

Inclusive Diversity
at Bühler

Inclusion, Diversity, and Equity

Annual Report 2025

Innovations for a **better world.**

 **BÜHLER**







Foreword

At Bühler, we believe our impact grows when everyone feels a genuine sense of belonging. By fostering a workplace where people feel safe, valued, and respected, we create the conditions for different perspectives and experiences to come together and drive innovation for our customers. With our purpose of creating 'Innovations for a better world', building a culture of trust, fairness,

and inclusion is essential to achieving sustainable impact.

This report summarizes our progress over the past year, highlighting key initiatives, programs, and metrics on our journey toward a stronger sense of belonging for all.

We hope it inspires you to foster belonging in your teams and beyond – and to join us in

'Multiplying impact together.'





“

“In a fast-changing world, lifelong learning is key to our resilience and success, especially as AI and digital technologies increasingly augment and transform how we work and create value for our customers. Leveraging our strong learning culture, our ambition is for every colleague to grow – in future skills and human capabilities such as empathy, collaboration, and critical thinking – within an environment of psychological safety. This IDE report reflects our 2025 highlights toward a workplace where everyone feels safe to speak up, experiment, learn from mistakes, and ultimately contribute, learn, and thrive.”

Elke Thamm,
Global Head of People Development and Talent
Global HR Business Partner MLS/ITP

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1 Advancing human rights through humanity, sustainability, and IDE



Protecting dignity. Enabling fair opportunities. Improving quality of life for people across our global operations and value chain.

Bühler's commitment to Inclusion, Diversity, and Equity (IDE) is anchored in our values of Trust, Ownership, and Passion, and is closely aligned with the UN Sustainable Development Goals.

In 2025, this commitment has further evolved – reflecting both the progress we have made and the changing global contexts in which we operate.

We have clearly focused on the humanity dimension of sustainability embedding the principles from our Human Rights Policy and our IDE commitment into everyday decisions and practices.

Non-discrimination, equality, and respect for each individual remain at the heart of our actions.

We understand human rights as a living responsibility: listening to people's experiences, anticipating future expectations, and continuously improving how we support our employees, partners, and communities.

Our Human Rights Policy provides clear standards and responsibilities. Step by step, we translate commitments into concrete actions that strengthen well-being, safe working conditions, and inclusive participation.

Respect for human rights is integral to our purpose of creating **'Innovations for a better world.'** Through consistent action centered on people, we contribute to a more just, humane, and sustainable society.

Visit our [Corporate Governance page](#) or read the [Human Rights Policy](#) via the QR-code





2 Our five global themes for an inclusive and future-ready culture

“Intelligence is the ability to adapt to change.”
– **Stephen Hawking**

When people feel respected, included, and supported in learning throughout their careers, they can fully contribute their talents and perspectives.

Our focus increasingly centers on belonging, inclusion, and lifelong learning as essential enablers of individual growth, strong collaboration, and long-term business success.

To support this ambition, our IDE activities are structured around five global themes, fully embedded in our people strategy and driven collaboratively across regions.

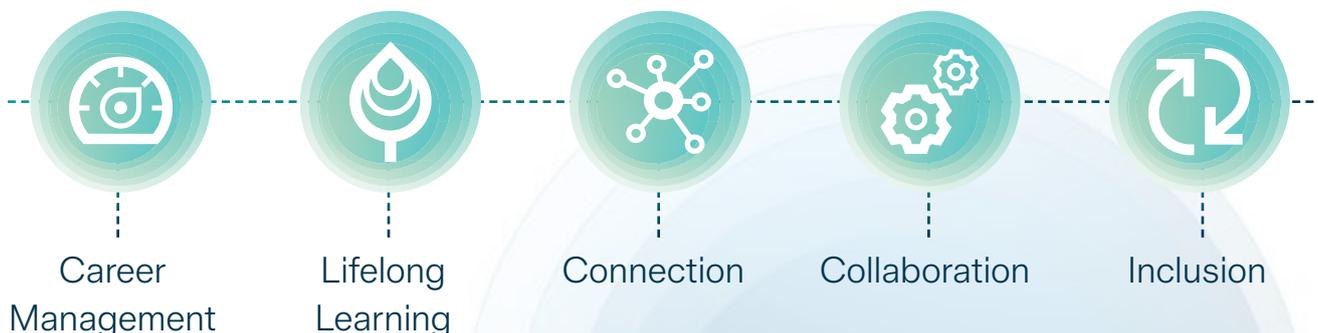
The themes provide a clear framework while allowing for local reverence and ownership, continuously striving to make inclusion a lived experience in everyday work.

Together, these efforts help create an environment where differences are valued, voices are heard, and everyone has the opportunity to grow and contribute.

Learn more about our structure and our initiatives on our IDE page, [click here](#).



On the following pages, we highlight each of the five global themes and share examples of how they are being brought to life across the Bühler world. We hope these insights inspire reflection, dialogue, and continued engagement, and encourage in strengthening a workplace where people belong and thrive.





2.1 Lifelong learning

The key to equity and an inclusive culture

“Live as if you were to die tomorrow. Learn as if you were to live forever.”
– **Mahatma Gandhi**

Enabling learning in the flow of work: 70% on-the-job experiential learning, 20% social learning through feedback and mentoring, and 10% formal training.

At Bühler, lifelong learning is an integral element of our IDE strategy. An inclusive environment enables people to grow and fair access to learning creates opportunity and equity across roles, regions, and career stages.

Lifelong learning for all employees

We continued to embed different learning formats into everyday work, increasing accessibility across different locations and working models. The continued rollout of the Trainer Excellence Program has strengthened the quality and consistency of learning deliverables by our internal trainers and supports inclusive knowledge transfer.

Highlights from 2025 include:

Learning for sustainable impact

All business areas appointed a sustainability ambassador. The ambassadors completed training and embedded this expertise into daily business practices concentrating efforts on

helping customers tackle their environmental and resource-efficiency challenges.

Award-winning format

Bühler’s high-performing teams program, developed with the International Institute of Management Development (IMD), received a Brandon Hall Group bronze award.

This recognition reflects our commitment to values-based and inclusive leadership.

The **Basics in Bühler Management (BBM)** program for people leaders expanded beyond Europe, supporting consistent leadership standards across regions.

The 2025 **Master of Bühler Management (MBM)** cohort made the Bühler Networking Days a highlight of their journey by turning breakout-session findings into concrete business a shared responsibility across our leadership community.



[Click here](#) to explore how we foster lifelong learning and new opportunities at Bühler





Lifelong learning – The Bühler Energy Center

A hub for health, learning, and vocational excellence

Intergenerational and cross-functional collaboration: strengthening employability, supporting inclusion, and building a resilient workforce prepared for future challenges.

In 2025, the Bühler Energy Center (BEC) in Uzwil further strengthened its role as a shared space where all generations learn, collaborate, and stay healthy under one roof. Apprentices, experienced professionals, and experts used the open learning and production areas even more intensively to exchange knowledge and perspectives, linking vocational training, further education, and hands-on innovation in everyday work.

This intergenerational and cross-functional collaboration supported inclusion, employability, and the development of future skills, while also fostering a culture of openness and mutual respect across age groups, functions, and backgrounds.

At the same time, the **Health Port** in the BEC continued to offer easily accessible, holistic health, and well-being services on campus.

In 2025, employees across different life stages benefited from medical support, physiotherapy, health consultations (including travel and lifestyle advice), internal health trainings, and preventive programs that support both physical and mental resilience.

By combining learning, innovation, and health services in one place, the BEC contributed to a stronger culture of care and long-term resilience within the Bühler workforce.



If you want to learn more about the Bühler Energy Center, make sure to visit our [BEC site](#).



Visit our [Bühler page](#) or follow us on [LinkedIn Apprenticeship at Bühler](#)



2.2 Career management

Advancing female talent

“The future belongs to those who believe in the beauty of their dreams.”
– Eleanor Roosevelt



An important milestone in 2025: the successful graduation of the inaugural THRIVE cohort.

At Bühler, we support our employees in actively shaping their careers, sustaining employability, and achieving a healthy work-life balance.

With THRIVE, we also actively contribute to increasing the representation of women in leadership and in STEM roles across our company.

THRIVE is a female talent development and career advancement program designed together with our partners from Edit Development especially for women working in a STEM environment.

The pilot cohort leaves THRIVE with greater confidence, stronger networks, and enhanced business acumen.

Building on this success, the next THRIVE cohort starts in January 2026, further strengthening our pipeline of female talent and shaping inclusive leadership at Bühler.

A distinctive feature of the program is its mentoring and allyship set-up, bringing together senior female leaders, peers, and male mentors from middle management. This supports female talents while fostering mutual understanding and awareness of the challenges women may encounter in their careers.

THRIVE
Female talent development program to



Evolve and support our female talents to achieve their aspirations and personal goals.



Encourage our female talents to authentically leverage their unique perspectives and strengths for success.



Empower our female talents to excel and thrive in the STEM sector.



Career management

Igniting curiosity about STEM at young ages

Opening our doors in Zamberk and Uzwil to school children. Creating visibility for technical careers, and building connections that make STEM feel accessible, exciting, and exclusive.

Building on the momentum created by the Bühler Activity Booklet designed to spark early curiosity for STEM among children aged 3-10, in 2025 we created real-life opportunities for young people to connect with technology, careers, and our people—through the two exemplary events in Zamberk and Uzwil.

At our Techné event in Zamberk, we welcomed school children, secondary schools, and after-school clubs to our training center. More than 30 hands-on stations invited them to try out welding, bending, measuring, and robotics-focused activities. With 752 visitors, including 348 children, the event turned our facilities into a place where technology became tangible and fun.

We also highlighted our apprenticeship programs and training center, giving young people concrete ideas of what they could pursue after elementary school, while colleagues from office and workshop worked side by side—a strong signal of teamwork and inclusion.

By giving children and young people around the world the chance to explore STEM in playful, practical, and authentic ways, we not only promote diverse and inclusive career paths, we also strengthen the sense of belonging that is essential for the next generation of scientists, engineers, and innovators to thrive.

Our first career fair in Uzwil followed the same spirit of connection. More than 250 young people at career-choice age, together with parents and teachers, explored ten interactive stations where our apprentices showcased their professions in a hands-on way—milling, soldering, programming, measuring, designing, and testing. The open Health Port with playful discovery zones for younger children, and informal conversations in the Bühler Energy Center lounge turned the event into a holistic experience of what it feels like to be part of Bühler.



Visit our [Bühler page](#) or follow us on [LinkedIn Apprenticeship at Bühler](#)





2.3 Connection

Nurturing a sense of belonging

“We are only as strong as we are united, as weak as we are divided.”
– J.K. Rowling

Our Employee Resource Groups (ERGs) are spaces to exchange ideas, support one another, and learn across functions and locations. They contribute directly to a culture in which people feel respected, included, and able to be themselves.

Belonging at Bühler is not created by policies alone – it grows through communities. Our various ERGs bring together colleagues who share interests, experiences, or identities.

Highlights from 2025 include:

We revitalized the Women@Bühler network with inspiring keynote speeches and fruitful discussions, including a dedicated session on ‘Motherhood and Career’. Over the course of the year, we also welcomed another 250 women into the network.

Learn more about our ERGs
Follow [Gen B on LinkedIn](#)



Explore Gen B, Gen E, and Women in STEM on our [IDE Page](#)



In 2025 we piloted a new format called “Shaping the next chapter of your life” with our Generation Experience (Gen E) employee resource group for our more experienced employees (50+).

In an interactive workshop participants reflected, exchanged with peers and decided on something they can do now to proactively shape the coming years at work and beyond.

Our Bühler internal communities:

- Queer@Bühler
- Women@Bühler
- Parents@work
- Women in STEM
- Gen B (Generation “Be the change”)
- Gen E (Generation “Experience”)

Virtual event: Motherhood & Career

Join this interactive, honest discussion around motherhood and career with these three wonderful panelists:



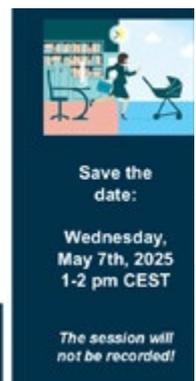
Katharina Hlker
Project Manager
NWD



Suslen Thoaldo
Total Synchro
Specialist



Raksha Sharma
General Communications
& Corporate Affairs





Connection

From idea to action with Gen B

Gen B unites employees from all parts of the Bühler group who want to move topics such as diversity, inclusion, sustainability, and social responsibility from “good ideas” into concrete action.

Within our network of ERGs, Generation B (Gen B) acts as our global catalyst for change.

In 2025, the Gen B community played a visible role at our Networking Days by enabling our people around the globe to participate in the Employee Day in Uzwil. By leveraging Gen B as a global platform, we ensured that employees across time zones, functions, and locations could access the same insights, hear the same strategic messages, and feel included in the build-up to Networking Days 2025 (more on the next page).

The year also marked a Gen B leadership handover in November. Karla Kroechert Ching concluded her term, having strengthened the network across regions and advanced topics such as LGBTQ+ visibility and Women in STEM.



Lynn Lin based in Wuxi (China) took over and has expanded the community in Greater China, built bridges across business units. She will now guide Gen B's next chapter together with our ambassadors and Executive Board sponsors.



If you want to learn more about our Gen B community at Bühler, make sure to visit [Bühler Gen B](#) page or visit [Gen B on LinkedIn](#)





Connection

Networking Days – Employee Day goes truly global



Bringing the DE&I ambition to life: removing barriers to participation, reducing the distance between headquarters and regions, and making sure that every colleague can be part of key Bühler moments.

Every three years, the Bühler Networking Days in Uzwil brings together over 1,200 global decision-makers to align on strategy, innovation, and sustainable impact.

In the latest edition, under the theme “Multiplying impact together,” we strengthened connection and inclusion by opening Employee Day – with around 2,000 colleagues onsite – to all employees worldwide via a Gen B live stream, reducing the distance between headquarters and regions and enabling thousands more to be part of this key Bühler moment.

This hybrid setup transformed the event into a shared global experience. Colleagues in different regions organized local gatherings around the live-stream, coming together to watch the sessions, discuss what they saw, and celebrate as a team. These regional “watch parties” turned a central event in Uzwil into a tangible moment of connection and belonging for teams worldwide and helped strengthen cross-regional dialogue.

Turning our Networking Days into a truly global and inclusive experience is a concrete example of how we are using technology and new formats to foster connection, strengthen our sense of one Bühler community, and multiply impact together.



If you want to learn more about our Networking Days, scan the QR code or visit the [Bühler Networking Days 2025 page](#).





2.4 Collaboration

Strategic partnerships

“If everyone is moving forward together, then success takes care of itself.”
– Henry Ford

Inclusion and Equity are not confined to our internal initiatives. They are an integral part of how we partner and collaborate responsibly with the world around us.

This is evident in our thriving partnerships with academic institutions, non-profit organizations, and industry partners.

In 2025, we continued our strong engagement with One Young World, the global NGO bringing together young leaders to drive positive change. As a co-founder of One Young World Switzerland, we supported the national conference focused on constructive conversation and cross-industry collaboration.

We also sent a diverse group talents to the **One Young World Summit** in Munich, to bring back insights into our internal dialogue and initiatives.

More than 2,000 leaders from 200 countries discussed topics like responsible AI, education, peace and security, the circular economy, anti-hate, and inclusive leadership at the summit reinforcing the importance of empathy, ethics, and collaboration in shaping sustainable futures.

Bühler also continued its collaboration with Partners in Food Solutions (PFS). Through volunteer consulting, 73 Bühler employees supported food entrepreneurs across nine African countries in 2025. By sharing expertise, this partnership helped strengthen food security, economic development, and social sustainability, demonstrating how collaboration can create measurable impact along the value chain.

We were interviewed on our THRIVE program at the **Swiss D&I Week hosted by the University of St. Gallen**. In the session “Are women-only programs useful?”, We discussed under which conditions such programs still make sense today and the impact they can have on inclusion and well-being at work.

The response was overwhelming: many people reached out to learn more and get involved. This strong resonance shows that targeted programs, such as women-only initiatives, remain highly relevant for organizations like us.





Collaboration

Bringing people together

Numerous global and regional initiatives enabled employees to get involved in 2025; to connect, to reflect, and to take ownership for Inclusion and Equity as part of our Bühler DNA.

International Women's Day was celebrated globally under the theme Accelerate Action. In Uzwil, around 100 participants joined learning sessions on intersectionality and inclusive leadership, followed by panel discussions with leaders from different functions. The event was broadcast worldwide, allowing many more employees to join virtually and translate insights into concrete actions in their teams.



As part of International Women's Day, 25 participants of the Swiss TecLadies mentoring program (supporting young women aged 14–19 in exploring careers in technology and science) were also welcomed to the Bühler Energy Center. They learned about pulses in sustainable nutrition, discovered the Bühler Energy Center, and discussed Women in STEM, IDE, and career opportunities—helping to strengthen the pipeline of future female STEM talent.



Men's wellbeing, mental health, and the role of men as allies in inclusive workplaces was our focus on International Men's Day. Employees from around the world exchanged perspectives, addressed stigmas around seeking help, and reflected on how wellbeing and inclusion benefit all genders.

European Women's Workshop (MLS and IT) in Uzwil once again brought together women and leaders for an intensive two-day format. Participants worked on concrete IDE projects along the value chain, supported by MLS management mentors who acted as sparring partners and sponsors. In addition to a factory tour and keynotes from internal and external speakers, the workshop provided space for honest dialogue about career paths, role models, and structural barriers.

The IDE initiatives developed during the event are being implemented and monitored in 2026, strengthening both ownership and accountability.



2.5 Inclusion

In small everyday actions

“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for.”

– Barack Obama

Our Global Learning Week ‘Inclusion in Action’: helping to turn inclusion from an abstract concept into practical everyday action across our global locations.

Hundreds of colleagues joined nine global virtual sessions, complemented by many regional and local activities. Teams organized cultural potlucks, inclusion tables, traditional days, diversity trees/flowers, and a Halloween-inspired “ghost and spooky folklore” initiative from Southeast Asia – creating space to share backgrounds and perspectives and strengthening connection and belonging.

A core focus was amplifying employee voices. Through sticky-note boards and digital tools, colleagues shared what “Inclusion means to me..”, alongside statements from our Executive Board. These inputs highlighted Bühler’s diversity of experience and a shared commitment to an inclusive culture.

Our global workshops further built skills and awareness:

- From Pitch to Workplace with Football Club St. Gallen Women’s team connected lessons from sport to inclusive teamwork
- Conscious Inclusion focused on pro-active inclusion through psychological safety, recognizing bias, and practicing inclusive habits
- Working across cultures deepened understanding of cultural differences and common ground
- Virtual Speed-Dating sparked new connections in an engaging way

To extend impact beyond the week, colleagues received daily Inclusion Learning Drops – short, practical impulses on inclusion topics. Available in multiple languages, these resources support ongoing learning and concrete action in teams worldwide.

This initiative showed that inclusion grows through many small, consistent steps: one conversation, one connection, one inclusive habit at a time.

How you can put “Inclusion in Action” inclusion grows through everyday choices—notice who is missing, invite their voice, and stay curious. One question, one dialogue, one habit can make a real difference.





Inclusion

Important to employees and candidates alike

Best employer awards: testament to the dedication, passion, and commitment of our teams worldwide creating a workplace where everyone can grow, thrive, and make an impact – today and in the future, across all our locations and roles.

Bühler was named among TIME Magazine's World's Best Companies in both 2024 and 2025, listed among the Financial Times' Best Employers in Europe, ranked No. 1 in the industrial sector by the Handelszeitung Switzerland Award, and certified as a Great Place to Work in Brazil and Colombia.

Inclusive recruitment plays a crucial role in our attractiveness as an employer globally. In 2025 we continued to evolve our recruiting processes to reflect changing skill requirements, promote fairness and equal opportunity, and ensure an excellent candidate experience.

To support this, we invested in ongoing up skilling for our recruiters and modernized our tools. Our careers website and job advertisements now feature new career path pages making diverse career journeys and development opportunities across functions at Bühler more transparent.



Visit our [Bühler career page](#) or follow us on [Bühler group career LinkedIn page](#) to stay connected on how we are building a culture of belonging.

The new "Welcome to our Headquarters Uzwil" video offers an authentic glimpse into our working environment and culture, showing how different backgrounds, generations, and disciplines come together.



Scan the QR code or [click here](#) to watch the video





3 Communication and metrics

Driving progress through data and transparency

“Without data, you’re just another person with an opinion.”
– **W. Edwards Deming**

Quarterly updates through our Diversity Metrics Dashboard give leadership teams insight into their diversity metrics. This transparency helps assess progress, identify gaps, and design concrete measures to foster an inclusive culture.

In 2025, 21.7% of new hires were female (+0.3 percentage points vs. 2024), reflecting our ongoing efforts to attract more women into the organization—particularly in traditionally male-dominated functions – through diverse shortlists and structured, bias-aware recruitment processes.

We see clear progress where it has the strongest long-term impact: in leadership roles showing that our programs in leadership development, mentoring, sponsorship, and succession planning are making an impact.

Female supervisors: +3.5% growth from 11.7% in 2017 to 15.2% in 2025.

Our workforce remains highly experienced, with an average age of 41.9 years and an average tenure of 11.8 years. This stability supports knowledge transfer and collaboration across generations, while reinforcing the need to offer attractive development opportunities for all career stages.

Diversity metrics December 2025



By integrating these insights into our talent and leadership decisions, we are strengthening the foundations for further progress and are confident that our consistent focus will keep our gender diversity journey moving in the right direction,



4 Looking ahead to 2026

“You don’t have to see the whole staircase, just take the first step.”
– **Martin Luther King Jr.**

Together, we remain committed to a workplace where everyone can grow, contribute their strengths, and experience a strong sense of belonging – ‘multiplying impact together’ through collective action.

Our Inclusion, Diversity and Equity commitment is integral to how we uphold human dignity, fairness, and social sustainability across our global organization. It continues to be anchored in respect for human rights, continuous learning, and the belief that inclusive cultures are essential to sustainable success.

Looking ahead to 2026, we will focus on deepening and scaling initiatives in line with our strategic priorities that have proven impact.

We will build on the progress achieved by further strengthening the development of female talent through a consistent, data-based approach, with particular attention to development opportunities, career progression, and retention.

As AI and digital technologies reshape the way we work, up skilling becomes both a responsibility and an opportunity for all. Addressing AI explicitly through a IDE lens means ensuring fair access to learning, reducing bias, and fostering inclusive and responsible use of technology.

Last but not least through our refreshed performance management process, EPM+, we will continue to strengthen development-focused dialogue and feedback, supporting people in their individual growth journeys. Contributing to an environment where people feel heard, respected, and valued is part of everyone’s role at Bühler.

Make your impact



Use the power of feedback

Help people grow by giving inclusive feedback, standing up as an ally, and opening doors so diverse talent can thrive.



Use the power of learning

Commit to continuous up skilling, share what you know, and guide the responsible use of AI and digital technologies so they remain fair, transparent, and inclusive.



Use the power of listening

Actively seek out different perspectives and build a culture where respect, collaboration, and belonging are part of everyday work.



5 A final word from our CEO

Building a Bühler that reflects the world we serve

As a global technology leader, we have a responsibility to help shape a fair and sustainable future - for our customers, for our people, and for the societies in which we live and work. Inclusion, Diversity, and Equity are not initiatives on the side; they are essential to how we innovate, how we lead, and how we stay relevant in a rapidly changing world. We strive to reflect the diversity of the communities around us and to ensure that everyone at Bühler can contribute their full potential.

Since we formally established IDE in 2017, we have taken many important steps and seen tangible progress across our organization. We have broadened representation in leadership, expanded our global IDE network, and embedded inclusive practices in hiring, talent development, and everyday collaboration. These advances were only possible thanks to the dedication of our people at all levels who champion inclusion, challenge biases, and keep us accountable to our ambitions.



“As I hand over my role as CEO and continue to serve Bühler as Chairman of the Board of Directors, I am deeply grateful for how far we have come and confident about where we are heading. The journey toward lasting, sustainable IDE does not end with one strategy cycle or one leadership team - it is a continuous commitment. I am convinced that the next chapter of Bühler will be shaped by even more diverse perspectives, which will help grow our business successfully. Together, we will continue to build a company that not only delivers outstanding business results, but also truly reflects the values of the family and the company Bühler.”

Stefan Scheiber
Chairman of the Board of Directors



Bühler Group

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