



Inclusive diversity at Bühler.

Diversity, Equity & Inclusion
Annual Report 2021



Innovations for a better world.

BUHLER



Foreword.

Bühler Group is committed to innovating for a better world and recognizes people are at the heart of sustainably engineering success for our customers.

This report provides an overview of the current status of the diversity, equity, and inclusion journey at Bühler. We hope it will inspire you to bring more inclusive diversity into the lives of the people you work with.

“Leaders must make gender equality their business, and I am committed to advancing inclusive diversity at Bühler.”

Stefan Scheiber, CEO Bühler Group



Let me explain why I "transformed into a woman" as part of the 2021 Advance International Women's campaign.

Back in March 2018, I made a commitment, along with 50 other CEO's of Swiss-based companies, to make equality a priority in our company. This pledge was part of an initiative launched by Advance Women in Business, an association with the mission to increase the share of women in leading positions in Swiss companies. My promise, backed by our Board of Directors and management, was to strengthen Bühler's diversity and inclusion efforts not only in Switzerland, but on a global scale. This is our ambition. We are the market leader in our industry and see it as our responsibility to represent the society we are operating in.

It is on all of us to challenge the status quo. It takes the honesty to face one's biases, the openness to change, and courage to not only speak out to injustices, but also to acknowledge one's own shortcomings, and work to improve them every day.

It's very likely that I would have been confronted with many more hurdles and my path could have taken an entirely different turn if I were a woman. It is difficult to say, but these are questions that all men should ask themselves. My message to you is to be honest with yourself, be brave, and choose to challenge. If you want to make an impact, start with yourself! Be brave and do things that aren't in your comfort zone. That's what I ask everyone at Bühler to do, and therefore I was inspired to say yes.

Stefan Scheiber
Chief Executive Officer



[Read the full interview with our CEO Stefan Scheiber](#)

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Diversity, Equity & Inclusion at Bühler Annual Report 2021

Date: September 2022
Compiled by:
Anna Köstinger
Global Diversity & Inclusion Lead
Anna.koestinger@buhlergroup.com

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, Filmmaker and Producer

It is not the fact Bühler is present in 140 locations worldwide that makes us diverse or inclusive. It is the over 12,000 people of different nationality, religion, gender, age, sexual orientation and length of service coming together to work for common goals and our customers’ success.

Deeply ingrained stereotypes and social norms can influence how we behave towards others without us even realizing. That is why raising awareness about the topic of diversity, equity, as well as inclusion is an ongoing daily challenge.

Our Diversity, Equity and Inclusion journey started 5 years ago back in 2017. What started as a project is now an integral part of our business and our company culture.

We continued our efforts to foster a truly diverse and inclusive culture at Bühler in 2021 and are proud to share our highlights.

We hope this report will give you a taste of what is going on within Bühler and inspire you to play your part in 2022 and beyond.



2 Five global themes: our structure.

“Diversity is about all of us, and about us having to figure out how to walk through this world together.” – **Jacqueline Woodson, Author**

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 five global themes below, which are central to fostering a good “people strategy”.

While we recognize that corporate culture is important, we understand that someone’s personal experience of it depends on the interactions they have with their colleagues and stakeholders every day.

In 2021 we focused on **gender diversity, generation balance, inclusive engagement and people leadership**.

This has led to different activities being implemented in Bühler regions and to a growing global community of people passionately driving DE&I topics. The community members meet regularly to share knowledge, ideas, and experiences and are a key part of our DE&I governance structure.

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



Connection



Career
Management



Inclusion



Lifelong
Learning



Collaboration

2.1 Connection – Employee Resource Groups (ERG)

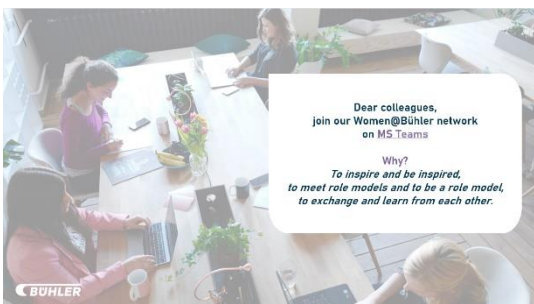
“Human connections are deeply nurtured in the field of shared story.”
— Jean Houston, Author

Building strong networks inside the Bühler Group is essential. Our employee resource groups play a key role in bringing people together around topics that are important to our employees and enable employees to apply their passion to their workplace and create real impact.

Members develop their networks and form valuable connections across the company. Engaging in a Bühler Employee Resource Group helps members develop their skills and gain valuable knowledge about the people, culture and processes at Bühler, and make themselves visible to the company as a dedicated change maker and potential leader. Learn more about our top 3 ERGs from 2021:

Women@Bühler

It is all about ensuring that every woman at Bühler has a sense of belonging – within the company, within their team, and within broader communities across the organization. We meet once a month to inspire, be inspired, meet role models, exchange and learn from each other.



Women in STEM

This working group wants to defeat gender stereotypes to enable employees, students, parents, and leaders to be open-minded and empowering towards women in STEM careers. Learn more about Women in STEM on page 14.



Bühler Health

For us at Bühler it is essential that we support our employees to stay physically and mentally fit and connect employees to share their knowledge around sports, nutrition and mental health. A highlight was the webinar “Energize me”, which focussed on resilience and how to energize yourself during challenging times. We recognized that many of our colleagues get a lot of energy from sports. We are working on a new ERG to build up a sports community. We will kick off our Bühler Olympics in 2022.



[Join our Bühler Communities or create your own.](#)

2.2 Lifelong Learning

“Tell me and I forget, teach me and I may remember, involve me and I learn.”” **Benjamin Franklin, Polymath**



Bühler has a long history of inspiring all employees to be lifelong learners and continuously develop and grow. To unleash the hunger for ongoing learning, we have a variety of learning opportunities across a wide range of topics in place. With our Bühler Learning Newsletter, we promote the hottest news around learning & development and the newest trainings available on our learning management system B-Learning. In 2021, all participants of our leadership development programs were enrolled to spread the lifelong learning message to their teams.

Our employees have now an upgraded overview of all learning opportunities available in our Learning & Development intranet page. Feedback received from employees, managers and HR colleagues has been applied, making learning content more accessible and visible. Our leadership programs can now be explored in detail, including the requirements, the target of each program and how to access.

To ensure that all internally developed e-learning fulfill the same standards, the E-Learning Development Guide has been created and published in our Learning & Development intranet page. The guide offers a common frame for all internally developed e-learning and strives for inclusion of all employees, establishing the languages that should be offer in all e-learning. Standardizing the languages in which trainings should be offered enable more synergies from knowledge sharing among countries and opens new learning opportunities globally.

All these initiatives contribute to eliminating barriers and creating a common environment for all our employees, free of biases and fully including all our diversity as a global company.

Play your part in 2022



Click here!

Click here to open our [Learning & Development intranet page](#)
Scan the QR code to sign up for
the L&D Newsletter

2.3 Career Management

"The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails."— **John Maxwell, Author**

Bühler is passionate about developing people and empowering others to act. We are Bühler, thanks to our fantastic people. Our people leaders are key in making sure that our values are lived, everyone feels included and is best positioned for high performance, as an individual and as a team.

We want to spotlight two key programs that we ran in 2021 to support our leaders in their roles.

Our “People Leadership in the New Normal” was open to all our 2000+ people leaders. Its purpose was to build a People Leadership Toolkit for the VUCA world of 2021 through a series of webinars where EDIT Development and Ashridge Business School provided external expert input and internal experience sharing with Senior Executives. The on-line nature of all sessions overcame all geographical barriers, reaching every leader in Bühler globally.

“TOP” stands for **Trust, Ownership, and Passion**. In an ever-shifting and uncertain world, our values keep us on the right path, guiding our actions to create future-focused solutions in a dynamic environment. They act as a compass for us to maintain an inclusive working atmosphere.

Building a TOP culture and creating an inclusive environment starts from the top. To enable our Senior Leaders to be the best version of themselves, truly understand their role in living our values and drive culture evolution, we partnered with IMD Business School in Lausanne to design a leadership journey for our top 100 Executives. Over 60 leaders have undergone the program in 2021.

Through individual and peer coaching they embarked on their personal transformation journey and were equipped with a methodology to build high performance teams by undergoing the process themselves. Back in the business they are implementing the tools, including a next level feedback culture, which is a key skill to enable high performance as well as empower employees in their career development and growth with Bühler.

[Visit our homepage and learn more about our TOP Values](#)



2.4 Collaboration

“We are the change we have been waiting for” Barack Obama, 44th President of the United States

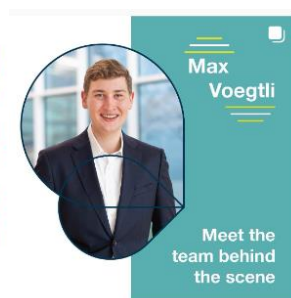
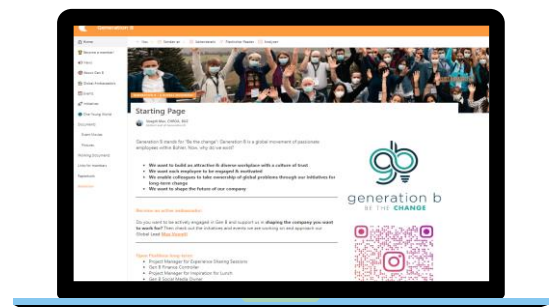
Generation B as a movement, and the ambassadors who volunteer their time to drive it, has always prided itself on being a place where any employee can come to express their passion.

As the movement has grown, we have not only become a point for employees to drive projects ranging from Sustainability all the way through Technical Development but also to raise issues, they feel are not yet given sufficient attention at the company which affect them personally and how they feel represented in the company. For example, how jokes made about women and minority employees in the company lead to a less inclusive environment.

Generation B was invited to speak on Diversity and Inclusion at the MLS annual symposium. We challenged them not just to talk about D&I but to actively take positive steps to bring in more diverse talent. Since then the Head of DE&I at Bühler has been partnering closely with them to increase their diversity.

In 2021 we supported employees from the LGBTQ+ community in Switzerland to raise the issue and change the law to give them equal marriage rights and enabled LGBTQ+ employees from Bühler to collaborate with 2 other Swiss companies to understand the issues this community still face, and which policy changes can be made to ensure this community is properly protected.

Collaboration is at the heart of Generation B as we continue to encourage employees to share their experiences and raise issues through us which highlight where the Bühler Group still has much further to go on the journey to a truly diverse and equitable company.



[Click here for our LinkedIn Profile](#)
or
[Click here for our B-World page](#)



2.4 Collaboration - our Partners

“Alone we can do so little; together we can do so much.” – Helen Keller

Collaboration is in the DNA of Bühler. We understand that we only can accelerate impact when we work together with others. Two examples are One Young World and Partners in Food Solutions.



One Young World is a global forum that finds, promotes, and connects the world's most impactful young leaders to create a better world, with more responsible and more effective leadership. The annual One Young World Summit convenes the brightest young talent from every country and sector working to accelerate social impact. Delegates from more than 190 countries are counseled by influential leaders such as Dr. Jane Goodall, Paul Polman, and Professor Muhammad Yunus.

Bühler has been collaborating with One Young World since 2016 supporting and hosting local events in Switzerland and sending a delegation of its promising young leaders from its Generation B movement to summits, including those held in Bogotá, Colombia, and The Hague, the Netherlands. Bühler until Bühler hosted their own OYW Caucus in 2019 and 2021.



[Learn more about our OYW story here](#)



PFS – Partners in Food Solution

Partners in Food solutions (PFS) is a non-profit 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.

In 2021, 67 employees have supported 76 PFS projects. In total, Bühler employees volunteered 1,577 hours in 2021 and passed on their know-how to 49 companies in Africa. By sharing their expertise, the volunteers were able to assist local entrepreneurs in growing their business, support a supplier base of more than 152,215 farmers, and unlock over USD 2.6 million of investment capital. 28% of clients are owned and/or managed by women. In total, the supported clients produced 5.9 billion nutritious meal servings.

3 Communication & Metrics: what gets measured, gets done

“How to begin the journey? You need only to take the first step. When? There is always now.” **George Leonard, American author**

Despite the challenges the pandemic presented us, we were able to continue our efforts and progress slowly but surely in the right direction – also when it comes to our diversity metrics. This is largely due to the fantastic progress made within our Bühler regions, where the safety, well-being and inclusion of all our employees is the top priority.

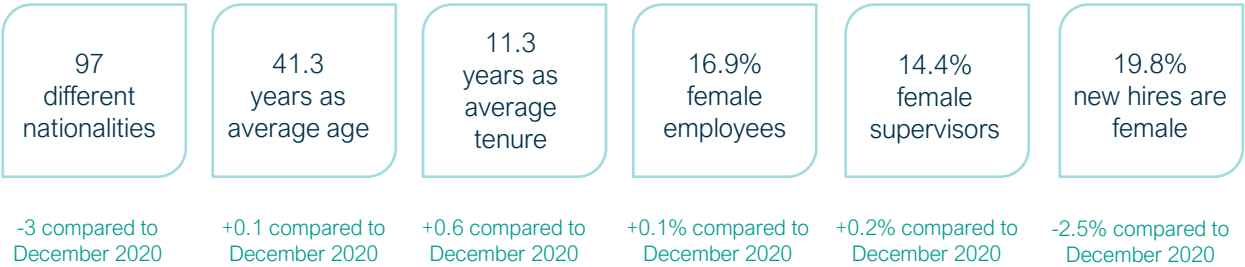
With our Online Diversity Dashboard, we can track our diversity metrics in a much more precise and in-depth way. We could identify that our figures stayed stable during the Covid crisis. For 2021 we focus on inclusive recruiting and use the KPI New Hire to hire more female talents.

In 2021 we launched our first Diversity, Equity and Inclusion newsletter including upcoming events, learning nuggets and inspiring TED talks or keynote speeches to keep our employees informed and engaged with topics around all dimensions of diversity.

Another highlight of the year was our global campaign Meet Bühler Monday where we showcase our diversity internal and external by featuring our employees from all over the world.

Employees can follow what is going on through our [DE&I intranet page](#) or our [DE&I Newsletter](#) to engage in the conversation.

Our Diversity Metrics per December 2021



4 Women in STEM

“Nothing in life is to be feared. It is only to be understood”- Marie Curie

In the fields of Science, Technology, Engineering, and Mathematics (STEM), women are still vastly underrepresented. This is also the case at Bühler, where only around 10% of STEM employees are female.

We strongly believe that we need change, as 50% of the global population is barely involved in inventing and engineering the solutions that will make our world a better place.

We want to defeat gender stereotypes to enable employees, students, parents, and leaders to be open-minded and empowering towards women in STEM careers.



Therefore, within our initiative, we work towards an inclusive STEM world and workplace by defeating gender stereotypes as well as by inspiring girls and women to pursue a career in STEM and become the future leaders at Bühler.

We want to contribute to the Bühler gender diversity goal of increasing the proportion of women in our workforce **by 1% year-on-year**.

View our [Women in STEM booklet](#) to find tips and tricks for engaging in the Bühler Women in STEM initiative or supporting female colleagues in your area.



[Click here to read the full article in our employee magazine Mosaic](#)



5 A final word from the COO: strong leadership backing

I personally, fully buy into the need for diversity and inclusion and consequently, fully support the Women in STEM initiative at Bühler. The nature of Manufacturing, Logistics and Supply Chain (MLS), means that many of our colleagues and potential candidates have a background in STEM fields.

This importance for us is why we dedicated one entire day of the Global MLS Conference this year to the topic of “Leadership and Culture”. We need to start with recruitment, and I have reached out to my managers and asked them to incorporate D&I within any kind of recruitment processes. We need to go to the root cause of this and change the process itself so that it becomes easier to avoid bias and everyone involved is consciously engaging with the topic of diversity and inclusion.

One idea we are currently experimenting with is to build an automatic workflow route in the recruiting system where each decision maker at each level also has a respective D&I “partner” to take the decision with.

I want to make clear that I take this topic very seriously.

“It is one thing to talk about D&I, but the important thing is making it happen. Putting the focus on D&I in the recruitment processes at MLS is the way we must go.”



A handwritten signature in blue ink, appearing to read 'H. Feldhege', written over a white rectangular background.

Holger Feldhege
Chief Operations Officer



Bühler Group

Human Resources Development
Gupfenstrasse 5
9240 Uzwil, Switzerland

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

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