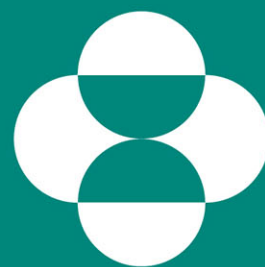


# EXPERIMENTS IN DEI AT #MERCKCHEMISTRY AND BEYOND

Rebecca T. Ruck, PhD (@ruck\_chem)  
Executive Director, SM PR&D Enabling  
Technologies (#MerckChemistry)  
Merck Process Research & Development  
Rahway, NJ

25 May 2021  
NASEM Chemical Sciences Roundtable on  
Diversity Equity & Inclusion in Chemistry and Chemical Engineering

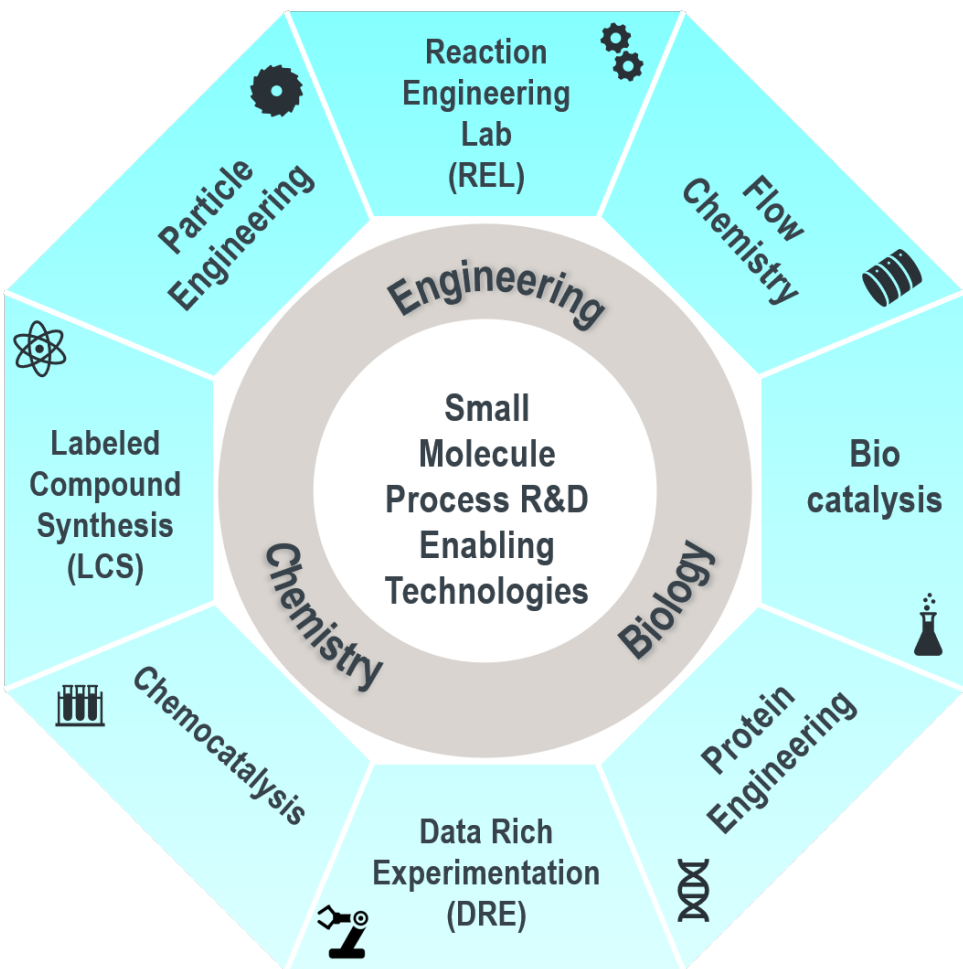


**MERCK**

INVENTING FOR LIFE



# Why DEI Matters: Small Molecule Process R&D Enabling Technologies



***Mission: To apply innovative technologies & subject matter expertise that enable PR&D to realize its goals across Discovery & Development in the most innovative fashion & with the greatest efficiency:***

- *For complex pipeline problems*
- *To improve upon existing capabilities*
- *To develop and implement new ones*

***Vision: We will identify and leverage synergies that exist across the Enabling Technologies group that allow for unparalleled delivery of enhanced capabilities***

# DEI Efforts in Industry Originate Across All Levels

## Corporate Resources



Flexible Work Arrangement



Recognition



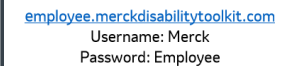
Uncovering Talent



UBE Toolkit

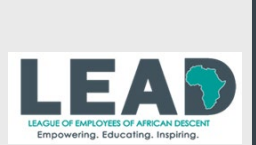


Volunteering



Disability Inclusion Toolkit

## Communities



LEAD



Veterans



Rainbow Alliance



Interfaith



Hispanos



Next Gen



APA



capABILITY

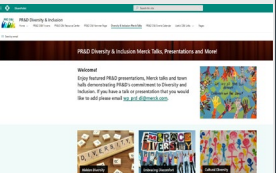


MWN



Native American Global Indigenous People

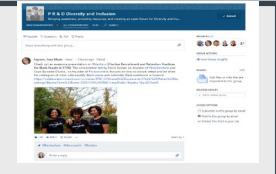
## MRL PR&D Assets



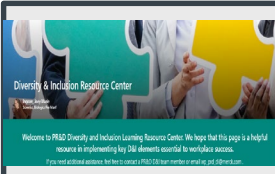
D&I Website



Ted Talks



Yammer



Resource Center



LinkedIn Sponsored Advertising



D&I Forums

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Flexible Work Arrangement



Recognition



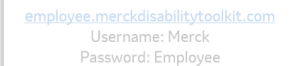
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UBE Toolkit



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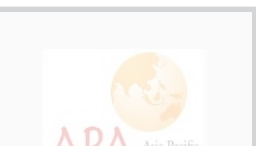
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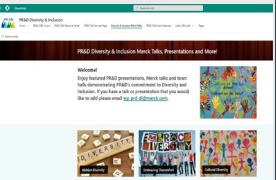


MWN



Native American Global Indigenous People

## MRL PR&D Assets



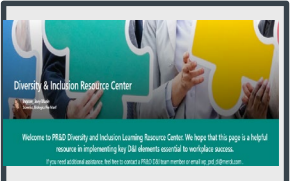
D&I Website



Ted Talks



Yammer



Resource Center



LinkedIn Sponsored Advertising



D&I Forums

# A recent history of D&I in Process R&D

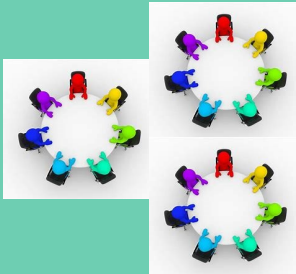
Roundtables on  
Women in Chemistry



Leverage momentum generated  
In 2017 to broaden focus



Roundtables across sites  
On various D&I topics

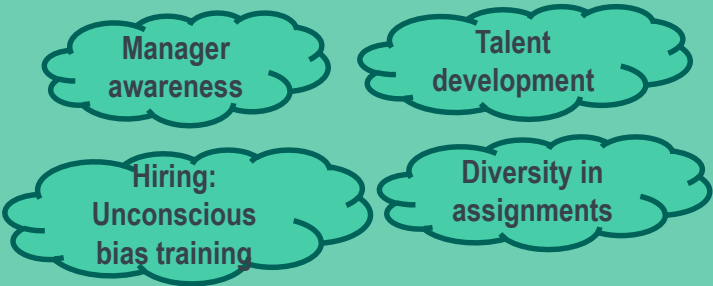


*Listening to concerns*  
*Sponsorship, work-life balance*  
*Career progression, transparency in decisions*



**Initiate efforts to push leadership to lean into discomfort with respect to Diversity: leads engaged in reverse mentoring**

**Broaden initiative to achieve greater breadth and depth across the organization and focus on both Diversity & Inclusion**



*Listening to concerns*  
*Inclusion, career development, mentorship & Sponsorship*



2015-2017

2017-2018

2018- 2019

Grassroots feedback → Management takes action → Team focused on D&I → Feedback loop → Continuous improvement

# Organization for PR&D D&I (2020)

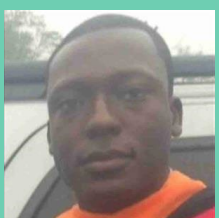


Alaa Fadel      Niki Patel

**D&I forum leads**  
Grassroots team effort



Sandra Rios



Jonathan Welch



Jennifer Jacobs



Erica Schwalm

- D&I forum leads at each major site with small team
- Initiate/ideate topics especially with contemporaneous focus (e.g. COVID)
- Facilitate discussion forums with follow-ups – open to all of PRD



**PR&D D&I team\***  
Kay Hunsberger (ED)  
Jennifer Pollard (ED)  
Daisy Richardson (ED)  
Rebecca Ruck (ED)  
Teresa Traub (HR)  
Nara Variankaval (ED)  
Jingjun Yin (ED)  
Daniella Zubarev (HR)

Work with the  
PR&D D&I team  
on key priorities

Supported and guided by  
Sponsors of the  
Culture & Talent team



Mike Kress (SVP)  
Caroline McGregor (VP)

- High level sponsorship & reinforcing commitment
- Connectivity into DPED

- Tasked with execution of PR&D priorities
- Staffed by PR&D XLT + HRBPs
- Interface between grassroots effort and Sponsors
- Connectivity into GD&I efforts

# 2020 Focus Areas: Connecting All of PR&D to DEI



Improve diverse representation at all levels within PR&D



Networking, brainstorming events in 2020 to encourage spirit of sharing, learning from each other and from shared experiences

\* Initiate D&I Forums led by department members

\* Continue Imagine@Merck TED-style Talks

\* Host key speakers/thought leaders to enable continuous learning



Insights Discovery training across PR&D to learn about unique aspects of individuals & methods to improve interactions/communication



“Unconscious Bias” training with follow-up discussions at group meetings, town halls



Provide resources for employees and managers to facilitate discussions around LOAs, flex work arrangements, etc.



Meeting norms to foster inclusive behavior to all employees



Ensure connectivity with Merck-wide D&I initiatives to share best practices and drive enterprise level impact

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# Insights Discovery: Why?

---

## Outcomes

Insights Discovery helps people understand themselves and their colleagues so that they can have more respectful, productive and positive working relationships, even across virtual boundaries.

1

Individuals understand their own and others' communication preferences

2

They can connect better with their colleagues to improve collaboration

3

They have a common language to help them overcome challenges and conflict

<https://www.insights.com/us/products/insights-discovery/>

# Insights Discovery: How?

---

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<https://www.insights.com/us/products/insights-discovery/>

### *Tiered approach for experience and enrollment:*

- Beta-tested with my 60-person team
- Enrolled Extended Leadership Team (VPs, Executive Directors, Distinguished Scientists)
- Enrolled Directors (1<sup>st</sup> Line Managers)
- Rolled out to broader organization (virtual due to pandemic) & have ongoing trainings for new employees

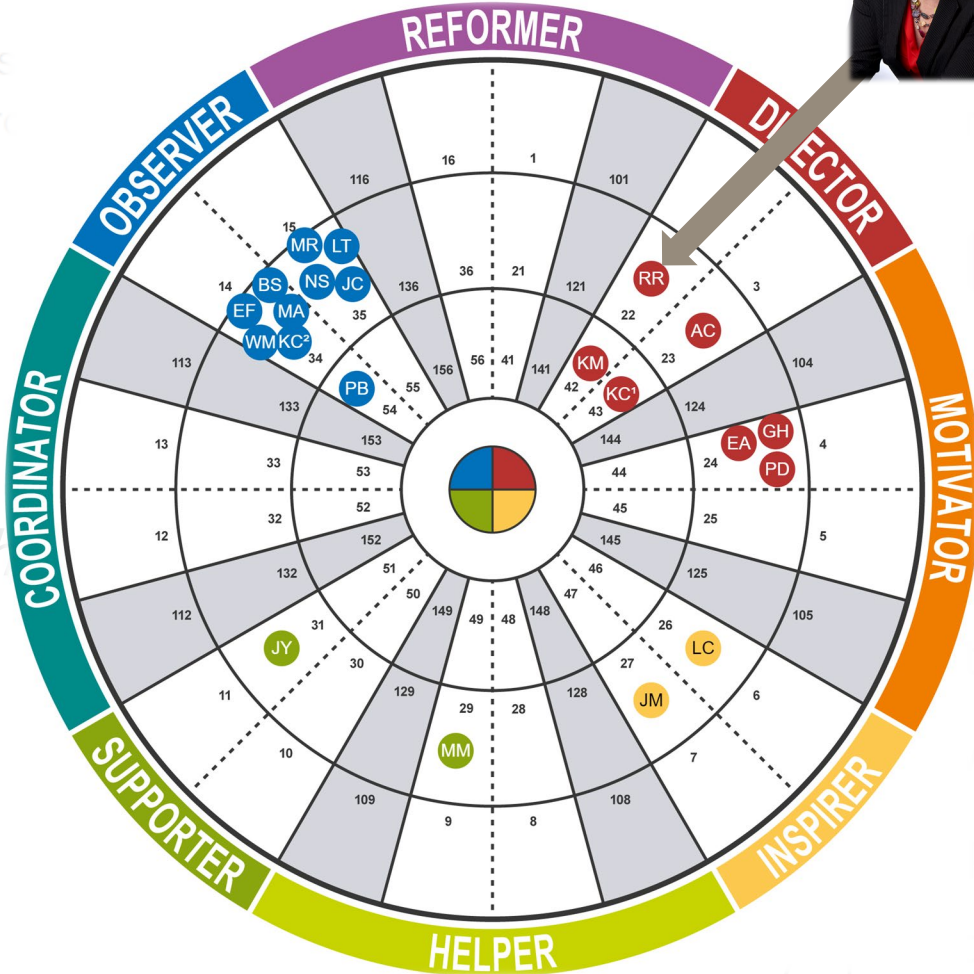
# Insights Discovery: How?

Outcomes

Ins  
pro

7%

- 
- 
- 



Colour energy tips for structuring your meetings

Sunshine Yellow  
Allow time for brainstorming

Earth Green  
Recognise everyone's contribution



Fiery Red  
Deliver a results update

Cool Blue  
Capture what was discussed

[www.insights.com](http://www.insights.com)



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# 2020 PR&D D&I Forums

February

- RY D&I Forum (19 Feb): Kickoff forum, facilitated by Niki Patel and Erica Schwalm
- WP D&I Forum (26 Feb): Kickoff forum, facilitated by Jennifer Jacobs and Alaa Fadel
- KW D&I Forum (28 Feb): Kickoff forum, facilitated by Sandra Rios and Jonathan Welch

March

- WP D&I Forum (07 Apr): *“WebEx Meeting Norms and Useful Tips”* and *“Psychological Safety and COVID-19”* facilitated by Jennifer Jacobs, Alaa Fadel, and WP D&I Team

April

RY D&I Forum (29 Apr): *“Maintaining Social Connections, Tips for WFH & Covid-19”*, facilitated by Niki Patel and Erica Schwalm

May

KW D&I Forum (29 May): *“Fear and Empathy in the Time of Covid-19”*, facilitated by Sandra Rios and Jonathan Welch

July

KW, RY and WP D&I Forum (20 July): *“Discussion on BLM, Fighting Systemic Racism and Inequality”*, facilitated by Forum leads

September

## Merck D&I Experience Month

*“LGBTQ+”* forum (16 Sep)

*“Picture a Scientist”* discussion, featuring Prof. Joanne Stubbe (24 Sep)

November

KW, RY and WP D&I Forum (19 Nov): *“Continuing the Discussion: Fighting Systemic Racism and Inequality”*, facilitated by Forum leads



Alaa Fadel (WP) Niki Patel (RY)

## D&I forum leads Grassroots team effort



Sandra Rios (KW)



Jonathan Welch (KW)



Jennifer  
Jacobs (WP)



Erica  
Schwalm (RY)



- D&I forum leads at each major site with small team
- Initiate/ideate topics especially with contemporary focus (e.g. COVID)
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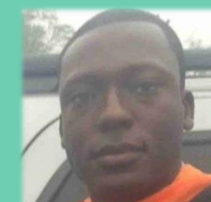
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# 2021 PR&D D&I Forums

March

PR&D D&I Forum (24 Mar): “*Allyship*”, facilitated by Forum leads



June

PR&D D&I Forum (15 Jun): “*Working Across the Generations*”, facilitated by Forum leads

Monthly D&I Round-up e-mails



Alaa Fadel (WP) Doug Otte (RY)

D&I forum leads

Grassroots team effort



Sandra Rios (KW)



Jonathan Welch (KW)



Jennifer  
Jacobs (WP)



Erica  
Schwalm (RY)

May is **Mental Health Awareness Month**. Since 1949, organizations across the US have worked together to provide education and resources to fight the stigma associated with mental health struggles. Our mental health has tremendous impacts on our physical and emotional well-being and many have experienced heightened struggles over the last year due to the stress and isolation of a global pandemic.

## Upcoming Events

**Optimizing Wellbeing to Prevent Burnout and Regain Balance** May 5th, 12:00-1:00 pm ET [Add to Calendar](#)

**From Burning Out to Burning Bright: Strategies for Thriving at Work and Home** May 12<sup>th</sup>, 10:00-11:00 am ET [Add to Calendar](#)

**GD&I Business Consortium** Hear from leaders across the company on how integrating D&I into our business practices enhances our performance. May 13<sup>th</sup>, 9:00-10:00 am ET [Add to Calendar](#)

**Merck Women’s Network Curating Your Influence and Achieving Your Purpose** Join Julie Gerberding and behavioral scientist Jon Levy for a conversation on how to build, curate, and leverage your influence. Two sessions are available to accommodate schedules.



# TED-style talks: A collaboration with Imagine@Merck

## 2020 D&I TED Talk Cohort



"We All Want to Fit In"  
Chihui An



"Lost in Translation"



Cecilia Bottecchia & François Lévesque



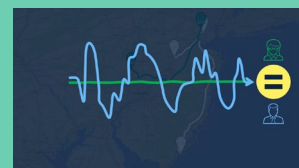
"Travel Light and Live Happy by  
Carrying the Lessons, Not the Load"  
Thy Follmer



### Hidden Diversity

Hidden diversity is a quality not readily apparent on the outside. Watch as Danielle Schultz and Michael Pirnot talk ...

95 🎥 6 ❤️



"When a Commute Is  
More Than a Trip"

Alex Pavon



"Don't Discuss Religion"



Neil Strotman & Anne Mohan



"Influencing with Empathy"  
Ji Qi



Sharing personal experiences with a strong D&I focus  
has provided a unique connection for the PR&D audience

# Continuous Learning: External Presenters



The Myth of the  
Nice Girl Pushover  
Ineffective Weak  
Mediocre Pleaser  
Bland Achieving a  
Career You Love  
Without Becoming  
a Person You  
Selfish Rude Hate  
Abrasive Arrogant  
Brash Fran Hauser

Fran Hauser  
*'The Myth of the Nice Girl'*  
March 2019



Colleen Hauk, Wonder Women Tech  
*'Live the 'And' Life; Building a Powerful  
Career and Extraordinary Personal Life'*  
October 2019



Prof. Tehshik Yoon, U. Wisconsin  
*'Visible and Invisible Identities: Why  
LGBT Visibility Matters in STEM'*  
January 2020



Prof. Anne McNeil, U. Michigan  
*'Diversifying the Chemistry Community'*  
February 2020



Prof. Rigoberto Hernandez, JHU  
*'Advancing R&D Through Diversity'*  
August 2020



Dr. Devin Swiner & Soyo Awosika-Olumo,  
#MacScientists & #BlackinChem founders  
*'#BlackinX: Effective Recruitment and  
Retention Practices for Black People in STEM'*  
November 2020



Prof. Corinne Moss-Racusin, Skidmore  
*'Understanding and Reducing Gender  
Bias to Promote Excellence in STEM'*  
*'Tools for Expanding Diversity and  
Inclusion: an Interactive Workshop'*  
January 2021



Prof. Christine Grant,  
NC State  
June 2021

# What's next? Representation Matters!

## Women Chemists Committee Merck Research Award

- Receive a \$1,500 stipend to cover Fall ACS national meeting expenses
- Present their research at a WCC/Merck half-day symposium
- Be recognized at the awards symposium and the WCC luncheon
- Network with other WCC/Merck scientists



### 2021 WCC Merck Research Awardees

Green Ahn, *Stanford*  
Stanna Dorn, *Indiana University Bloomington*  
Morgan Gibbs, *UNC Chapel Hill*  
Beryl Li, *Princeton*  
Nandhini Rajagopal, *Syracuse*  
Alexa Torelli, *University of Toronto*  
Daisy Unsihuay, *Purdue*  
Victoria Yan, *UT MD Anderson Cancer Center*

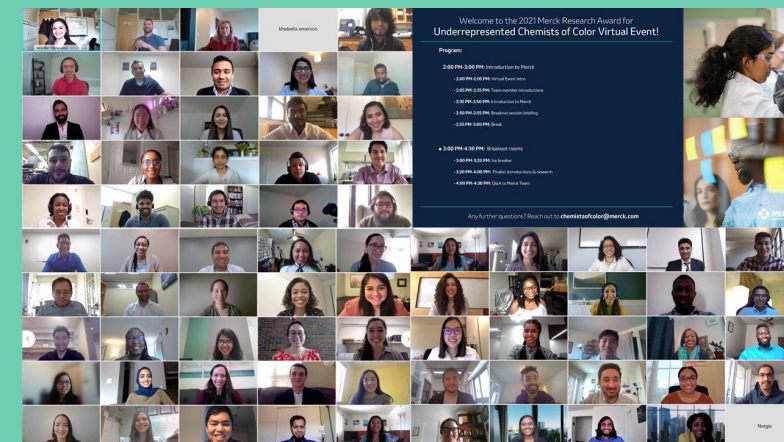
### Merck Mentors

Frances Rodriguez-Rivera  
Cindy Hong  
Valerie Shurtleff  
Jenny Obligation  
Libby Hennessy  
Marion Emmert  
Anisha Patel  
Samantha Shockley



## Underrepresented Chemists of Color Award

- Networking opportunities with other winners and Merck scientists; matched with a Merck mentor
- Travel expenses, meals, and accommodation are covered for the award symposium at the Merck Rahway site
- Eligible to third year graduate students through postdocs conducting chemistry research at a U.S. institution
- For more information, please email [chemistsofcolor@merck.com](mailto:chemistsofcolor@merck.com)



## Diversifychemistry.com for Industry

- Sparked by Anne McNeil visit to Merck-Rahway
- Provides visibility of network of diverse industrialists for invitation for speaking opportunities



Greg Hughes



Thank you!!!

And thanks to all my wonderful, committed colleagues at  
#MerckChemistry, #MerckEngineering, #MerckPRD,  
#MerckDSCS!