



Stakeholder Engagement in Agriculture

Last update: December 2025





Stakeholder Engagement Approach

At the Crop Science division of Bayer, we believe purposeful and strategic stakeholder engagement is fundamental to drive agricultural transformation. Our dedicated team within the Strategy and Sustainability Engagement (SSE) group manages long-term relationships and partnerships, streamlining the inclusion of external input into our strategy and delivering value through engagement and amplification.

Our Crop Science vision is **connecting stakeholders around a shared goal: building a resilient and sustainable future for farmers**. We position our division as the partner of choice in regenerative agriculture¹ by aligning our sustainability targets with the needs of farmers, policymakers, investors, and society at large. We **mobilize coalitions and co-create solutions** with external partners, aiming to scale regenerative agriculture while showcasing our flagship initiatives.

Through active participation in multistakeholder platforms, international organizations, and farmer networks, we help address the global sustainability agenda and promote technology acceptance. By earning credibility with trusted partners that join our efforts, we ensure that stakeholders become independent validators of our positive impact.

¹: We promote a concept of regenerative agriculture that is defined as an outcome-driven production model aimed at strengthening resilience and based on two interconnected objectives: helping farmers maintain or increase yield with fewer inputs for improved social and economic wellbeing outcomes; and regeneration, which prioritizes a positive impact on nature, with efforts such as striving to improve soil health, reducing field-level greenhouse gas emissions and increasing carbon sequestration to mitigate climate change, preserving and restoring on-farm biodiversity, and conserving water resources



Engagement Goals

Advance our Crop Science vision by supporting a resilient, sustainable future for farmers, positioning Bayer as the partner of choice in enabling regenerative agriculture and sustainability goals, endorsed by both internal & external stakeholders





Engagement Context

Agriculture today faces several global challenges: a rapidly growing population requiring significantly more food and feed, increasing climate volatility leading to harvest losses, and shrinking arable land per capita that intensifies pressure on natural resources. These pressures require coordinated action across the value chain – from policymakers and sustainability platforms to investors, supply-chain stakeholders, and farmers themselves.

In this context, regenerative agriculture has emerged as a key pathway to address these challenges. However, as it accelerates globally, **stakeholders face a complex challenge: how to define, measure, and scale “regenerative” in ways that are science-based, credible, practical and widely adopted.** Farmers want standards that are simple to implement and improve livelihoods. Policymakers and international organizations need frameworks that are science-based and enforceable. Sustainability platforms and investors seek consistent metrics to track progress, manage risk, and build trust across the value chain. Today’s proliferation of platforms, standards, and certifications, spanning soil health, biodiversity, carbon, farmer livelihoods, and ESG reporting, reflects this demand. Yet without strategic alignment, the **diversity of approaches risks fragmenting efforts, slowing progress, and confusing adoption.**

Our role in stakeholder engagement is to help create that alignment while ensuring that farmers’ interests remain central. By contributing to platforms and coalitions, we **advocate for standards that are farmer-centric, regionally adaptable, and grounded in scientific principles.** We promote transparency in criteria and methodologies, encourage flexibility across agricultural contexts, and foster collaboration among standard-setters rather than competition. In doing so, we not only **strengthen** our ability to operate responsibly but also contribute to shaping a regenerative system where farmers, regulators, and markets can progress with confidence and transparency.



Strategic Rationale for our Stakeholder Engagement Process in Sustainable Agriculture

Effective stakeholder engagement is essential to advancing sustainable agriculture². By fostering collaboration, transparency, and shared accountability across the value chain, we ensure that farmers, value chain actors, policymakers, and market enablers can work towards aligned, long-term solutions that strengthen both farmer resilience and business value.

Our stakeholder process is anchored in Bayer's mission, "Health for all, Hunger for none," and guided by our [Code of Conduct](#). We focus on partners who align with our sustainability priorities and strategic objectives - addressing climate change, food security, biodiversity, and environmental impact reduction - while also engaging in dialogue with organizations that share these focus areas but may not be fully aligned with our approach. Through open exchange, we work to understand perspectives, identify common ground, and explore opportunities for mutual alignment where possible. Each step of the process builds on the previous one, creating a continuous learning and improvement cycle:



²: Sustainable agriculture: For Bayer, sustainable agriculture refers to several farming practices that, while delivering on food security and nutrition for the present population, do not compromise the economic, social and environmental foundations that will allow future generations to meet their own needs. Sustainable agriculture needs to be profitable for farmers to ensure their livelihood and rural development, to guarantee food security and nutrition to a growing population and to safeguard the environment. The broad nature of sustainable agriculture means other terms, such as regenerative agriculture, have started to emerge that focus on optimizing certain dimensions under sustainable agriculture. Regenerative agriculture has reemerged as the new term of art for agriculture production systems that focus on improving soil health as a top priority



Strategic Rationale for our Stakeholder Engagement Process in Sustainable Agriculture

1. Purpose and Strategic Direction

We establish the overarching purpose, priorities, and expected outcomes of stakeholder engagement, ensuring alignment with our sustainability commitments and providing clear direction for all engagement activities.

2. Stakeholder Identification and Prioritization

We map all relevant stakeholders and prioritize them based on their regenerative agriculture relevance, business relevance, role in shaping and implementing frameworks, and outreach potential, while maintaining an inclusive view of the broader stakeholder landscape.

3. Engagement Plan

We develop tailored plans that define objectives, activities, and desired outcomes for each stakeholder group, ensuring a coherent and targeted approach to engagement.

4. Implementation and Interaction

We execute engagement activities through direct collaboration, dialogue, and participation in platforms and initiatives, translating plans into meaningful interactions and shared progress.

5. Monitoring & Continuous Improvement

We evaluate progress, measure outcomes, and integrate learnings into future engagements, ensuring transparency, accountability, and ongoing refinement of our approach.



Guiding Principles for our Stakeholder Engagement

To ensure we remain **inclusive**, **transparent**, and **aligned** with our sustainability commitments, we follow three core **principles**:

- **Comprehensive Stakeholder Inclusion:** All stakeholders are mapped and considered; prioritization guides resource focus but does not determine relevance. We remain attentive to the full ecosystem of actors influencing and impacted by agricultural transformation.
- **Equitable and Inclusive Participation:** We include vulnerable and underserved groups through tailored consultation, engagement mechanisms, and transparent reporting, ensuring that influence asymmetries do not limit meaningful participation.
- **Farmer- and Society-Centered Value Creation:** Farmer needs and broader societal value are embedded in every step of the process, ensuring that outcomes are grounded in real-world challenges and contribute to equitable, sustainable progress.



**Comprehensive
Stakeholder
Inclusion**



**Equitable and
Representative
Participation**



**Farmer- and
Society-Centered
Value Creation**



Stakeholder Categories

We work with a variety of **stakeholders** in **engagements** aimed at building **transparency, trust and accountability**, while openly **reporting results** and disclosing **outcome-driven approaches**



Farmers, Farmer
Associations, Farmer-led
Committees



Local
Communities



International
Organizations



Non-Governmental
Organizations (NGOs)



Governments



Sustainability Platforms



Global Industry
Associations



Academia



Food Value Chain
companies




ESG Data Providers,
Investor-led groups,
Benchmarking Orgs.





Stakeholder Engagement in 2025

At Crop Science, our stakeholder activities range from local dialogues to international initiatives, addressing topics such as regenerative agriculture, food systems, nutrition, climate change, biodiversity and water, as well as poverty alleviation and farmers' wellbeing. In the following overview, we highlight the most relevant groups of stakeholders for the Crop Science division and how we engage with them. You can find more information in our [Bayer Impact Report](#)

Stakeholder	Relevant Topics	How we Engage	Actions & Responses
 Farmers, Farmer Associations, Farmer-led Committees	<ul style="list-style-type: none">• Regenerative agriculture, food systems, carbon, water and biodiversity• Access to resources, training, and financial tools• Adoption of innovative agricultural practices and best practices• Farmer health and safety• Farmer resilience and livelihoods	<ul style="list-style-type: none">• Regular engagement through direct dialogue and farmer surveys• Collaboration with farmer associations and advisory groups• Training sessions, pilot programs, and demonstration projects• Gender inclusive initiatives	<ul style="list-style-type: none">• Global Farmer Network• U.S. Farmers & Ranchers in Action (USFRA)• DK Silos• Better Life Farming Centers• Bayer Forward Farming• Farmer Voice survey• Alivio• Farm to Market Alliance• Carlota AI Program for Water Savings• Farmer Voices at COP30• Regenerative Agriculture: A Farmer's Declaration• Climate Innovation Day• Farmer Mental Health Training• Safe use training programs (BayG.A.P., Bayer Safe Use Ambassador, Anti-counterfeiting initiatives)




Stakeholder Engagement in 2025

Stakeholder	Relevant Topics	How we Engage	Actions & Responses
 Local Communities	<ul style="list-style-type: none">• Capacity building in sustainable agriculture and climate resilience• Food security, nutrition and food distribution• Education, youth development, and entrepreneurship• Social cohesion and quality of life	<ul style="list-style-type: none">• Regular engagement through site-level programs and initiatives• Training sessions and community-based activities through our Better Life Farming centers• Social responsibility programs that include permanent sport clubs for youth, science mentorship and food security initiatives	<ul style="list-style-type: none">• Hawaii Foodbank Emergency Assistance• Youth Program on science• Picnic activities at Bayer sites• Nature preservation in Muscatine• Football school program in Brazil• Inspiring a new generation of farming entrepreneurs• LifeHub innovation dialogues with communities• Greater Sacramento Economic Council partnership
 International Organizations	<ul style="list-style-type: none">• Global regenerative agriculture standards• Food security and sustainability• Technology transfer between developed countries and LMCs• Sustainability management to reduce environmental impacts• Policy frameworks guidance based on farmer-grounded evidence, technical expertise and scalable pilots & business cases	<ul style="list-style-type: none">• Ongoing engagement through international events and conferences• Participation in committees, working groups, and platforms• Collaboration through industry associations and multilateral forums	<ul style="list-style-type: none">• OECD (Peace for Food campaign, Global Forum on Agriculture, Impact B20 Drive)• Fontagro (co-funding BFF)• FAO (Science & Innovation Forum, Hand-in-Hand Forum, Liason office for NA, EFA news, A4IP Flagship event)• IICA partnerships (scaling regenerative agriculture, providing regenerative agriculture training to 100 million small-scale producers in the Americas, Africa and India)





Stakeholder Engagement in 2025

Stakeholder	Relevant Topics	How we Engage	Actions & Responses
 Non-Governmental Organizations (NGOs)	<ul style="list-style-type: none">• Regenerative agriculture, food systems and emerging technologies• Sustainability initiatives• Transparency, accountability, and community engagement	<ul style="list-style-type: none">• Regular dialogue and partnership-based engagement• Participation in global platforms and summits• Knowledge sharing• Feedback sessions (under Chatham House rules)	<ul style="list-style-type: none">• Collaboration with NGOs through COP processes• Engagement with Field to Market
 Governments	<ul style="list-style-type: none">• Regulatory compliance and transparency• Science-based policymaking• Knowledge and data transparency to support decision-making based on scientific evidence and sustainability goals• Product authentication and responsible business conduct	<ul style="list-style-type: none">• Direct engagement with governments at local, national, and international levels• Participation in conferences, committees, and global platforms• Transparent advocacy and policy dialogue	<ul style="list-style-type: none">• Transparency at Bayer• B20 engagement• Institute for Global Dialogue• Collaboration through WEF, COP, and WBCSD• Advocacy engagements with the European Commission and European Parliament• Direct engagement with regulatory authorities (e.g., US – EPA, Canada – PMRA, EU – EFSA)





Stakeholder Engagement in 2025

Stakeholder	Relevant Topics	How we Engage	Actions & Responses
 Sustainability Platforms	<ul style="list-style-type: none">• Science-based, enforceable frameworks and voluntary markets• Science-based standards for regenerative agriculture• Farmer-centric, science-based frameworks	<ul style="list-style-type: none">• Permanent engagement through platforms and working groups• Participation in major events, conferences, and public gatherings• Leadership roles and collaborative initiatives	<ul style="list-style-type: none">• WBCSD (Scaling Regenerative Landscapes, Nature Action Portal)• WEF (environmental credits, biodiversity credits, innovative finance)• Cool Farm Alliance• SAI Platform• PlanetaryX
 Global Industry Associations	<ul style="list-style-type: none">• Science-based and fair agricultural policies• Adoption of sustainable and regenerative agriculture at scale	<ul style="list-style-type: none">• Regular engagement through association memberships• Participation in working groups and collaborative advocacy	<ul style="list-style-type: none">• CLI• ISF• ICC• USCIB




Stakeholder Engagement in 2025

Stakeholder	Relevant Topics	How we Engage	Actions & Responses
 Academia	<ul style="list-style-type: none">• Science-based innovation and research• Regenerative agriculture and digital solutions• Sustainability targets and data transparency• Evidence-based decision-making	<ul style="list-style-type: none">• Regular collaboration with universities and research institutions• Research partnerships, field trials, and dissemination of studies• Data sharing, mentorship programs, and science platforms	<ul style="list-style-type: none">• GAP Initiative at Virginia Tech• Bayer Science Collaboration Explorer• University mentoring programs• Kimitec• M2i Group• University of Illinois collaboration on Morrow Plots• European Innovation Council collaboration• University of California, Davis partnership• Texas A&M university partnership• Elaniti & EIT Food partnership• IRRI & USAID public-private partnership
 Food Value Chain Companies	<ul style="list-style-type: none">• End-to-end value chain collaboration in sustainable agriculture• Food safety, quality, productivity and transparency• Regenerative agriculture and smallholder farmers	<ul style="list-style-type: none">• Regular collaboration through partnerships and coalitions• Support on global certifications• Ongoing engagement on secondary standards beyond trade regulations	<ul style="list-style-type: none">• Innovation ecosystem• Apollo Partnership• Food value chain coalitions• Partnerships (ApoSoy, Pernod Ricard, Sustainable Market Initiative, BayGAP, and Perdue)



Stakeholder Engagement in 2025

Stakeholder	Relevant Topics	How we Engage	Actions & Responses
 ESG Data Providers, Investor-groups, Benchmarking Orgs.	<ul style="list-style-type: none">• Harmonization of global criteria on regenerative agriculture, digital solutions, sustainability targets and innovation• Sustainability reporting and data transparency• Benchmarks and assessments	<ul style="list-style-type: none">• Active participation in ESG rating agencies• Alignment with recognized sustainability frameworks and standards (e.g., GRI, UNGC, SASB, TCFD and Principal Adverse Indicators according to SFDR)	<ul style="list-style-type: none">• TNFD• CDP• Nature Action 100• World Benchmarking Alliance (e.g., Benchmarks on Food & Agriculture, Nature, Climate, Gender and Social)

Our stakeholder engagement strategy reflects our commitment to transparency, collaboration, and shared value creation. By prioritizing meaningful partnerships, aligning common goals, and tracking progress through clear milestones, Bayer CropScience aims to foster trust and deliver impact across the agricultural and sustainability ecosystem. This approach ensures that every engagement - whether through dialogue, joint initiatives, or global events - contributes to advancing innovation, resilience, and sustainable growth for all stakeholders.

Health for all, Hunger for none



Thank you!