Management applies to all our sites in Germany. This works agreement is designed to retain an employee's position while also helping to prevent adverse health impacts after the respective employee returns to work.

Safety certification renewed

Our occupational health and safety management system is currently **OHSAS 18001 certified at 31 of our sites**. At 30 of these sites, 100% of employees are covered by a certified occupational safety management system. At our global headquarters in Darmstadt, the OHSAS 18001 occupational health and safety standard applies to around 70% of employees; the occupational health and safety of the remaining 30% of Darmstadt employees, who do not work in operating units, is safeguarded by the Merck Management System. The certification process helps us pinpoint weak areas, identify opportunities for improvement and take suitable measures. Other sites are also required to apply this standard.

We are preparing to transition to **ISO 45001**, which is replacing OHSAS 18001, a process that should be complete by 2020 along with the ISO 9001 and ISO 14001 recertification.

Accident rates

The **lost time injury rate (LTIR)** is the indicator used to assess the success of our safety efforts. This figure is a global measure of the number of accidents resulting in at least one day of missed work per one million man-hours. We track the LTIR for both employees and temporary staff. Having achieved the target we set in 2010 for a 2.5 LTIR, in 2015 we set a new ambitious goal of permanently lowering this figure to 1.5 by 2020. After all, we believe that nothing is worth an accident. In 2019, our LTIR was 1.5. The majority of incidents resulting in lost time were slips, trips and falls, along with contusions and lacerations from the operation of machinery and equipment. In 2019, we recorded no fatal accidents.

Generally, our sites are not endangered by hazards that could potentially cause severe injuries or have serious health consequences. This is because as a rule, before starting any activity worldwide, we perform a hazard assessment. In conducting this analysis, we identify hazards and have them eliminated before commencing a project or commissioning a plant. If this is not possible, we put measures in place to minimize the potential impacts as far as possible.

Clear rules of conduct

Experience shows that most workplace accidents can be prevented by proper conduct. Through our **BeSafe! safety culture initiative**, we are raising employee awareness of the dangers in the workplace and providing them with appropriate safety behavior rules. All relevant production and warehouse sites have now been incorporated into the program. In 2020, the remaining administrative and

research & development facilities will be integrated into the program in the course of upcoming EHS audits.

In 2019, we conducted **awareness campaigns** at various sites as part of our BeSafe! program in a bid to further bolster our safety culture. For instance, we increased employee awareness by means of a safety video that forms part of our BeSafe! training and is also available on our intranet. In 2019, we created Italian, Korean and Portuguese versions of the video in an effort to reach more of our employees in their local language, bringing the total up to nine languages. In addition, several subsidiaries again held safety competitions. Furthermore, we conducted two refresher courses on key content from our BeSafe! program, as well as occupational safety training in many countries in accordance with the statutory requirements and specific risks of each country.

Our Health Management unit

At our Darmstadt and Gernsheim sites, our Health Management unit conducts an array of campaigns and programs to promote the health of our workforce. These activities are based on health indicators derived from sources such as the health report issued by our company health insurance fund, evaluations from our Site Medical Center and, since 2018, our employee survey. We utilize the findings in the creation of **prevention programs tailored to specific target groups or facilities**. Moreover, our Health Management unit offers specific health initiatives such as mindfulness courses and workplace ergonomics consultation. Along these lines, we have a standard procedure in place for continuously assessing the working conditions and environment, making state-of-the-art updates wherever needed. If other sites express interest, our Health Management unit will advise on potential improvements or health programs. When requested, we also provide local consultation and run campaigns by means of an internal service contract.

Our employees have access to a health catalog detailing our Health Management services in both English and German that contains information on ergonomics, nutrition, stress, and mental health issues.

Fit@Merck fitness program

Throughout Germany, we offer our employees services such as our Fit@Merck program, which provides them with a subsidy of up to € 195 per year towards **gym memberships and physical fitness classes**. In Darmstadt and Gernsheim, we furthermore run a company sports program that currently features 28 different activities such as tennis, volleyball, strength training, triathlon, yoga, and bouldering.

Special ergonomics programs

In an effort to improve our workplace, we regularly assess the ergonomics of individual workstations, implementing appropriate measures as required. Our workers also receive **training on occupational ergonomics** tailored to specific areas, whether manufacturing, office work or the laboratory. Moreover, we offer people at many sites the option of participating in special ergonomics training such as the Industrial Athlete Program in the United States, which helps employees improve their physical and general well-being.

Training in mobile gyms

In 2019, we expanded our Training Island project, which centers around **mobile gyms** located in renovated buses. With access to state-of-the-art equipment and professional trainers, participants can work out close to their office twice a week for 12 minutes. The program was designed in particular to prevent musculoskeletal disorders and to motivate employees to exercise. In addition to working out, participants can also access individual consultation on topics such as food and nutrition, while start and end screenings make personal successes visible. In 2019, 920 employees made use of this opportunity.

Weight Watchers At Work for Shift Employees

From April to July 2019, 21 Life Science and Performance Materials shift workers in Darmstadt and Gernsheim had the

opportunity to take part in the Weight Watchers At Work for Shift Employees program. Weight Watchers designed this new approach in partnership with our Health Management unit and has not yet conducted the program at any other company. Aimed at employees with a body mass index (BMI) equal to or greater than 25, which is considered overweight, a Weight Watchers coach provided in-depth instruction on making **healthy nutritional choices and leading a more active lifestyle**. The course focused particularly on living and coping with shift work, with the schedule planned around the participants' shifts. On average, workers lost seven kilograms during the program.

Examinations and support for our employees

Our Physical Ability Test and Health Preservation process allows us to ensure that all employees meet the health requirements for their particular tasks. Due to new statutory requirements, our Site Medical Center is working with our Legal department and the Works Council to develop a new physical aptitude examination.

Our Travel Health & Medical Advisory Service assists employees who spend a lot of time abroad on company business, providing them with recommendations on necessary vaccinations and advice on hygiene risks.