



Leadership



Integrity



Flexibility



Efficiency

# Bayer's Culture is an important factor in the Company's Success – **LIFE** is a key part of this.



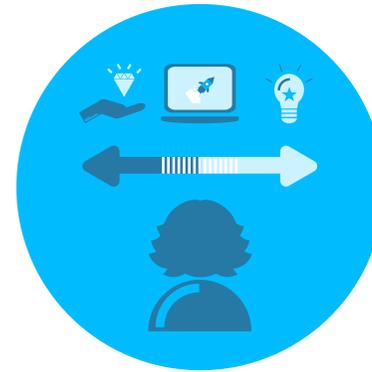
## Leadership

- ◆ Play to win
- ◆ Lead with purpose
- ◆ Grow yourself and others



## Integrity

- ◆ Act sustainably and be a role model
- ◆ Build trust and be inclusive
- ◆ Collaborate and connect



## Flexibility

- ◆ Create value with the customer
- ◆ Innovate and experiment
- ◆ Go digital



## Efficiency

- ◆ Be accountable
- ◆ Be lean and fast
- ◆ Be courageous and empower others



# Leadership



# Play to win



## BEHAVIORS

- ◆ Relentlessly focuses on winning as a team, strives to be #1 in the market and understands what success looks like in each area.
- ◆ Is highly committed, determined and results-driven and persists in the face of challenges and setbacks.
- ◆ Promotes a sense of urgency and individual accountability in the team.



## BELIEFS

- ◆ I am confident we can create the opportunities to win.
- ◆ I am winning when all our stakeholders and employees are also winning.
- ◆ I have the courage to create disruption and fully believe that learning from failure is part of our journey to success.



## RED FLAG BEHAVIORS

- ◆ Complacency and playing it safe.
- ◆ Attempting to win at all cost.
- ◆ Silo-mindset as opposite to team play or to enterprise-wide mindset.



# Lead with purpose



## BEHAVIORS

- ◆ Creates and communicates a compelling vision & purpose that motivates others to action.
- ◆ Sets ambitious goals, has high standards and places team goals ahead of own goals.
- ◆ Considers the broader impact of own actions.



## BELIEFS

- ◆ Culture drives business results and leadership is a choice.
- ◆ I want to impact through others, and I understand what motivates them.
- ◆ Building, inspiring and developing a winning team is fundamental for our success.



## RED FLAG BEHAVIORS

- ◆ Being indecisive and following one's own agenda.
- ◆ People are not clear about what is expected of them.
- ◆ Command and control.



# Grow yourself and others



## BEHAVIORS

- ◆ Makes it a priority to actively and continuously learn and be future ready.
- ◆ Seeks and provides feedback. Is self-aware and learns from others.
- ◆ Takes deliberate action to build the pipeline of ready talent for the future.



## BELIEFS

- ◆ Learning is a life-long journey.
- ◆ Every employee has the potential to develop every day.
- ◆ As a leader it is my job to unleash the potential in every person of my team.



## RED FLAG BEHAVIORS

- ◆ Having a fixed mindset.
- ◆ Unwillingness to share knowledge and talent.
- ◆ Resisting growth opportunities and the accountability for driving development.



# Integrity



# Act sustainably and be a role model



## BEHAVIORS

- ◆ Balances growth with ecological and social responsibility.
- ◆ Is consistent with words and actions.
- ◆ Personifies the values of the company both internally and externally.



## BELIEFS

- ◆ Act with integrity, honesty and transparency, always.
- ◆ We have a responsibility towards future generations.
- ◆ The behavior you exhibit influences the behaviors of others.



## RED FLAG BEHAVIORS

- ◆ Being a spectator vs a participant.
- ◆ Expecting others to do things that you won't do yourself.
- ◆ Short term orientation and mindset.



# Build trust and be inclusive



## BEHAVIORS

- ◆ Shares authority, power and credit.
- ◆ Creates an environment where new ideas and different opinions are welcome.
- ◆ Treating each other with transparency, fairness and respect.



## BELIEFS

- ◆ Inclusion of diverse perspectives and people drives better results.
- ◆ My view of the world is not the only view.
- ◆ Assuming positive intent helps us engaging effectively across difference.



## RED FLAG BEHAVIORS

- ◆ Not seeking different points of view.
- ◆ No authenticity, inconsistent behavior and having hidden agendas.
- ◆ Rushing to consensus.



# Collaborate and connect



## BEHAVIORS

- ◆ Builds partnerships internally and externally.
- ◆ Leverages expertise and talents across-functions and divisions.
- ◆ Collaborates end to end and removes barriers that separate.



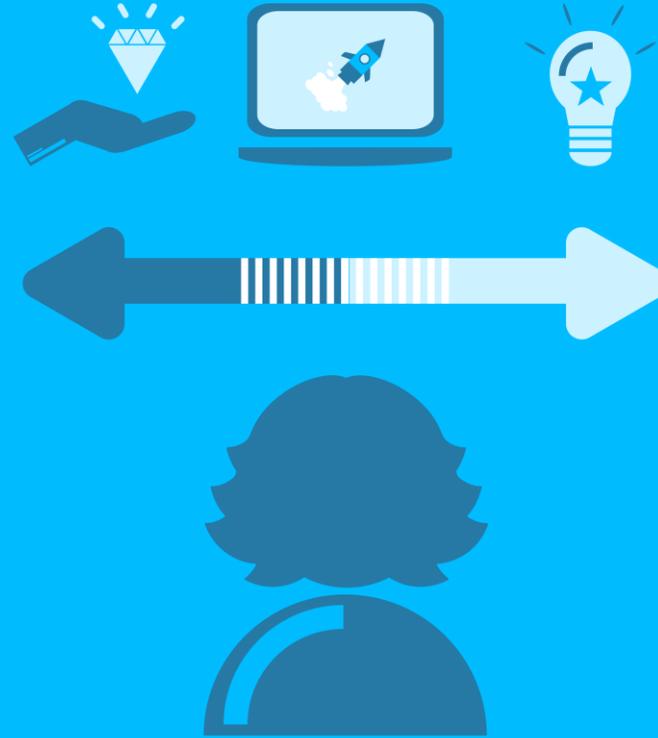
## BELIEFS

- ◆ Co-creation leads to better solutions.
- ◆ Broad networks expand my knowledge and impact.
- ◆ The solution for my problem might sit in another team.



## RED FLAG BEHAVIORS

- ◆ Waiting too long to bring the others in.
- ◆ Being defensive, not open to feedback and/or other ideas.
- ◆ Poor partnering: plays politics, steals ideas, originates and spreads rumors.



# Flexibility



# Create value with the customer



## BEHAVIORS

- ◆ Anticipates and has clarity around customer needs taking into account the big picture and thinking strategically.
- ◆ Co-creates customer-centric solutions driving innovation.
- ◆ Maintains open communication with customers and builds sustainable relationships.



## BELIEFS

- ◆ Customers' success is our success.
- ◆ Everyone can contribute to a better customer experience.
- ◆ Through partnering with our customers we can solve big problems.



## RED FLAG BEHAVIORS

- ◆ Not seeking input from customers.
- ◆ Neglecting customer experience.
- ◆ Satisfied with the status quo.



# Innovate and experiment



## BEHAVIORS

- ◆ Constantly seeks improvement and creates an environment that encourages new ideas.
- ◆ Tries new ideas and practices new ways of working.
- ◆ Delivers solutions through iteration and learning from failures.



## BELIEFS

- ◆ Innovation and experimentation require time and space.
- ◆ Risk and Failure are paths to learning and success.
- ◆ All employees have a role to play, no bystanders allowed.



## RED FLAG BEHAVIORS

- ◆ Fear of failure, embarrassment, or being wrong.
- ◆ Complacency. Prefers to stay within comfort zone.
- ◆ Not managing resources to support innovation and experimentation.



# Go Digital



## BEHAVIORS

- ◆ Uses Data Analytics and other digital tools to provide insights to support better decision making.
- ◆ Seeks opportunities to leverage Data and Technology to deliver performance improvements.
- ◆ Constantly seeks opportunities to increase the digital acumen and promote the business narrative to advance the digital transformation.



## BELIEFS

- ◆ Every employee plays a role in Bayer's digital transformation.
- ◆ Not going digital is not an option.
- ◆ Building digital acumen will increase my impact.



## RED FLAG BEHAVIORS

- ◆ Waiting for others to take the lead.
- ◆ Not actively developing Digital Acumen.
- ◆ Resisting change and new ways of working.



# Efficiency

# Be accountable



## BEHAVIORS

- ◆ Assumes end-to-end ownership to achieve results even under tough circumstances.
- ◆ Pursues everything with a sense of urgency and the commitment to finish.
- ◆ Confronts difficult situations without avoidance, embraces decision making and is answerable for own actions.



## BELIEFS

- ◆ We hold each other accountable and can reach out for support when it gets tough.
- ◆ Accountability is a non-negotiable.
- ◆ Accountability can't be delegated.



## RED FLAG BEHAVIORS

- ◆ Procrastination.
- ◆ Finger pointing.
- ◆ Pushes responsibility to others.

## Be lean and fast



### BEHAVIORS

- ◆ Makes sense of and simplifies complex information providing clarity for others to get the job done.
- ◆ Achieves appropriate stakeholder input eliminating bureaucracy ensuring fast decision making and implementation.
- ◆ Acts in a speedy and pragmatic manner, adapts quickly to changing environments, without sacrificing quality and long term goals.



### BELIEFS

- ◆ Don't let perfection get into the way of progress.
- ◆ Speed gives the opportunity to iterate and improve.
- ◆ It is more important to focus on the outcome then on the process.



### RED FLAG BEHAVIORS

- ◆ Moving too fast without considering the implications for the rest of the organization.
- ◆ Focuses too much on the processes or policies rather than the outcomes desired to be achieved.
- ◆ Align as much as possible.

# Be courageous and empower others



## BEHAVIORS

- ◆ Creates an environment safe to challenge the status quo.
- ◆ Takes risks and makes decisions for the sake of the organization.
- ◆ Pushes authority and decision making closest to where the work gets done.



## BELIEFS

- ◆ I can impact the success of the company.
- ◆ I trust colleagues to do the right thing.
- ◆ There are multiple ways to achieve a goal.



## RED FLAG BEHAVIORS

- ◆ Resistance to speak up or take decisions.
- ◆ Tolerate a punitive environment.
- ◆ Micro Management.