

Inclusive Diversity at Bühler.

Diversity, Equity & Inclusion
Annual Report 2022

Accelerating
in
together





Ownership



Trust



Passion



Equity



Diversity



Inclusion

Foreword.

At Bühler we are committed to celebrating and nurturing the unique backgrounds and experience of our people. We know that harnessing diverse perspectives, opinions and ideas — regardless of culture, ethnicity, gender identity or sexual orientation — is essential to making an impact and creating innovative solutions for our customers.

This report highlights the progress we made over the past year in becoming a more diverse and inclusive company. It provides an overview of our programs, key initiatives, and metrics. We hope it will inspire you to bring more inclusive diversity into the lives of the people you work with.

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Annual Report 2022 Diversity, Equity & Inclusion at Bühler

Date: February 2023
Compiled by: Anna Köstinger
Global Diversity & Inclusion Lead
anna.koestinger@buhlergroup.com



At Bühler Group, we understand the importance of building an inclusive culture that encourages an open mindset and diverse thinking. We drive Diversity, Equity and Inclusion as a business priority and cultural transformation to enhance equity for all. We aim to foster an inclusive culture and improve our recruitment and development processes to embrace the full diversity of our global workforce. I am convinced that this will lead to equal opportunities for all, enhances performance and helps to create communities that ultimately have greater social impact for Bühler and the world.

Irene Mark-Eisenring, Bühler Group CHRO

1 Inclusive diversity at Bühler: an introduction.

“When we’re talking about diversity, it’s not a box to check. It is a reality that should be deeply felt and held and valued by all of us.” – **Ava DuVernay**, American filmmaker

Every day we strive to provide billions of people with access to healthy food and safe mobility solutions. With sustainability and innovation in our company’s DNA, we develop ground-breaking technologies for a better tomorrow. This would not be possible without the nearly 12,500 passionate professionals that make up our global Bühler community.

As they are the key to our success, we make sure to take special care of their personal development by helping them forge a career that they love.

People are at the heart of Bühler. We believe that a company is only as good as the people who work for it,

and we strive to attract, develop and retain the best talent in our industry.

Our values guide every decision we make at Bühler from hiring decisions to strategic planning sessions with senior management. We believe in treating others with respect and empathy because we want everyone who works here to feel safe and comfortable doing their best work!

Globally, we can count the diversity numbers, however, the inclusiveness of our culture is felt locally in day-to-day interactions with our colleagues.

This report will give you a taste of what has been going on within Bühler in 2022 and what our employees can expect for 2023.



2 Five global themes: our structure.

“In every day, there are 1.440 minutes. That means we have 1.440 daily opportunities to make a positive impact” **Les Brown, Motivational Speakers**

As a global company, we have a global focus on diversity, equity, and inclusion (DE&I). It is increasingly becoming a priority for our leadership all over the world, aligned to our values of Trust, Ownership, and Passion (TOP) as well as to the [UN Sustainable Development Goals](#).

Our DE&I activities are structured around the following five global themes which are driven by individual theme leads in all regions to embed DE&I as business priority and boost cultural transformation globally.

This report explores how we manage equity, inclusion and belonging in relation to the following themes:

Lifelong Learning
Career Management
Collaboration
Connection
and Inclusion

If you want to learn more about our structure and our initiatives, [click here](#) and visit us on B-World.



We work hard to foster an environment where everyone feels comfortable sharing their ideas, and we encourage everyone to participate in shaping the direction of the company. We want our employees to have a voice at work, and we strive to create an inclusive culture that makes everyone feel like they belong.

Our goal is to be more than just a place for people to come in and work - we want our employees to feel like they're part of a community, united by a shared mission – a place where they feel they belong.

In 2022 we continued to enhance gender diversity, generation balance, and inclusive engagement.

This has led to different activities being implemented in Bühler regions for example the European Women's Workshop, EmployAgility sessions, several sport challenges and events around diverse topics like “The power of health prevention” or the celebration of International Women's and Men's day.

On the following pages we share more details about each theme, including ways to learn more and get involved.

2.1 Connection – We are Bühler

“There is immense power when a group of people with similar interests gets together to work toward the same goals.” – **Idowu Koyenikan, Consultant and Author**

We empower our employees to engage in employee resource groups. These Bühler communities play a crucial role in uniting individuals around topics that are significant to our employees and allow them to bring themselves to work and create impact within the company and our partners.

Members develop their networks and create beneficial connections across the organization. Being a part of a Bühler community enables members to advance their careers, learn more about cultures, and business practices and establish themselves as committed change makers and potential leaders.

One best practice example is our Milling Solution Management who highlights the value of connections within their organization by inviting female talents from the Women@Bühler network to listen to them and get awareness of the barriers faced by women in the workplace.

The management team has committed to work on specific solutions to foster a more inclusive environment.

We are happy to have increased the numbers of active members in our ERGs throughout the year and could further foster and enable new communities in 2022.

One community we are proud of is our new B-queer network. It supports all our employees who identify themselves as part of the LGBTQIA+ community and serves as a support system for employees and their families. The purpose is to create a safe space, raise awareness, share experience and knowledge about issues pertaining to the queer community.

If you want to learn more about B-queer, our Women in STEM initiative, or Women@Bühler make sure to visit our new [People Section](#) in B-World.



2.2 Lifelong Learning – Agility at every level



From left to right: Stefan Scheiber Chief Executive Officer, Elke Thamm Global Head of People Development, Irene Mark-Eisenring Chief Human Resource Officer

We have a clear focus on continuous development of our employees. The lifelong learning culture is growing strong roots within the organization. This is thanks to the combination of employees' ownership of their own development and our Learning Centers and Business Academies offering suitable tools to enable it.

In 2022, we fully focused on listening to our employees and understanding how we could make our learning and development opportunities even more effective for all employees at different ages and stages of their careers.

In a customer orientation-spirit we started with a first survey to a small sample of senior managers within the organization. This first step helped us to settle the questions that needed to be answered in a second survey open to all Bühler employees worldwide. The results of this survey will define our priorities and actions for 2023, in order to give the best

service possible to our employees and support them in their lifelong learning journey.

Another important initiative we kicked-off was about introducing the EmployAgility framework within our organization. EmployAgility is a new coaching instrument through which we want to support our employees of all generations to strengthen their employability and self-efficacy at all stages at their career.

In 2022, we started the pilot of this fantastic development opportunity and trained and certified an internal pool of EmployAgility coaches to further apply the instrument in the organization. After the pilot and its evaluation is completed, we will define next steps and the further rollout.

Click here to open our new Learning & Development [intranet page](#) and learn more about our Lifelong Learning strategy.



2.3 Career Management – Own your career

“It doesn’t matter who you are, where you come from. The ability to triumph begins with you – always.” **Oprah Winfrey, Television producer and author.**

We live in a fast-changing world and therefore it is more important than ever, to help our people leaders to get the tools and skills to lead multicultural and multigenerational teams, to understand the importance of psychological safety and how to demonstrate supportive and consultative behaviors.

In 2022 we designed the new "Ready to go" Leadership Essentials for first time people leaders. It was the last missing piece of the puzzle to finalize our leadership architecture.

We are now able to provide trainings, programs and development opportunities for our leader at every stage of their career.

Mindful people development and an inclusive environment are important to us. It is a fact that that not every employee wants to be a people leader.

In recognition of this important fact, we have developed and launched our expert career path in M2M and are proud to have nominated our first Principals to continue their expert career with us at the next level.

All our leadership programs – for people leaders and experts alike - are designed to ensure our leaders have the tools and skills to enhance an open-minded and inclusive culture within their teams.

This culture enables people to feel respected and valued for their individuality and personality as well as their skills and contributions. That is when diversity of mind, or cognitive diversity, comes to play allowing different ways of thinking to converge and creative solutions to emerge.

Click here and learn more about [Career Management at Bühler](#)



2.4 Collaboration – People at the heart Generation B

"No one can whistle a symphony. It takes a whole orchestra to play it." –
Halford.E. Luccock, American Methodist minister

Generation B (short GenB) is a group driven by volunteers in Bühler with the aim to build the world of work they thrive in. It provides employees a platform to express their interests, meet like-minded people and collaborate on their change projects.

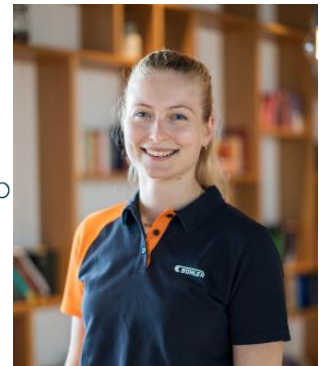
GenB has grown to a global organization over the last few years, featuring a wide range of global and local initiatives focusing on for example empowering women in STEM-fields, developing technology for NGOs in Africa, promoting sustainability as a topic for employees to engage with, and many more.

We can look back at many successes this year, such as developing a learning from failure culture in R&D, rolling out female care products in bathrooms, fostering LGBTQIA+, launching an E-Bike service as part of the Mobility Initiative in Switzerland, and removing single use plastics in Brazil and India by fostering the use of re-usable bottles and mugs.

All of this was accomplished through a platform that puts collaboration and networking at the heart of its identity. The belief is that if we provide the platform and opportunities - and then take a step back - employees come with the most creative ideas and unique ways of implementing them.

This helps employees develop their entrepreneurial spirit as they identify gaps in making Bühler the best company to work for and go about developing and implementing solutions.

Generation B will have a new lead from 2023 onwards as Vivienne Angeli takes it on and looks to develop this key collaboration platform further.



She graduated from the RWTH Aachen with a master's in Process Engineering. As a UNITECH graduate, she started at Bühler in 2020 as sustainability intern and successfully participated in the Innovation Challenge 160. Since June 2022, she has been part of the Bühler international trainee program and is currently in her first rotation in the CEO Office.



2.4 Collaboration - Partnership with Purpose

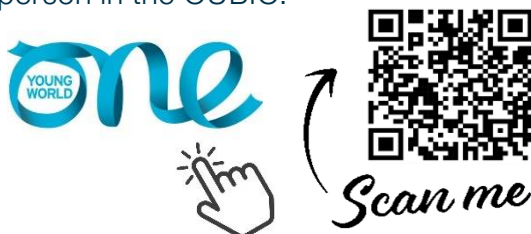
Collaboration is in the DNA of Bühler. We know that we only can accelerate impact when we work together with others. Learn more about our partnership with **One Young World**.

One Young World

In 2022, Bühler hosted the first official OYW Switzerland Caucus – celebrating the founding of the first OYW National Board. This event brought together 100 young leaders, with 15 different organizations in Switzerland officially partnering to support the event, and truly enabling the vision of the Swiss National Board, to identify, connect and promote Switzerland's most impactful young leaders.

One Young World (OYW) was the catalyst for the Generation B movement in 2016 and continues to be a source of inspiration and long-term partner. One Young World is a non-profit organization that gathers convenes young leaders from around the world to develop solutions to the globe's world's most pressing issues. Bühler sends delegates to the summit every year to inspire members of the organization to drive change.

In 2019 Bühler and Generation B hosted their first OYW Caucus, a local version of the OYW Summit, with founder Kate Robertson attending in person in the CUBIC.



In 2021, Bühler and Generation B held their second OYW Caucus, this time in partnership with Arosa Tourismus, where 3400 young and young-at-heart leaders from companies and universities all over Europe came together to contribute to the OYW Switzerland Caucus in Uzwil and Arosa. The Caucus tackled three questions; how we can create start-ups with sustainability at their core, how we can evolve corporations to be sustainable, and how we can make entire industries more sustainable, using tourism as an example.

One Young World Switzerland National Board Founding Members



From left to right Kate Robertson, Stefan Scheiber, Jessica Jones and Pascal Jenny.

2.5 Collaboration - Partnership with Purpose

Collaboration is in the DNA of Bühler. We know that we only can accelerate impact when we work together with others. Learn more about our partnership with **Partners in Food Solutions**.

PFS – Partners in Food Solution

Partners in Food solutions (PFS) is a nonprofit organization which aims to strengthen food security, improve nutrition, and increase overall economic development across Africa. Corporate partners from the food industry such as General Mills, DSM, Cargill, Ardent Mills, Smucker's, and Hershey encourage their employees to volunteer and support food entrepreneurs in 11 African countries with their expertise. Bühler joined the initiative in 2013.

We continue to be grateful for the key role that Bühler plays in the work of PFS. In 2022, 65 Bühler employees engaged in 81 different activities – contributing nearly 900 hours while working with 59 clients across nine countries.



By sharing their expertise, they were able to assist African entrepreneurs in growing their businesses, supporting a supplier base of more than 237,000 farmers, and producing nearly 4.5 billion nutritious meal servings. Along the way, Bühler volunteers-built leadership and problem-solving skills while gaining exposure to emerging markets.



2.5 Inclusion at Bühler – Belonging at Bühler

„I can do things you cannot, you can do things, I cannot. Together we can do great things.“ – **Mother Theresa**

We believe that inclusion, a sense of belonging, and being valued are essential to our success as an international company. To that end, we strive to create a caring culture where employees needs are met with respect and compassion. We are committed to making sure that everyone who works at Bühler feels valued, respected, and heard.

In 2022 we continued to conduct customized pulse surveys for individual target groups, for example the second Energy Barometer in the headquarters or the global Women@Bühler pulse survey.

The results of the surveys have been presented to the employees and were discussed with different stakeholders, for example with the whole leadership team in Switzerland to address the specific needs of our employees. In close cooperation, we defined concrete measures to improve the environment.

We committed that we continue to run pulse surveys for all employees and to conduct further surveys for specific topics or marginalized groups to indicate how we can foster an inclusive environment for all Bühler employees.

We not only ask what we can improve, we also offer unconscious bias trainings across the group to help our employee foster inclusivity within their teams. In 2022 we continued to facilitate our “Beyond Bias” workshops across the group and trained over 400 employees to explore their roots of unconscious bias, learn how to address it and use helpful tools to enhance inclusion at work. We are particularly proud of hosting an adapted version of the program for our apprentices in Austria and hosted the first “Inclusion Bootcamp” in October.

Sign up for our global Beyond Bias workshops in [B-Learning](#). For more information, please get in contact us diversityandinclusion@buhlergroup.com



3 Communication & Metrics: What gets measured, gets done

“There is no magic to achievement. It’s really about hard work, choices and persistence.” **Michele Obama, American author and former First Lady**

With our Online Diversity Dashboard, we can track our diversity metrics in a much more precise and in-depth way. We were able to continue our efforts and progress slowly but surely into the right direction – also when it comes to our diversity metrics.

In 2022 we have made great strides toward increasing diversity within our company. Our female employee count has increased to 17.1% after being stable at 16.9% in the last two years.

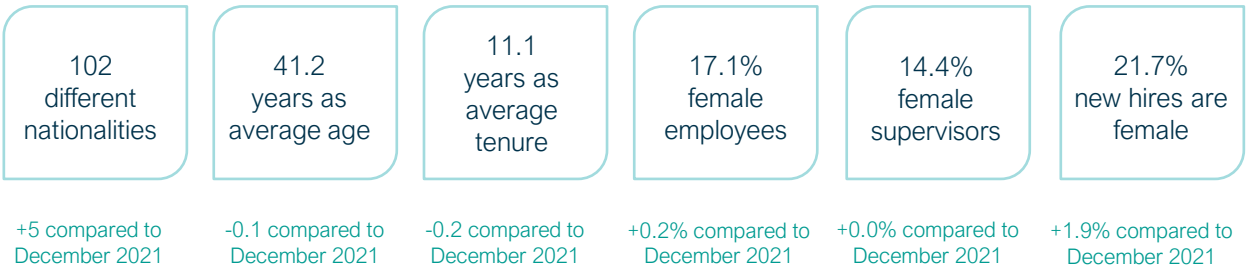
As we strive to be a more inclusive and diverse company, we plan to continue this trend by continuing our efforts especially in employee training and development, to sustain our talent pipeline and to hire more women into leadership roles in the upcoming years.

A major step forward was our first global pulse survey within our Women@Bühler network to identify what is needed to attract, develop and retain female talents at Bühler.

Based on the results and in co-operation with our Women in STEM initiative and an external partner, we designed new programs to enhance an inclusive environment for women to thrive their career. We will launch our Allyship Program for people leaders in March 2023.

To keep our employees informed and engaged with topics and initiatives around all dimensions of diversity they can follow what is going on through our [DE&I intranet page](#) or our [DE&I Newsletter](#) and start the conversation in our bi-monthly Diversity and Inclusion community calls around the globe.

Our Diversity Metrics per December 2022



4 Gender Diversity Transformation Journey at MLS Leadership Commitment

“A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.” – Sundar Pichai, CEO Google

Manufacturing, Logistics and Supply chain (MLS) counts over 5.000 employees from several countries and cultures who ensure a smooth supply chain for Bühler and for our customers.

In the 2022 MLS Global Conference, the leadership team had come together to align and commit to actions going forward to enhance cultural and behavioral change within the organization. The leadership team got inspired by external keynote speaker Lina Kotschedoff, Executive Coach and Social Activist, who kicked off the Diversity and Inclusion session and facilitated the panel discussion with internal speakers.

Holger Feldhege, Chief Operational Officer has fully committed to attract, develop and retain more female talents within the MLS organization.

“A people focused leadership culture will be the key to foster inclusion and enable high-performance. It's about building a culture that makes it possible for everyone to thrive.” COO, Holger Feldhege

A new MLS D&I core team was nominated and kicked-off the first European Women's Workshop in October in Munich. In the workshop the women elaborated what Bühler needs to do to attract, recruit, develop and retain more women.

Based on the outcomes, the MLS D&I core team and COO, Holger Feldhege developed a strategy and tangible actions going forward to enhance Gender Diversity at MLS globally. The D&I strategy and actions will be presented in the next MLS conference in January 2023.



5 A final word from the CEO Grains and Food: strong leadership backing

I am immensely proud of Bühler employees and the management team and how we work together to create a better world for all of us. As a company and individuals, we need to be able to view things differently and define actions going forward to enhance inclusive culture within our diverse workforce.

We commit to diversity, challenge the status quo, hold others accountable and make diversity and inclusion a business priority.

It is vital that each of us evolves, acts and behaves to create an inclusive, enjoyable workplace which entails adapting all our behaviors. Guided by our TOP (Trust, Ownership and Passion) values we constantly strive for mindful leadership, adapting communication skills and be allies for marginalized employees. This will lead to a more inclusive culture with open mindset, enable high performance and agility to adapt to our business needs in an ever-shifting and uncertain world.



“When you build a leadership culture that focuses on people, you create an environment where they feel valued and supported. This will lead to an inclusive environment and fuels innovation and high performance.”

Johannes Wick, CEO Grains & Food



Bühler Group

Human Resources Development
Gupfenstrasse 5
9240 Uzwil, Switzerland

anna.koestinger@buhlergroup.com
www.buhlergroup.com