



*Sustainability
Council*
2025 Report

Letter from the Council Chairs

Dear Reader,

As the new Chair and Co-Chair of Bayer's Sustainability Council, we are pleased to publish the latest report on our 2025 activities and insights.

The role of the Council, as an independent body made up of subject experts who are deeply passionate about specific sustainability issues, is to both support and challenge the Bayer team in achieving their sustainability goals.

This past year has been one of both achievements and significant headwinds in the sustainability space overall. While many companies have downplayed or even abandoned sustainability initiatives due to changes in funding or attitude, Bayer has stayed the course and continues to invest in sustainability efforts.

As you will read in this report, Bayer's overall mission of Health for All, Hunger for None has driven significant progress against targets to reach 100s of millions of underserved people around the world, including smallholder farmers, women and the poorest families who lack basic healthcare.

Bayer's ESG ratings across several important measures have improved steadily in 2025 in comparison to former years. E.g. in December 2025, following the recommendation of the Solicitor General for the Supreme Court to hear a case on Glyphosate, the last remaining "red flag" from ESG rating agency Sustainalytics was removed.

Challenges remain, particularly in the areas of sustainable finance, driving forward truly regenerative agriculture, and expanding access to basic products, including for family planning.

As the Council, we look forward to continuing to work with the Bayer teams to make progress in the face of these challenges. We expect continued pressure from climate change and changes in the global aid infrastructure to put pressure on the sustainability agenda again in 2026.

We hope you enjoy this latest report.



Carolyn Miles
Chair



Facundo Etchebehere
Vice-Chair

01 The Council's Overall Reflection

A series of extreme weather events in 2025 intensified the impacts of climate change and contributed to rising public health concerns, following 2024 being recorded as the hottest year to date. At the same time, public-sector capacity to respond weakened: traditional aid systems faced unprecedented strain as major donors reduced funding, leaving critical programs underfinanced, while political and societal views on the importance of sustainability grew increasingly divergent. These dynamics further widened the gap to achieving the Sustainable Development Goals (SDGs). In parallel, heightened geopolitical tensions, shifting regional priorities, and emerging risks across key markets increased the requirements for supply chain resilience and created a more challenging ESG and operating environment. The private sector's role broadened, not only in driving socio-economic development, fostering resilience, and ensuring access to health and food during ongoing affordability challenges, but also in advancing innovation and in forging new forms of collaboration and partnerships that can deliver impact at scale. At the same time, regulatory expectations continued to change worldwide, reinforcing the importance companies themselves place on transparency and accountability in areas such as climate action, human rights, and sustainable value.

Under the leadership of Bill Anderson, who has now served as CEO and Chief Sustainability Officer for two and a half years, Bayer maintained a consistent commitment to its sustainability initiatives and long-term targets with Sustainability being firmly embedded in Bayer's corporate strategy, guiding strategic priorities across the value chain and ensuring that business growth and long-term value creation go hand in hand with environmental and social responsibility. We welcome this continuity, particularly in a broader environment where competing priorities have led others to scale back sustainability efforts as well as at a time, where Bayer operated in a challenging legal and market environment. Bayer further advanced on its mission of "Health for all, Hunger for none" with tangible progress toward its sustainability goals. Examples include:

- Signed a partnership with the WHO Foundation focusing on neglected tropical diseases, integration of self-care into universal health coverage, and developing a better understanding of how climate change impacts sexual and reproductive health.
- 38 million people in underserved communities reached thanks to the signature program "The Nutrient Gap Initiative" in 2025, providing essential vitamins and minerals, from food to supplementation, to combat malnutrition and improve livelihoods.
- Strengthened global food security by bringing drought-tolerant maize to smallholder farmers, ensuring that even in the face of climate extremes, harvests remain abundant.
- Signed an agreement in Egypt to localize the production of family planning products, strengthening pharmaceutical supply chain resilience on the African continent. As part of Bayer's broader localization initiatives, Bayer is scheduled to start production of reproductive supplies at the new production site in Costa Rica later in 2026. These efforts will focus on supplying low- and middle-income countries with Bayer's long-acting reversible contraceptive products starting with a 5-year duration of use, 2-rod implant. Bayer will also continue to explore localization of other essential medicines in women's health and neglected tropical diseases.
- Reinforced its climate commitments, validated by the Science Based Targets initiative (SBTi), maintaining an "A" rating from CDP for climate and water stewardship.

Bayer's consistency in direction and delivery contributed to Bayer achieving its strongest overall ESG rating performance since 2018 in 2025. This includes an upgraded AA rating from MSCI Solutions (2024: A), a low-risk score of 20.2 from Sustainalytics (2024: 26.6), and an EcoVadis supply chain sustainability score of 78 (2024: 75). We explicitly want to applaud Bayer for this important achievement.

With the continued change in EU compliance standards, adopting a company-wide approach to sustainability, including Human Rights, will stay essential in the coming year, ensuring that Bayer continues to embed sustainability practices across all elements of operations.

In our role as a guiding and supporting partner, 2025 marked a year of transition for us as a Sustainability Council. While continuing to evolve our way of working toward more project-based collaboration with colleagues across all parts of Bayer, we welcomed seven new members to the Council while saying farewell to former members. Besides numerous virtual touchpoints, we held one in-person meeting with all Sustainability Council members and Bayer in September, which strengthened our cohesion as a Council and enabled deep discussions and collective brainstorming.

In the following report, we provide an overview of the topics discussed, followed by our recommendations and the corresponding guidance we offered to Bayer's management and project teams.

Sustainability Council Meetings in 2025:

/ Two-day in-person meeting in September 2025.

Topics: Geopolitics, Nature Strategy, Non-Hormonal Contraception, Digital Engagement in Sexual and Reproductive Health and Rights, Climate & Health, Health Impact Credit, Resilient Cropping Systems, Sustainability Value, Innovating for Farmers, Food Security and Sustainability, Public-Private Collaborations.

Participants: Council members, CEO / CSO (Corporate Sustainability Officer), top leaders and experts in the areas of Strategy, Sustainability and Public Affairs.

/ Kick-off meeting with all ongoing and new Council members in June 2025; introductory meeting with Bill Anderson in July 2025; **onboarding sessions** relating to ESG, the three divisions and on Bayer's operating model Dynamic Shared Ownership (DSO) in second half of 2025.

Participants: Council members, CEO / CSO (Corporate Sustainability Officer), top leaders in the areas of Strategy, Sustainability and Public Affairs.

/ Virtual Council-internal meetings for updates, teambuilding and preparation for project work and in-person meeting in second half of 2025.

Participants: Council members

/ Focus meetings on individual topics throughout the year, e.g., Human Rights, Bayer's Sustainability Targets, Sustainable Finance including EU Taxonomy and CSRD / ESRS reporting.

Participants: Individual Council members, Bayer experts on each topic.

New Set-Up in Line with Bayer's Advancements on its Sustainability Journey

At the time of the inception of the Sustainability Council, our primary role has been to provide strategic advice, especially in our areas of expertise, mainly to the Board of Management and senior management, and to help shape Bayer's sustainability strategy. This role was essential for positioning Bayer as an impact generator in the early Council years. Now that Bayer's sustainability strategy is in place, the focus has shifted to the activation of this strategy to drive business value. While our advisory function remains important, our role has evolved considerably. In line with Bayer's new operating model, Dynamic Shared Ownership (DSO), which promotes greater accountability within individual teams and enables more agile, dynamic collaboration, our work and strategic advice is now much more closely connected to the priorities of respective working groups within the organization to drive those projects forward that have the greatest impact on Bayer's mission of "Health for all, Hunger for none."

Against this background, seven new members joined the Council over the course of 2025, adding specific expertise in areas such as investment, geopolitics, and more. At the same time, Agnes Binagwaho, Jeff Seabright, Sabine Miltner, and Suzanne Hunt, four highly valued members, concluded their terms on the Council after many years of dedicated support. The Council now comprises eleven members in total.

Under the new approach, we provide hands-on support to specific project teams, delivering concrete results that advance Bayer's sustainability commitments. Beyond our joint meetings, individual members engage directly with Bayer project teams to contribute their expertise, networks, and insights to specific projects that can unlock disproportionate value creation. This marks a shift from a model centered on strategic consultation to one that combines advisory work with active participation in project execution across the company. Examples for these projects are Sustainable New Business Models, Funding Mechanisms, Building Resilient Cropping Systems, the Health Asset Bond Narrative and Validation, and Bayer's Nature Strategy. Specific outcomes and measures for these projects will be presented in the next report for 2026.

Expanding Access, Innovation, and Impact in Global Health

2025 saw a seismic shift in global aid, disrupting global health and development programs and funding, while tariffs and economic headwinds triggered an affordability crisis, hitting the most vulnerable. In this environment, Bayer continued to advance its commitment to health equity by exploring new approaches, including more emphasis on digital delivery, to expand access to essential health solutions and making steady progress toward its sustainability targets. In 2025, Bayer reached 82 million people in underserved communities with self-care interventions and 68 million women in low- and middle-income countries with access to modern contraceptives. Bayer also renewed its commitment to global health with a new collaboration with the World Health Organization Foundation focusing on neglected tropical diseases, integration of self-care into universal health coverage, and developing a better understanding of how climate change is impacting sexual and reproductive health. We applaud Bayer's bold support to multilateral health efforts, showing leadership in a challenging global context.

Channeling Funds to Transform Health Impact

Bayer, in collaboration with the World Bank Treasury, is looking to launch a 'first of its kind' Health Values Bond to deliver the necessary health interventions to mitigate the many health risks that are increasing with the acceleration of climate change, such as the risk of malnutrition. This type of outcome-based financial instrument can catalyze capital investment in the health interventions that have been proven to be safe and effective. Outcome-based bonds, like this one, typically pay a return to investors that is based on quantifiable and verifiable health improvements in the target population as a result of the intervention. We encourage Bayer to continue its leadership in paving the way to rethink health financing, a much-needed innovative approach to safeguarding health outcomes for all. The Council is supporting Bayer in sharpening the Bond model and identifying suitable funders who could support this launch.

Improving Maternal Health

Micronutrient deficiencies during pregnancy can lead to stunting, birth defect, with multi-generational impact on a child's health and livelihood. The World Health Organization (WHO) recommends the United Nations International Multiple Micronutrient Antenatal Preparation of Multiple Micronutrient Supplements (MMS) as the standard of care for all pregnant women. MMS is one of the most impactful development interventions, with USD 37 socio-economic returns for every USD 1 invested in its implementation. Since 2020, Bayer has been supporting the global movement to make MMS available to all women through its signature program, the Nutrient Gap Initiative, looking to enable access to essential vitamins and minerals for 50 million people in underserved communities annually by 2030. Through its strategic partnership with Vitamin Angels, over 26 million women and their babies have received MMS free of charge since 2020. In 2025, Bayer has taken its support to the next level by making a strategic investment in MMS manufacturing for Asia, Middle East, and Africa. We strongly support Bayer's strategic investment in a critical health area for women's health and countries' economic development, leveraging its expertise and capabilities to help meet a rising demand in a context of limited supply. We encourage Bayer to continue working closely with governments and NGOs to build a sustainable MMS value chain, balancing affordability with financial viability to ensure continued supply of high-quality MMS, as well as supporting efforts to strengthen antenatal care services and overall education about MMS, with a focus on emerging markets where most babies are born, in particular in Africa.

Digital Reach and Research: Driving Progress in Access to Family Planning

Access to modern family planning is a critical enabler of women's health, autonomy, and economic opportunity, allowing women and girls to make informed choices about their futures. Bayer has set itself an ambitious goal of reaching 100 million women in low- and middle-income countries (LMICs) with access to modern contraception annually by 2030. We agree with Bayer that there is strong potential in digital channels to help achieve this ambition, as they provide women, especially those facing stigma, distance, or affordability barriers, with discreet and reliable pathways to information and services. Audit-ready studies from 2025 show that digital engagement already supports measurable uptake (approximately 4.76 million women). In 2026, we support the clear focus on understanding what works best for women, expanding research beyond Asia to Africa and Latin America, and rigorously testing formats and approaches to ensure that digital strategies translate into meaningful, real-world impact.

Expanding the Contraceptive Basket of Choice: Innovation in Non-Hormonal Contraception

Besides established products, Bayer is in the pre-clinical phase of investigating a female-controlled, non-hormonal contraceptive, recognizing the growing demand for differentiated contraceptive options to better meet a woman's individual needs and preferences. We endorse Bayer's efforts in this regard and offer our enthusiastic support for the program based on its non-hormonal mode of action and discreet form of application. We encourage Bayer to accelerate development where possible and also advise that distribution strategies for the product in the Global South be developed with careful consideration of religious and cultural sensitivities. We further encourage Bayer to also consider exploring the development of male-controlled contraception to attract more funding and to address the lack of participation from other companies in this field.

Sustainable New Business Models in Low-and-Middle Income Countries

Pharmaceutical go-to-market approaches in LMICs must reliably reflect local needs, optimize distribution efficiency, and substantially increase local ownership and resource mobilization. Bayer is seeking to define optimal Total Market Approaches towards developing more robust local ecosystems that balance commercial needs with patient reach while leveraging emerging acquisition platforms such as pooled procurement. These efforts will help strengthen sustainable, local access to essential medications while at the same time increasing local health system resiliency. We are looking forward to working with Bayer on the path forward.

Innovative Funding Mechanisms to Improve Global Health Access

Sustainable multi-stakeholder funding models will be key to ensuring that Bayer's Global Health Unit (GHU) can meet its global health commitments. Bayer is working to identify innovative approaches to increase external funding for key strategic partnerships in Family Planning (FP), Neglected Tropical Diseases (NTD), and Non-Communicable Diseases (NCD) and to strengthen collaboration with key stakeholders such as national and local governments to better activate domestic funding and ensure budget allocations for essential medicines in FP, NCD, and NTD. We look forward to partnering with Bayer to ensure the successful development of these potentially high impact efforts.

Addressing the Impacts of Climate Change on Health

The health impacts of climate change are becoming increasingly visible and affect a growing number of people worldwide. Rising temperatures, deteriorating air quality, and the spread of climate-sensitive diseases are intensifying health burdens. Heatwaves and air pollution contribute to cardiovascular strain, respiratory complications, and other acute health impacts that disproportionately affect people with vulnerabilities, such as pregnant women, children, older adults, individuals with underlying health conditions, and communities living in low income or climate exposed settings. Climate change is eroding sexual and reproductive health and rights, but the causal links are not fully understood. Kidney health is emerging as an area requiring particular attention, as sustained heat exposure, especially in outdoor workers, accelerates kidney function decline and increases both acute and chronic kidney disease, often in regions where data and diagnostic capacity are limited.

In 2025, Bayer has strengthened its strategic focus on Climate & Health, and we welcome this increased attention. In our discussions, we emphasized the need to quantify climate-related health impacts more systematically, particularly regarding heat-driven cardiovascular and kidney disease and maternal health risks. We stressed the importance of addressing data gaps, especially on kidney disease prevalence across different income settings, to support sound decision-making. We also encouraged Bayer to advance pilot projects in primary care settings and to collaborate with global institutions, technology companies, and other private sector actors that can enable improved monitoring, early warning systems, and community-based engagement.

This focus extends across Bayer's health areas and naturally connects to the company's other major field of work: agriculture. Bayer's initiatives in agriculture are driving climate adaptation and mitigation. Reduced climate pressure also lowers the negative impacts on people's health. For us, Climate & Health is therefore a natural bridge between Bayer's contributions to health and agriculture. Strengthening this link not only addresses an urgent global need but also reinforces the coherence and overall impact of Bayer's sustainability strategy across its entire portfolio.

Accelerating the Future of Regenerative Agriculture

In 2025, Bayer reached 53 million smallholder farmers in low- and middle-income countries through products and services. Building on this reach, the Crop Science business is helping drive a broader transformation of global food systems.

At the heart of a resilient global food system lies a significant shift toward regenerative agriculture. As a Council, we are not only witnessing this development but are working to drive momentum towards authentic, scalable adoption. Our mandate is to prove that sustainability commitments and farmer profitability are not just compatible, but inseparable.

Scaling Innovation through "Big Bets"

Bayer is advancing high-impact innovations that redefine what is possible on the farm. By investing in resilient multi-crop systems and scaling biomass-based feedstocks for Sustainable Aviation Fuel (SAF), the company is contributing to the development of fields as potential renewable resource hubs. By applying next-generation breeding and gene-editing approaches, Bayer is working to shape future agricultural solutions, with project teams developing high-performing, climate-resilient crops at increasing speed and scale. These efforts aim to support farmers in managing evolving challenges and maintaining productive, sustainable operations.

Quantifying the "Green Premium"

Sustainability can only achieve lasting scale when it is economically viable and when we can systematically translate environmental performance into decision-relevant economic signals that business leaders, customers, and investors can act on. As a Council, we support efforts to move from high-level ambitions toward a practical framework that helps translate environmental outcomes of sustainable practices into economic relevance and position sustainability as a source of customer and enterprise value. By unlocking new value pools, from carbon markets to biodiversity credits, environmental stewardship can be transformed into a tangible asset class rather than solely a reputational benefit. Our recommendation is to continue exploring approaches that translate environmental benefits into tangible, measurable contributions to customer value and long-term business resilience.

Breaking Barriers & Building Ecosystems

To lead this revolution, Bayer must navigate the policy landscape to ensure a broad set of enabling technology platforms – from gene-editing and digital agronomy to advanced breeding, biologicals and data-driven decision tools – can reach their full potential. None of us operates in a vacuum; success depends on building robust, interconnected ecosystems with impact funds, NGOs, global institutions, and value-chain partners to accelerate the adoption of regenerative agriculture worldwide. Beyond policy alignment, this means actively co-creating markets, de-risking innovation through blended finance, and aligning incentives so new solutions can scale from pilots to profitable, durable systems.

Our Strategic Mandate

As a Council, our role is to set direction, provide guidance, and champion progress toward a future where *regenerative* is the global standard. We do not execute programs ourselves, nor do we bind Bayer to specific actions. Instead, we advise, inform, and support Bayer and the broader ecosystem by identifying priority areas, shaping strategic ambition, and elevating best practices. Within this advisory mandate, the Council will focus on the following areas:

- **Incentivizing Progress:** Advising on approaches to define and enable clear economic incentives and premiums for farmers who reduce water use and greenhouse gas emissions. "Premiums" refers to economic value signals enabled through markets or policy; the Council does not set payment mechanisms nor commit Bayer or Council members to financial flows.
- **Precision Protection:** Identifying opportunities for Bayer and partners to leverage external collaborations, digital tools, and AI-enabled detection tools to advance smarter, more targeted crop protection.

- **Standardizing Excellence:** Supporting alignment around credible, globally consistent metrics for water and soil health to improve transparency, comparability, and decision-making.
- **Policy Advocacy:** Providing strategic input on policy frameworks that prioritize incentive-based regulation, reward innovation, and uphold high stewardship standards – both in corporate systems and at the farm gate.

The Path Forward

The challenge of producing food, fibers and biofuels within planetary boundaries is immense, but the opportunity for Bayer is greater. By integrating these strategies, we together are creating a cohesive, market-leading approach that turns sustainability into a competitive advantage. We are not only accompanying the transition toward regenerative agriculture; we are encouraging Bayer to lead the charge.

Business and Human Rights: Advancing Impact through Collaboration

We are accompanying Bayer in advancing its human rights due diligence program by embracing an ongoing commitment to progress. In 2025, we supported the strengthening of Bayer's business and human rights agenda through close collaboration. These included insights aimed at exploring improvement potentials for Bayer's Grievance Mechanism to ensure it remains effective and responsive. For ongoing stakeholder engagement at a local production site in Peru, we provided guidance and coaching for both internal and external engagement, enabling Bayer's teams to cultivate meaningful relationships with local communities and build trust while addressing human rights matters. Furthermore, in response to an ongoing OECD National Contact Point inquiry and as part of Bayer's commitment to continuous improvement, we facilitated consultation with a diverse range of external stakeholders, including civil society, academia, and leading business and human rights institutions. These exchanges informed further enhancements of Bayer's human rights due diligence processes. Together, these efforts underscore Bayer's dedication to ongoing enhancement, stakeholder collaboration, and transparent, responsible business practices, charting a clear path toward sustainable impact and leadership in human rights. We encourage Bayer to further pursue its ambition for continual advancement and to further reinforce the preventive nature of human rights-related measures.



02 Outlook

For us as Bayer's Sustainability Council, 2025 was a year of significant transition: We welcomed new members and adopted a more collaborative and project-focused way of working to increase our contribution to Bayer's sustainability journey. In 2026, we want to strengthen the Council's cohesion, foster continuity, and focus on delivering meaningful progress on the projects we are or will be supporting over the course of the year. More than ten projects with different teams across the company are already underway, with additional initiatives expected over the course of the year. Through these projects and direct interactions with Bayer teams, we aim to create the greatest impact.

This approach reflects Bayer's principle of shared ownership: Sustainability does not begin or end with the Board of Management or the Sustainability function alone. It is most effective when embedded across all areas of the company and when complemented by perspectives and collaboration beyond company boundaries. As a Council, we contribute to this and are excited to continue our collaboration with the Council and with Bayer in 2026, working together virtually and in sub-groups throughout the year, and reconnecting again in person in fall.

03 Bayer Sustainability Council: Who we are and what our role is

We are a group of independent external experts with extensive experience in the fields of health care, nutrition, agriculture, environment, human rights, and sustainable finance representing a broad range of backgrounds, views, and geographies. In many ways, we have spent much of our lives helping to improve those of others and trying to ensure that the planet remains a good home for its population. Combined, we have almost 200 years of experience driving sustainability at the highest levels in academia, government organizations, NGOs and the corporate world. We believe that corporations can be major drivers of change for sustainable development, that sustainable business is smart business, and that companies should be held accountable for their contributions. For details see our bios below.

We support and offer advice to Bayer’s Board of Management, the Sustainability organization inside the company, and other relevant functions, helping Bayer leverage its potential in driving sustainable business. We are an advisory Council and do not have decision-making power. We work closely with decision-makers at Bayer and share common ground on many important sustainability issues. However, our opinions on these matters may not always completely coincide with those of Bayer.

In summary, we help Bayer achieve its sustainability commitments in the best possible way and then push Bayer to go beyond its goals and transform into a systemic driving force for sustainability and a leader across its sectors.

Bayer Sustainability Council Members in 2025



Carolyn Miles – new Council Chair

[Bio Click Here](#)

“
Having been a part of the Bayer Sustainability Council since its inception in 2019, I can see the measurable progress against Bayer’s targets in health and hunger for the world’s most vulnerable people. The needs of the most vulnerable, particularly women and children in the developing world, is what brought me to the council from the beginning and what keeps me invested in this work. I am especially excited to see the growing number of collaborations Bayer is fostering among private sector actors, NGOs and governments to move the sustainability agenda ahead, despite significant headwinds.”



Facundo Etchebehere – new Council Vice-Chair

[Bio Click Here](#)

“
A company’s long-term success can only be achieved through a clear and well-integrated sustainability strategy. As a member of the Sustainability Council, I aim to foster meaningful conversations that connect sustainability ambitions with concrete business choices and outcomes.”



Ashok Gulati

[Bio Click Here](#)

“*India, home to 1.45 billion people and projected to reach 1.67 billion by 2050, is one of the world’s fastest growing economies. Yet the race to feed its population has put severe pressure on soil, water, air quality and biodiversity. For a company like Bayer, India offers both a major opportunity and responsibility. By aligning its products, expertise and sustainability commitments with Indian policymakers and agri experts, Bayer can help ‘produce more with less,’ advance regenerative agriculture, generate value, and deliver sustainability impact where it matters most – with lessons far beyond India.*”



Christian Klein

[Bio Click Here](#)

“*The transition towards a more sustainable world will be demanding and costly. It can only succeed if the real economy and the financial system work together. Bayer has a particular responsibility here – and at the same time significant opportunities. My contribution to the Sustainability Council is to support Bayer in using the instruments of the capital markets in a way that makes sustainability economically viable and delivers measurable impact.*”



Christine Daugherty

[Bio Click Here](#)

“*After decades working alongside growers, scientists, and food producers, I’ve seen how sustainability strengthens both our planet and the businesses that depend on it. That perspective drew me to the Bayer Sustainability Council, where science-based innovation and collaboration can accelerate regenerative agriculture at scale. By advancing soil health, climate resilience, and grower-centric solutions, we can reduce risk, unlock value, and ensure a resilient food system for generations to come.*”



Cori Wittman Stitt

[Bio Click Here](#)

“*As a fourth-generation diversified farmer committed to regenerative production practices, I hope to bring a practical, boots-on-the-ground perspective to the Sustainability Council. I believe sustainability in agriculture must be more than a buzzword—it should produce measurable ecological benefits while strengthening the health and resilience of farms and rural economies. Bayer is an innovation powerhouse with significant opportunity to catalyze change on a scalable level. Through this Council, they have demonstrated a commitment to genuine dialogue and a willingness to pressure test the authenticity of their sustainability efforts.*”



Dante Pesce

[Bio Click Here](#)

“*I was invited to join Bayer Sustainability Council, in the spirit of contributing to societal transformation by transforming itself as a global multinational enterprise. I see my role as a friendly critical voice, that challenges their leadership to do more, better and faster, especially in the business and human rights intersection. Bayer has made all the right commitments, but there is room to realize them everywhere Bayer has a presence.*”



Katherine Pickus

[Bio Click Here](#)

“

Serving on the Bayer Sustainability Council allows me to draw on my experience across global health, food systems, and agriculture, bringing a systems level perspective to the Council’s work. I understand how human health, agricultural practices, environmental sustainability, and global policy intersect, and how this can inform stronger ESG and sustainability strategies. Companies like Bayer demonstrate that sustainability is not merely a compliance requirement, but a powerful driver of long term value creation. By embedding sustainability into strategy and aligning innovation in food and agriculture with its long range ambitions, Bayer is helping to catalyze systemic change that strengthens societal well being, business resilience, and sustainable growth.”



Lisa Lange

[Bio Click Here](#)

“

I joined the Bayer Sustainability Council because sustainable value creation requires a clear strategy that accounts for the broader environmental, social, and economic systems in which businesses operate. The pressures of today’s global landscape call for innovation that can deliver measurable results across interconnected domains. By integrating insights from science, agriculture, health, and climate, we can generate scalable returns, enhance resilience, and sustain long-term competitiveness.”



Philipp Rösler

[Bio Click Here](#)

“

Joining the Sustainability Council of Bayer AG is very fulfilling for me because I can bring-in my background as a medical doctor, former Federal Minister of Health and Federal Minister of Economics in Germany, as well as my international experience as former Managing Director of the World Economic Forum. Having been born in Vietnam, I am engaged in the Vietnamese agricultural sector since seven years. My professional background and engagement can now be leveraged with the agricultural and medical competence of Bayer in order to improve live of the people, globally, by integrating ESG policies into Bayer’s way of doing business.”



H.E. Toyin Saraki

[Bio Click Here](#)

“

True sustainability leadership requires systems-level thinking, long-term accountability, and a clear commitment to embedding equity as a core driver of in-novation. Through my work across Africa, with a sustained focus on health access and the rights and well-being of mothers and children, I have seen how climate stress, environmental degradation, and structural inequities converge to undermine health outcomes and resilience. As a member of the Bayer Sustainability Council, my contribution is to provide strategic insight and informed guidance that helps translate ambition into measurable, scalable impact across health, nutrition, climate, and community systems, strengthening institutional capacity and delivering responsible, durable progress in underserved settings.”

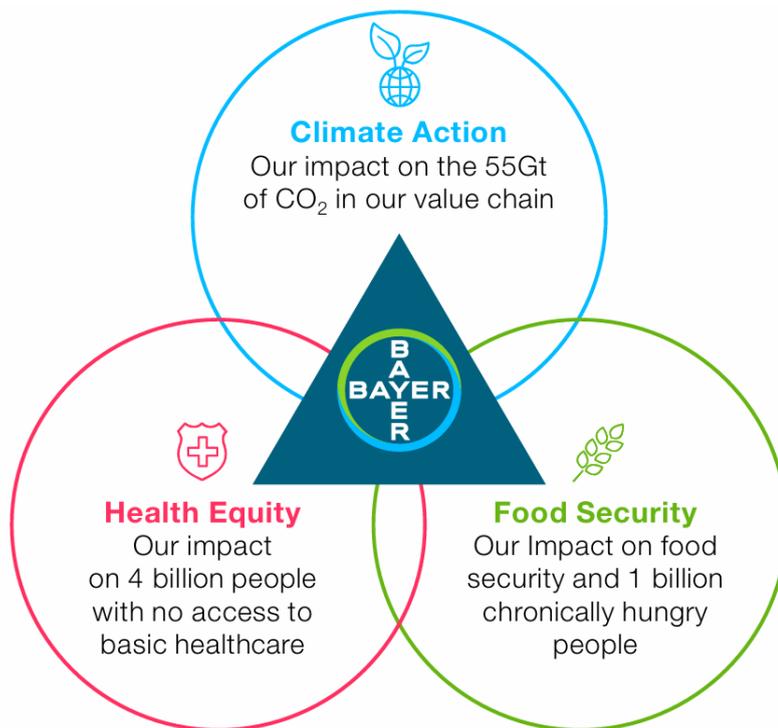
04 Appendix: Sustainability at Bayer: Part of its Corporate Strategy

A brief introduction to Bayer

Bayer is committed to fostering sustainable development globally, contributing significantly to meeting the United Nations' Sustainable Development Goals (SDGs), while simultaneously shaping its business strategies to thrive in accordance with sustainability objectives. The company integrates the principle of inclusive growth with efforts to diminish its environmental impact, upholding responsible business conduct throughout its entire value chain.

The company's overarching objectives for inclusive growth and climate action are reflected in the long-term incentive plans (LTI) for both the Board of Management and LTI-eligible managerial staff. By aligning its sustainability initiatives with value creation, Bayer aims for long-term financial performance while addressing critical environmental and social challenges. In pursuing its sustainability goals, Bayer is dedicated to acting with integrity and commitment in its engagements with all stakeholders.

Sustainability: Strategic Elements, Impacts and 2030 Targets



More information on sustainability at Bayer:

- // [Bayer Sustainability Website](#)
- // [Bayer Annual Report](#)
- // [Bayer Impact Report](#)

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