



Sustainability Council

2023 Report

Published April 2024



Letter from the Council Chairs



Dear Reader,

The year 2023 was a transition year for Bayer with the new CEO, Bill Anderson, taking the helm of a company facing multiple challenges all at once. Considering the economic pressures on the company, the Sustainability Council has been genuinely impressed with the “stay the course” attitude of the new leadership team regarding sustainability. In fact, during our various deliberations, Team Bayer expressed its intent of making sustainability a core driver of its business. We also welcome the DSO¹ initiative and stressed our hope that it could unleash even greater creativity and accountability for sustainability business outcomes.

The Council has long encouraged the company to accelerate the pace of transformation, especially in the Crop Science Division. We are, therefore, pleased to see progress in shifting from an input-based to a results-based business model. Given the potential of Bayer to be a central actor in food system transformation, we hope 2024 will mark a step change in the way the company pursues regenerative agriculture at scale. The twin climate and biodiversity crises do not provide much margin for error among companies and governments alike. Furthermore, the establishment of the new Global Health Unit (GHU) is also seen as a positive addition to Bayer’s efforts to drive access to basic medicines and contraceptives for women, especially in LMICs. In that context, we also commend Bayer for its exemplary transparency around its policy advocacy.

Our fourth Council report summarizes the many areas where Bayer has made progress and the priority gaps, we see in achieving its long-term goal of “Health for All, Hunger for None.” We hope you enjoy the read.



Christian Klein
Co-chair



Sabine Miltner
Co-chair

¹ DSO stands for „Dynamic Shared Ownership”

01 The Council's overall reflection

During the reporting period, we convened for an in-person meetings of the Sustainability Council in October 2023, which marked a transition to a new mode of operation. The change in Bayer's leadership, with Bill Anderson succeeding Werner Baumann as CEO and Chief Sustainability Officer, is a promising sign that sustainability will remain a central focus for the company. Our strategic oversight of Bayer's initiatives included a prior revision of Bayer's new divisional visions, which were later presented during Bayer's Capital Markets Day. The strategic oversight was complemented by in-depth explorations of particular subjects, allowing for extensive discussions in workshop settings. The face-to-face interactions were instrumental in elevating our collaborative efforts to a new level. We are eager to sustain and enhance moving forward.

In the following two paragraphs, we offer a strategic retrospective and outline cross-topic recommendations provided to Bayer's senior management. These are succeeded by a detailed account of the specific issues addressed and our counsel, with particular reference to Bayer's sustainability objectives.

Our overarching recommendation for Bayer is to intensify its commitment to collaborative partnerships. This encompasses all levels and stakeholder groups and extends to every aspect of operations. The United Nations' Sustainable Development Goal 17, "Partnerships for the goals," underscores the importance of such collaborations. While Bayer is already engaged in numerous partnerships, we, as members of the Sustainability Council, are eager to assist the company in forging new, mutually advantageous alliances. We are confident that these partnerships will expedite Bayer's efforts to enhance its positive impact—improving lives and minimizing its environmental footprint. We envision partnerships with NGOs, governmental bodies, international financial institutions, suppliers, customers, and even competitors—always upholding principles of fair competition—as potential avenues for collaboration.

We also encourage Bayer to take a more visible leadership role as a catalyst for impact. The company's products have the potential to significantly advance health equity and food security worldwide. Levering Bayer's renowned brand, its management's extensive network, and its respected voice, the company is uniquely positioned to guide the industry and regulatory bodies toward increasingly ambitious sustainability goals. Bayer should continue to pioneer sustainability efforts, as we believe this will yield strategic and economic advantages.

Delving into specific discussions and Bayer's sustainability targets, we recognize several key points.

Bayer has made commendable progress, reaching 53 million smallholder farmers in low- and middle-income countries (LMICs) in 2023 through its products, services, and partnerships. Notably, the Better Life Farming Centers (BLFC) exemplify the partnership model, offering smallholder farmers access to a comprehensive suite of products and services beyond Bayer's crop protection products.

Bayer's support for self-care interventions in underserved communities is also noteworthy, with 75 million individuals reached in 2023—largely attributed to strategic investments in India. However, progress toward the goal of providing 100 million women in LMICs with modern contraception by 2030 has been slower, with 46 million women reached in 2023. We emphasize the importance of this objective for women's empowerment, health, and economic growth, and we urge Bayer to maintain a high level of management focus on this area, which also presents a strategic business opportunity for the company. Connected to that, our discussions regarding Bayer's newly established Global Health Unit (GHU) were quite encouraging. The GHU is dedicated to addressing the needs of people in low-income countries who lack access to modern contraception and other medicines. We fully endorse this initiative and extend our support to Bayer's management in connecting with those in need and their advocates.

Concerning Bayer's environmental footprint reduction targets, we find both consensus and areas for further challenge. Firstly, Bayer achieved its 2023 target to reduce greenhouse gas emissions across Scopes 1, 2, and 3, in alignment with its Science Based Target commitments—an essential demonstration of commitment. Notably, the Scope 3 target, which was not met the previous year, was accomplished in 2023. Secondly, while we recognize Bayer's efforts to promote regenerative agriculture and elevate its importance within the industry, we continue to advocate for a more rapid shift from an input-based to an outcomes- and systems-based business model. Greenhouse gas emissions, water management, soil health, and biodiversity should be prioritized on par with profitability.

Sustainability Council meetings in 2023:

- // Two regular meetings with the entire Council in March 2023.
Topics: Reflection of 2022 and priorities for 2023, Human Rights, Climate Change and Health, Corporate Sustainability Reporting. Participants: Council members, CEO and CSO, other Board of Management members, top leaders in the areas of Strategy and Sustainability
- // A regular two-day meeting in October 2023:
Topics: Access to medicine and Global Health Unit, Regenerative Agriculture, Human Rights, Climate Change and Health. Participants: Council members, CEO and CSO, other Board of Management members, top leaders in the areas of Strategy and Sustainability
- // Several focus meetings on responsible advocacy and public affairs strategy, human rights, Scope 3 emissions, regenerative agriculture, climate change and health care, sustainable finance including EU Taxonomy and CSRD / ESRS reporting.
Participants: Selected Council members, Bayer's experts on each topic

The future of agriculture - Regenerative Agriculture

Bayer's commitment to regenerative agriculture has been a central theme in a series of discussions with our Council. These conversations have focused on how Bayer can innovate and lead the shift towards more sustainable farming practices. The company is encouraged to use its influence to drive the demand for regenerative agriculture and to ensure that all initiatives are harmonized within a unified strategy.

As outlined below, we have engaged in detailed discussions and shared our insights as a Council.

There has not always been a consensus on a clear definition of "regenerative agriculture," its scope, and its full implications. While establishing a common understanding and definition between the Council and Bayer is still a work in progress, we challenge Bayer to proactively develop a more ambitious interpretation of the term, placing even greater importance on the positive impacts on soil health, water management, biodiversity, and greenhouse gas emissions in their strategic considerations. That being said, we also recognize the concept of Environmental Impact Reduction (EIR) as a framework to measure impact. Although it is still somewhat a work in progress, we support Bayer in giving this concept more strategic prominence.

We also introduced and deliberated with Bayer's management the idea of creating a completely new unit dedicated to regenerative agriculture, especially to drive R&D, i.e. research on regenerative agriculture and new product development. Although this idea was not yet developed further by Bayer's management, we strongly believe it serves as food for thought and the opportunities of this recommendation should be seriously considered by Bayer. This new unit would not be constrained by existing legacies and could pursue new ideas with a greenfield approach. While we acknowledge that the research and development cycle for agricultural products is inherently long-term and would remain so in a new unit, this could be a pathway to inject additional momentum and accelerate Bayer's transition towards regenerative agriculture. A key element for the success of a new unit, and for the transition towards regenerative agriculture at large, is the internal allocation of resources. Prioritizing actions, dedicating resources, and establishing structures are essential to scaling regenerative agriculture effectively within the complexities of the food system. In this light, we recommend that Bayer conduct a candid review of its resource allocation to determine what proportion is currently invested in regenerative agriculture and what proportion is dedicated to the transition towards it.

Based on the points described above, we encourage Bayer to continue, or even escalate, their advocacy for improved and more forward-thinking agricultural policies. In workshops and plenary sessions, the Council has debated global agricultural policies in the context of climate change mitigation and adaptation, biodiversity conservation, soil health restoration, water use efficiency, and their impact on the transformation of the food system. Bayer's role as a market leader in advocating for sustainable policies has been examined, and while we acknowledge and commend various advancements, the Council suggested that Bayer could be more outspoken and transparent in its efforts, especially in instances where Bayer is represented by others, such as industry associations.

Furthermore, the impact of Bayer's products on smallholder farming has been a particular area of focus, with the Council recommending that Bayer could contribute more to governmental policymaking and enhance the visibility of its environmental impact reduction efforts. As an illustration, despite the potential benefits of Dry Seeded Rice (DSR) in countries like India, its widespread adoption has been hindered by policy-driven economic incentives and a scarcity of mechanization. Bayer is encouraged to influence policies that support efficient agricultural practices and to establish a reward system for smallholders who adopt DSR.

Another specific topic we started to discuss in the context of regenerative agriculture was Bayer's biofuel strategy. We see the potential of building a new market, however, as this is a new field of work for Bayer, many questions are still open. As with the other topics, we are looking forward to supporting and advising Bayer on how this market opportunity can develop into a truly sustainable business.

Overall, the dialogue with Bayer has highlighted the importance of a strategic, transparent, and collaborative approach to promoting regenerative agriculture, with an emphasis on innovation, stakeholder engagement, and policy influence to drive systemic change.

Human rights

As outlined in our previous report, human rights continued to be a priority for us this year. There is clear commitment expressed in policies and implementation strategies. The importance of this topic is increasingly recognized on both national and international stages, particularly as supply chain due diligence laws come into effect. Throughout 2023, we maintained close collaboration with Bayer's management, aiding in the implementation and preliminary oversight of procedures aligned with the German Supply Chain Due Diligence Act. Below, we present our broad strategic insights, along with specific, actionable recommendations.

At present, Bayer adheres to a "Do no harm" principle and complies with human rights standards, in particular the United Nations Guiding Principles of Business and Human Rights. This provides a strong base and is crucial for further development. We also emphasize the obligation of "means, not results," which acknowledges the significance of a company's good intentions and best efforts, even if the initial outcomes are not flawless. This approach is more beneficial to the advancement of human rights than expecting companies to achieve perfection from the start, which can result in unintended negative consequences such as a "Cut & Run" strategy—where companies with stringent human rights standards may withdraw from challenging markets to the detriment of the local populations.

Bayer should in a next step progress towards "Doing good", by leveraging its enormous scientific capacity, size, reach and leadership, to develop an ambitious human rights vision for the future, such as for 2030 and 2050, and identify positive business opportunities that arise from this commitment. Demonstrating leadership by integrating this vision into the business culture, the management systems and overall leading by example, is vital.

We advise that Bayer's human rights commitments be clearly defined and incorporated into the company's incentive structures (LTI or STI), which are critical for success, as demonstrated by other organizations. Additionally, we suggest that traditional risk assessments, which often focus on corporate risks, should be reoriented to give precedence to human impacts, which will, in turn, mitigate corporate risk. Engaging practitioners, especially Bayer's own teams on site and country levels from the beginning and providing ongoing human rights training to key personnel will facilitate more effective strategy implementation.

In terms of engaging with vulnerable stakeholders, we acknowledge Bayer's establishment of both active and passive communication channels. Bayer listens and actively seeks input from advocates representing vulnerable groups when assessing its material sustainability topics and provides passive accessibility through its grievance mechanisms. To enhance this, we recommend ensuring that the grievance mechanisms are redesigned with the needs of the recipients in mind, rather than for Bayer's efficiency. This involves proactively listening to those most at risk. Considering Bayer's huge leverage, we also encourage Bayer to form wide-ranging coalitions to address the complex environmental and social issues that often lead to challenging human rights conditions. As previously suggested in relation to agricultural policy, we urge Bayer to champion improved and more rigorously enforced government policies, particularly in areas with significant shortcomings.

By adopting these recommendations, Bayer can advance toward becoming a human rights leader in the industry, with a vision that has enduring positive impacts and demonstrates responsible stewardship.

Climate Change and Health Care and the newly established Global Health Unit (GHU)

Another topic we focused on during the past year is the intricate relationship between climate change and healthcare, aiming to provide actionable recommendations that would enable the company to address these challenges effectively. Bayer's expertise in pharmaceutical, consumer health and agricultural businesses positions it uniquely to tackle the health and nutrition implications of climate change, and our discussions centered around leveraging this position to create sustainable and accessible health and healthcare solutions.

Understanding the direct and indirect effects of climate change on health, such as climate-induced illnesses, malnutrition, and the spread of vector-borne diseases, is crucial. Bayer Consumer Health's focus on clearer breathing, heart health, and nutrition aligns well with the challenges posed by climate change. Their partnership with Huma Therapeutics to develop a heart health risk assessment tool and their involvement in the WEF's Frontiers for Nutrition Steering Committee exemplify proactive strategies to address these issues. We recommend that Bayer continues to build such partnerships, apart from global organizations also focusing on local organizations, to enhance their impact on the ground. This is especially important in areas which do not yet have very competitive financial margins, but which could be developed into a significant size through such partnerships. Importance needs to be put on a robust due diligence process for partnerships and funders. Also, local governance plays a pivotal role in managing climate change's health impacts, and Bayer's influence and expertise can contribute to shaping public policies based on science and evidence. Bayer's success in getting prenatal supplementation included in the WHO's essential medicine list is a testament to this approach. We encourage Bayer to continue such efforts and consider developing long-term projections for its Pharmaceutical division to anticipate and respond to future challenges. Bayer's credible position on public and planetary health could be strengthened by embracing the "food as medicine" concept, which could be promoted through partnerships with organizations like the Planetary Health Alliance. Additionally, Bayer's FDA fast track voucher for pediatric Chagas disease treatment is an opportunity to refine their business model and narrative to encompass reducing harm, climate mitigation, adaptation, and nutrition.

The establishment of a GHU to serve countries not currently covered by Bayer's sales activities is a significant move. This unit's profits, earmarked for reinvestment, can enhance Bayer's ESG agenda while addressing neglected tropical diseases and non-communicable diseases through initiatives like the Ghana Heart Initiative. We appreciate this "Reverse Cut & Run" approach, i.e. the move to enter difficult markets, and recommend humble communication and feedback incorporation when discussing the GHU externally. Furthermore, we see the GHU as an opportunity to close the gap between Bayer's plan to satisfy the need of 100 million women in LMICs with modern contraception by 2030 and the current situation where Bayer lags its yearly plans in this indicator, as we already pointed out in our previous report, which is still valid since. We explicitly offer our expertise and personal support to back the successful implementation of the GHU, which we expect to bring significant benefits to people in some of the otherwise most underserved low-income countries.

Finally, we emphasize that Bayer's cross-divisional team's work on eye-health, cardiovascular health, and the use of AI in demand planning is commendable. We suggest running simulations to overlay climate data with market data to identify business overlaps and demands, and to assess both the positive and negative impacts of climate change on Bayer's businesses. Addressing social inequalities exacerbated by climate change should be a strategic priority, and Bayer's BLFC's role in disaster response exemplifies this.

In conclusion, Bayer's strategy should be holistic, combining current business opportunities with financial support, which is also an opportunity for market building. Industry-level collaboration is essential, and we encourage Bayer's senior executives to advocate for these issues. The new GHU promises to be a catalyst for change, serving countries without Bayer's presence and interacting with various stakeholders to advance global health in the face of climate change.

Responsible advocacy

During the past year, the Council continued the discussion with Bayer on responsible advocacy. In line with Bayer's Societal Engagement (BASE) Principles, its corporate public affairs / advocacy activities are guided by [Code of Conduct for Responsible Lobbying](#). Bayer is supporting climate-friendly policies through Bayer's industry association membership and has compared the positions of its 63 industry associations with its own positions in the [Industry Association Climate Review 2023](#). Moreover, transparency is a top priority for Bayer. Bayer is committed to build up and strengthen trust by making information accessible from a whole range of areas including lobbying and [political positions](#) (see also [Bayer Transparency website](#)).

We have provided Bayer with a set of strategic recommendations aimed at enhancing the company's sustainability impact and influence in public affairs within the agricultural sector, both in India and the United States.

In India, where there is a significant drive toward natural farming, we identified a gap in the policy discourse, noting a lack of scientifically backed evidence informing the debate. To bridge this gap, we recommended that Bayer actively contribute robust scientific data, validated by credible third parties, to the conversation. This data should illuminate the sustainability, food security, and economic impacts of various farming systems, including the potential benefits of Bayer's Direct Seeded Rice (DSR) system. By presenting this evidence, Bayer can help shape a national agriculture policy that is rooted in science and optimized for sustainability, productivity, and farmer prosperity.

Additionally, we advised Bayer to facilitate and support platforms that enable Indian farmers to share their experiences and insights. These platforms should serve as a conduit for farmer voices to be heard in the policy-making process, ensuring that reforms are responsive to their needs and realities.

In the United States, our recommendations centered on Bayer's engagement with the Inflation Reduction Act and other policy initiatives. We commended Bayer's support for climate-related provisions within the IRA but urged the company to advocate for changes that prioritize patient benefits in the realm of prescription drug pricing. We advised Bayer to actively participate in the implementation phase of the IRA, with a particular emphasis on establishing robust standards for measuring, reporting, and verifying carbon sequestration and the carbon intensity of agricultural practices.

Recognizing Bayer's influence in the agricultural sector, we encouraged the company to use its leadership position to advance the entire ecosystem towards sustainability. This includes making public statements when there is a strong misalignment with industry associations on key issues such as climate action. We suggested that Bayer could become a vocal advocate for carbon sequestration and sustainable practices, creating a precedent for others to follow and challenge the status quo.

Furthermore, we recommended that Bayer be transparent about its positions and efforts, particularly when there are disagreements with industry associations. We suggested that public statements, when necessary, should be carefully crafted to ensure they resonate with stakeholders and policymakers who often prioritize the interests of farmers over big businesses.

Finally, we emphasized the importance of Bayer's upcoming progress report on its industry association climate review. This report should reflect the company's commitment to sustainability and detail the actions taken to address any misalignments. We also highlighted Bayer's collaboration on synthetic fertilizer development as a significant step forward and proposed that the company explore the recycling of organic waste into fertilizer as an additional sustainability measure.

In sum, our recommendations are designed to position Bayer as a leader in the transition to more sustainable agricultural practices, ensuring that policies are informed by science, farmer perspectives are valued, and Bayer's influence is wielded responsibly to foster positive environmental and social outcomes.

Sustainable finance and ESG – CSRD / ESRS

Sustainable finance remains a rapidly expanding and evolving field, with efforts toward greater standardization making significant strides, notably through the initiatives of the European Commission and the International Sustainability Standards Board (ISSB). As written in our previous report, throughout 2022, we closely monitored the practical application of the EU Taxonomy, and now in 2023, our consultations with Bayer predominantly centered on the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) of the European Commission within the realm of sustainable finance.

The CSRD and ESRS encompass a comprehensive spectrum of environmental, social, and governance (ESG) considerations, which include critical issues such as climate change, biodiversity, and human rights. These frameworks are designed to furnish investors with the necessary insights to gauge the sustainability impacts of their investment portfolios. Efforts to harmonize these standards with the directives of both the ISSB and the Global Reporting Initiative (GRI) are ongoing, aiming to achieve a high level of compatibility between European and global standards while also minimizing the burden of duplicative reporting for businesses. While acknowledging that the CSRD and ESRS are not yet perfect, we firmly believe that Bayer should embrace its role as an impact generator in sustainability and adopt these standards in the best way possible. This commitment entails proactive engagement with regulatory bodies, either directly or through channels such as industry associations, to refine and enhance these standards. In our dialogues with Bayer, we paid particular attention to the processes involved in the practical implementation of these standards and the crucial role of materiality assessments as the cornerstone for subsequent reporting obligations. Echoing our sentiments from last year's discourse on the EU Taxonomy, we continue to advise Bayer to integrate these reporting targets into its strategic decision-making framework, ensuring a judicious balance between these objectives and other corporate goals. The Council continues to encourage Bayer to view the efforts in the area of sustainability reporting not as a burden but as an opportunity. Bayer should take a leading role in matters of transparency, to provide investors with both the successes and challenges in sustainability for their investment decision. Additionally, further opportunities in the area of sustainable finance, such as Sustainability Linked Bonds or upcoming opportunities for transformation financing, should be utilized to make the company's sustainability efforts even more transparent.

Scope 3 greenhouse gas emissions

Because of many industries difficulties to get a handle on it and due to Bayer's volatility in Scope 3 emissions over the last years, on various meeting occasions, we emphasized the significance of addressing Scope 3 greenhouse gas emissions. We think leadership in Scope 3 emission management can positively differentiate Bayer from its competitors. We stressed the need for a comprehensive approach, particularly focusing on engaging with suppliers to drive emissions reductions throughout the value chain. This involves setting clear expectations, establishing transparent reporting mechanisms, and providing support to improve sustainability performance.

Additionally, we highlighted the importance of Bayer's robust data management systems and the adoption of industry-wide standards to facilitate the collection and analysis of Scope 3 emissions data. Leveraging technology and innovation was also emphasized, particularly in exploring supply chain optimization, alternative fuels, transportation modes, and sustainable packaging solutions.

Pursuing its ambitious targets and goals related to Scope 3 emissions was underscored as a key recommendation. Maintaining the focus on its clear and measurable objectives that align with Science Based Targets can drive innovation, foster collaboration, and signal a company's commitment to addressing its environmental impact. Overall, it was emphasized that effectively managing Scope 3 emissions is essential for companies to make meaningful progress in reducing their overall carbon footprint and contributing to global climate action. This is also valid for Bayer, as $\frac{3}{4}$ of its greenhouse gas emissions stem from Scope 3. We were content to see that Bayer reached its Scope 3 emission target for the year 2023, as it also reached its targets on Scope 1 and 2 emissions and its offsetting target.

02 Outlook

As highlighted in our initial remarks, the opportunity to meet in person has fostered a dynamic of collaboration that we are keen to continue and build upon. Rather than expanding into new areas of focus, our intention is to delve deeper into the topics we have already identified and begun to address. We also aim to place a stronger emphasis on the practical application of our recommendations. For example, we plan to have a closer look at Bayer's business model in Africa to explore how it can be further optimized to benefit both local communities and the environment, while also delivering positive economic outcomes. And as mentioned above, we are looking forward to accompanying Bayer in developing its biofuel strategy into a truly sustainable business. Throughout the year, we intend to organize virtual working sessions with Bayer's subject matter experts. The insights and progress from these sessions will be presented and deliberated upon when we gather again in person towards the year's end.

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

We are a group of independent external experts from the areas of health care, nutrition, agriculture, environment, human rights and sustainable finance representing a broad range of experiences, 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 many decades 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 offer advice to Bayer's Board of Management, the Sustainability organization inside the company and other relevant functions in all sustainability matters, helping Bayer leverage its potential in driving sustainable business. We are an advisory Council and do not have decision making power.

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



Christian Klein
Council Co-chair

[Bio Click here](#)

“ We believe the social and climate challenges facing humanity can only be overcome by steering the capital markets and real economy towards sustainability. My goal is to use the knowledge gained through our extensive research to help Bayer implement its ambitious sustainability goals and really generate an impact on this transition.”



Sabine Miltner
Council Co-chair

[Bio Click here](#)

“ I believe Bayer can make a difference in the global effort to reconcile projected increases in food production with the necessary protection of nature. I joined the Sustainability Council to support Bayer in this endeavor, which will demonstrate that sustainable business is profitable business.”



Agnes Binagwaho

[Bio Click here](#)

“ I joined Bayer's Sustainability Council to give a voice to so many otherwise unheard people from around the world, but especially from Africa and other low-income countries. People have a right to be listened to and I want to contribute to building the bridge between them and the corporate world.”



Ashok Gulati

[Bio Click here](#)

“ I believe that senior management in a company like Bayer can get things done much faster and cost effectively, provided they are wedded to the idea of sustaining this planet's real natural endowments- clean air, fresh water, rich soils and biodiversity.”



Suzanne Hunt

[Bio Click here](#)

“ Our current dominant/conventional agricultural paradigm - broadly speaking - is bad for farmers, bad for biodiversity, and bad for water, soil and the climate system. Bayer plays a central role in the current paradigm, and with all of its human and technical resources, could play a central role in transforming it. Just as the world is transitioning away from extractive energy systems to renewable energy systems, we must transition away from extractive agricultural systems to those that regenerate wealth and wellbeing in rural communities, and those which protect biodiversity and regenerate agricultural soils and healthy landscapes more broadly. Transforming business models and business culture is not easy, but I joined the Council because I believe that the Bayer leadership are up to this challenge. We are at an all hands on deck moment in the climate crisis and we have to have these uncomfortable but necessary conversations if Bayer is going to make the changes that are necessary to meet this moment.”



Carolyn Miles

[Bio Click here](#)

“ As more companies put effort towards running sustainable businesses, the degree to which they are able to manage their many stakeholders - including investors, employees, suppliers, and the public - will have a big impact on their success. And it will have a big impact on the world as well, especially on marginalized populations that are being left behind. Bayer has a tremendous opportunity in all three of its businesses to drive access and progress for those being left behind while it grows new markets. Bayer must continue to innovate with new ideas like the Global Health Unit if they are going to be successful in reaching ambitious targets like access for 100 million women to modern contraception products by 2030. I am excited to continue the work of the Council this next year.”



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.”



Jeff Seabright

[Bio Click here](#)

“ I joined the Bayer Advisory Council because I believe they can be a powerful force for good in the world, and want to support the leadership team in reaching their ambition of “health for all, hunger for none.” 2021 is a year when the world is turning its attention to planetary health issues — from the UN Food Summit to COP26 and Bayer has a vital role to play.”



Jeff Ubben

[Bio Click here](#)

“ Bayer is proactively addressing the “and”, that is, empowering farmers to grow crop reliably and affordably on behalf of society AND providing the tools to improve soil, water, and specie protection. Its large investment in research and development across all of its businesses together with its global scale positions Bayer to be a very important part of the solution to planetary health.”

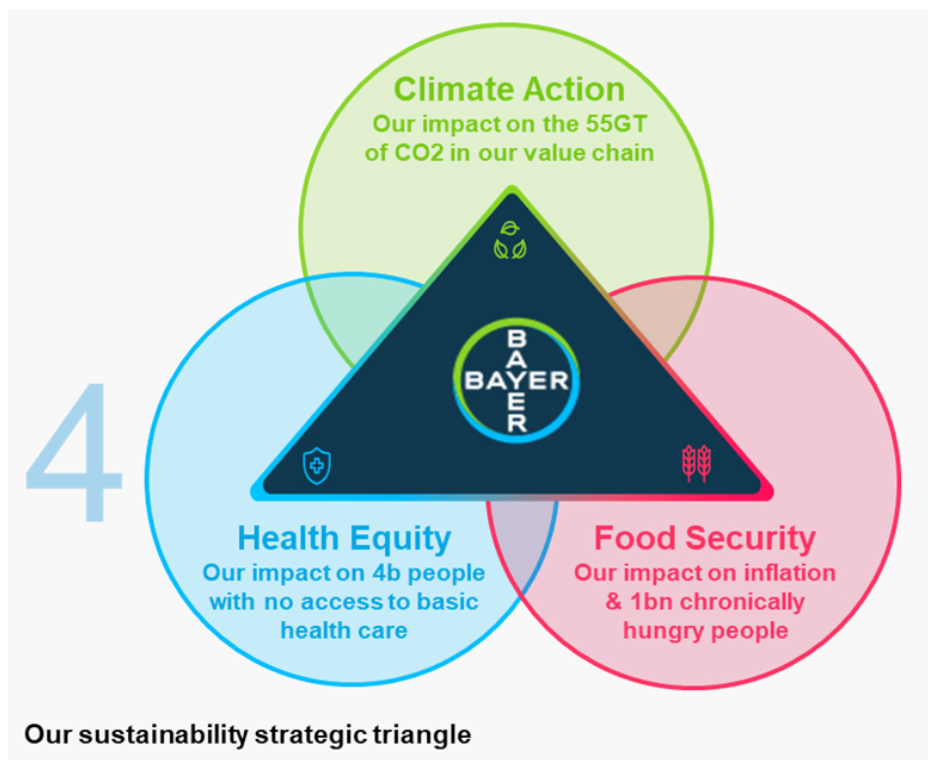
04 Appendix: Sustainability at Bayer: Part of its Corporate Strategy

A brief introduction by Bayer

Bayer is committed to fostering sustainable development globally, aligning with the 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. Additionally, Bayer's strategic priorities respond to the growing expectations from the capital market for a transformation towards sustainability from an ESG (environmental, social, and governance) standpoint, coupled with the need for transparent reporting on these efforts through key metrics. In pursuing these 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 Sustainability Report](#)

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