

Inclusive Diversity
at Bühler.

Diversity, Equity & Inclusion
Annual Report 2024

WE ARE BÜHLER





Foreword

At Bühler, we celebrate and nurture the uniqueness of our people while fostering a safe, valued, and inclusive workplace. Embracing diverse perspectives, regardless of culture, ethnicity, gender identity, or sexual orientation, drives innovation and creates meaningful solutions for our customers. With a purpose to create innovations for a better world, we understand that diversity, equity, and inclusion are critical for achieving sustainable impact.

This report highlights our progress in fostering diversity, equity, and inclusion over the past year, showcasing key initiatives, programs, and metrics. By embracing the uniqueness of our global workforce, we aim to build a culture of belonging that reflects the societies we serve. We would like to inspire you with this report to champion inclusive diversity in your teams and beyond to **“Make your impact!”**



“As we continue building a workplace where everyone feels valued and respected, I want to emphasize that Diversity, Equity, and Inclusion are truly at the heart of what we do at Bühler Group. These principles are not just ideals; they drive our business priorities and cultural transformation efforts. At Bühler Group, we are committed to embracing the full diversity of our global workforce. Our goal is to foster an inclusive culture that respects and values each individual's unique contributions. We believe in treating others with respect and empathy because we want everyone who works for our company to feel safe and comfortable while doing their best. By championing these values, we strive to create a workplace where everyone has the opportunity to thrive and make a meaningful impact.”

Connie He, President Bühler Greater China

Table of Contents

1.	Commitment to non-discrimination and equality.....	5
2.	Five global themes for a diverse and inclusive culture.....	6
1.	Lifelong Learning.....	7
2.	Career Management	9
3.	Connection.....	12
4.	Collaboration	14
5.	Inclusion	16
3.	Communication & metrics.....	18
4.	Outlook to 2025.....	19
5.	A final word from our CFO.....	20

Diversity, Equity & Inclusion at Bühler Annual Report 2024

Date: February 2025
Compiled by:
Sebastian Kubik
Head of Engagement, Diversity & Inclusion
sebastian.kubik@buhlergroup.com

1 Commitment to non-discrimination and equality – Our Human Rights Policy



In 2024, we strengthened our commitment to human rights with the updated Human Rights Policy, reinforcing its critical importance to our global operations.

Among the policy's key focus areas, “non-discrimination and equality” stands out as a cornerstone of our values and practices. It reflects our unwavering dedication to fostering a workplace and value chain where every individual is respected, valued, and treated with fairness.

This principle resonates deeply with our **TOP Values - Trust, Ownership, and Passion** - which define how we operate and engage with others.

Trust underpins our efforts to build an inclusive environment, where everyone feels safe and empowered to contribute.

Ownership drives our proactive approach to embedding equality and equity across all facets of our business, ensuring we are accountable for our actions.

Passion inspires us to celebrate diversity and strive for continuous improvement in fostering equity and inclusion.

Upholding equality and eradicating discrimination are not only moral imperatives but also pivotal to innovation, collaboration, and long-term success.

The updated policy also broadens our commitments to health, safety, and well-being, as well as environmental and community impacts, underscoring our holistic approach to human rights.

At Bühler, respect for human rights aligns with our purpose of creating “innovations for a better world.” Guided by our TOP Values, we remain steadfast in ensuring that equity and inclusion drive our actions, enabling us to positively impact lives worldwide while remaining accountable and transparent in everything we do.

To read more about Human Rights at Bühler, please visit our [Corporate Governance page](#) or open the [Human Rights policy](#) via the QR-code.



2 Five global themes for a diverse and inclusive culture

"Creating and managing a diverse workforce is a process, not a destination." — R. Roosevelt Thomas, Jr.

Bühler's global focus on diversity, equity, and inclusion (DE&I) is deeply rooted in our values of Trust, Ownership, and Passion. This focus continues to grow as a strategic priority for our leadership worldwide and aligns closely with the [UN Sustainable Development Goals](#).

Our approach aims to foster a corporate culture where diversity is seen as a strength, and inclusion is not just a value but a lived practice.

Our success stems from structuring our DE&I initiatives around five key global themes (see below) that are fully embedded in our people strategy. This strategic approach not only promotes excellence but also ensures that all employees around the world work in a supportive, inclusive environment.

In 2024, significant progress was made across these five key areas, further reinforcing our commitment to enhancing gender diversity, promoting generation balance, and fostering inclusive employee engagement.

On the following pages, we share more details about each theme and what has happened across the Bühler world in relation to them.

We hope these pages serve as a valuable resource, offering fresh perspectives on our DE&I initiatives, as well as opportunities to get inspired about how you can **"Make your impact!"**

If you want to learn more about our structure and our initiatives, [click here](#) to visit our DE&I page.



Career Management



Lifelong Learning



Connection



Collaboration



Inclusion

2.1 Lifelong Learning – A festival of growth

“Wisdom is not a product of schooling but of the lifelong attempt to acquire it.” — **Albert Einstein**

In 2024, we at Bühler underscored our commitment to fostering a culture of lifelong learning through two global initiatives: The Lifelong Learning Series and the Global Learning Festival. These week-long events showcased our belief that learning leads to personal and organizational growth and thriving.

Lifelong Learning Series

In April, we launched this series to reinforce our commitment to Lifelong Learning and put spotlight on our learning organization. As we all learn differently, different learning opportunities were provided according to the slogan „Join, Watch, Read, Apply“ to have learning ready to impact everyone’s development. Employees were encouraged to learn more about the learning offerings provided by our Business Academies and Learning Centers, study food-for-thought materials that expand their horizons on how to turn theory into practice and much more.

Global Learning Festival

In September, the Global Learning Festival united Bühler employees through live sessions, collaborative workshops, and thought-provoking discussions. Driven by the Local Learning Centers, the festival offered opportunities for learning, collaboration and growing their own learning habits.



Highlights included:

- **Daily learning drops:** 3,350+ employees received actionable insights for daily learning integration.
- **Regional activities:** Tailored opportunities for skill refinement, new learning, and peer connections.
- **Colleague exchanges:** Informal discussions foster collaboration and openness.
- **Learning landscape navigation:** Overview of learning opportunities and guidance for accessibility.

These two weeks reinforced our dedication to lifelong learning as a driver of innovation, inclusion, integration and sustainability, empowering employees at all career stages to thrive.

How you can “Make your impact!”

Dedicate 10-15 minutes weekly to learning something aligned with your goals. [Click here](#) to learn more about lifelong learning and start building your habit.



Lifelong Learning – One year of Bühler Energy Center (BEC)

Milestones in collaboration, well-being, and integration

Since its inauguration, the BEC has become a vital space for collaboration, education, and health. Focusing on three main areas - lifelong learning, holistic health management, and cross-disciplinary integration - it aims to foster a thriving community.

Lifelong learning

The BEC brings vocational and adult training closer together, allowing apprentices and professionals to exchange skills and knowledge. It supports learning for all generations, creating a stronger, more skilled workforce. Over 2,000 participants engaged in new learning formats and over 150 training sessions within a year.

Cross-disciplinary integration

The BEC unites teams from vocational training, research, application technology, and prototyping, accelerating innovation and action. By connecting diverse skills and roles, it fosters a dynamic space for varied perspectives. The “Mixed Zone” area promotes teamwork and strong connections, encouraging a culture of respect and shared goals.



Holistic health management

The Bühler Health Port is a medical and prevention center specialized in holistic health management. It promotes a healthy lifestyle for employees, their families and for Bühler pensioners by offering personalized health services. By fostering physical and mental health, it ensures that everyone feels valued and empowered to thrive. It ensures business continuity through preventive measures and personalized health care, promoting long-term employee and company well-being.

A model for the future

The Bühler Energy Center showcases how collaboration, care, and integration create lasting value. By promoting learning, health, and breaking down silos, it sets a standard for innovation and growth. It also helps attract new employees and optimizes its use by offering rooms and services for external bookings. Looking ahead, Bühler remains committed to building on this foundation, ensuring that the Bühler Energy Center continues to be a beacon of inspiration, inclusivity, and progress for years to come.



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



2.2 Career Management – Empowering female talents with THRIVE

“Nothing is impossible, the word itself says ‘I’m possible!’” – Audrey Hepburn

At Bühler, career management is a cornerstone of our organizational ethos. We strive to empower our employees to take charge of their careers by defining personal success, achieving work-life balance, and sustaining lifelong employability. By equipping our workforce with the tools and skills needed to navigate the complexities of today’s professional landscape, we aim to enable them to bring their best to work - every day.

In 2024, we took a significant step forward by launching **THRIVE**, an empowerment program designed exclusively for our female talents. This program reflects our commitment to fostering diversity, equity, and inclusion, particularly in empowering women in the STEM (Science, Technology, Engineering, and Mathematics) sector. Developed in collaboration with Edit Development, THRIVE equips participants to authentically leverage their unique strengths and perspectives for personal and professional success.

Program highlights

THRIVE features a blended approach: a psychometric 360-feedback survey to get started, four virtual learning modules, peer-to-peer coachings, a face-to-face event, and mentorship. This comprehensive structure ensures participants gain essential skills and sustain their growth through practical application and guidance.

The face-to-face event

The program’s highlight is an in-person gathering in the headquarter in Uzwil. Participants strengthen their stage presence through storytelling, initiate meaningful networking and mentoring, and refine business acumen.

Innovative mentorship

The THRIVE cohort includes 25 female talents who benefit from senior female and peer mentoring, as well as male mentors from middle management. This unique set-up fosters mutual understanding - supporting female talent while giving male mentors insights into challenges faced by women in their careers.

THRIVE exemplifies our commitment to diversity, equity, and inclusion by empowering female talents to excel. By investing in their development, we aim to shape the future of inclusive leadership in STEM. Let’s thrive together!

THRIVE

Early career talent program for women 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 – Promoting diversity in our vocational training landscape

At Bühler, we aim to break down stereotypes about STEM (Science, Technology, Engineering, and Mathematics) careers and offer everyone a fresh perspective on these fields. Our programs are designed to inform, immerse, and inspire to explore STEM pathways and contribute to a diverse workforce.

Providing insights

We show that girls can excel in STEM through career events. Teacher visit afternoons highlight former students' success, while internships allow individuals and educators to explore technical careers.

Inspiring to pursue a technical career

In our STEM Project, interns engage students in technical tasks. National Future Day lets children explore parents' STEM careers, and Girlsday introduces girls to STEM activities with female trainees.



Did you know...?

Globally, we have 565 apprentices, 21.5% of whom are women.

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



Creating and promoting role models

We highlight the importance of role models by showcasing women in STEM through media. Female trainers mentor, lead projects, and inspire confidence, breaking stereotypes. Our partnership with Swiss Youth Research promotes STEM exploration for all, while our vocational training integrates sports and music.

Living diversity

Our programs blend ages, careers, and genders to foster collaboration. We have apprentices all over the globe, making significant progress in North America with a government-certified scheme. This year, we have expanded our impact in the region, achieving remarkable milestones in countries where such training is not yet widely recognized. In India, we recently celebrated 15 years of apprenticeships, having trained over 600 students, offering also the opportunity to some who would typically not be able to afford such training. Trainees gain international experience through long-term assignments, such as in Bangalore, where we focus on empowering women in STEM. Group activities and workshops foster inclusion and highlight the value of diversity.

Career Management – Empowering growth and celebrating experience

Internal Talent Mobility - Embrace opportunities

As Bühler, we believe our strength lies in our people. That's why we're passionate about providing our employees with opportunities to grow within our organization. Internal recruiting is more than a policy at Bühler; it's a cornerstone of our culture and strategy.

In 2024, we had around 100 short- and long-term expats as well as over 100 colleagues returning to Bühler, demonstrating the limitless potential within our organization. These numbers aren't just figures; they represent the incredible stories of individuals seizing opportunities, pushing boundaries, and realizing their fullest potential within our organization. This advancement is a testament to our commitment and reflects our dedication to fostering an environment that values employee growth!

By facilitating internal talent mobility, we empower individuals to broaden their skill sets, pursue new challenges, and contribute to various areas of our business on a global scale. This dynamic approach to talent management fosters a culture of continuous learning, adaptability, and innovation.

Our structured internal recruitment process supports organizational growth and sustainability, underlining our dedication to employee development and career progression.



Gen E - Experience the power of Generations:

Another important employee-led movement is Generation E (E for Experience), which focuses on celebrating and leveraging the knowledge of employees aged 50 and above. This initiative aims to create a platform for mutual learning and knowledge sharing.

The launch event in February attracted 180 attendees and 50 virtual participants. CEO Stefan Scheiber and Chief HR Officer Irene Mark-Eisenring highlighted the importance of actively shaping aging to stay healthy, motivated, and productive.

The event included workshops on health, financial planning, and continuous learning, underscoring Bühler's dedication towards internal talent mobility and generational knowledge transfer, crucial for sustainable and inclusive growth.

If you want to learn more about our Gen E community, make sure to visit our internal [Bühler Gen E page](#).



2.3 Connection – Fostering a culture of belonging

“If you want to go quickly, go alone. If you want to go far, go together.” — African proverb

At Bühler, our employee resource groups (ERGs) foster an inclusive culture where individuals connect around shared interests, offering peer-to-peer support and collaboration. Through these networks, we build a workplace where everyone feels valued and empowered to contribute.

Our Bühler internal communities:

- [Queer@Bühler](#)
- [Women@Bühler](#)
- [Parents@work](#)
- [Women in STEM](#)
- [Sportclub – Bühler Olympics](#)

Visit and join them on our internal DE&I page to **“Make your impact!”**

A key driver is Generation B (Gen B), our employee-led network, which leads initiatives in areas like sustainable mobility, biodiversity, cultural exchanges, and climate action. Among its highlights is the Women in STEM network, dedicated to empowering women in science, technology, engineering, and mathematics.

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



generation b
OF THE CHANGE



An exemplary initiative by Gen B was the **cleanup in India**. In celebration of World Cleanup Day, Gen B community members cleaned the roads near our Bangalore campus, collecting 20 large bags of plastic waste. This effort vividly demonstrated the power of community in tackling unclean streets, reinforcing our dedication to environmental responsibility.



Our Queer network has also made a strong impact, driving our participation in **Pride Month**, which celebrates diversity and advocates for equal rights. These efforts reflect our commitment to visibility, solidarity, and fostering an inclusive workplace.



We believe diversity drives innovation, and we’re proud to support initiatives that connect and empower our people. On the next page, we’ll showcase our Activity Booklet created by the Women in STEM network, inspiring the next generation of innovators.

Connection – Igniting curiosity through our Activity Booklet

As part of our commitment to fostering connection and inclusion, our Gen B – Women in STEM initiative launched the **Bühler Activity Booklet**, an innovative resource designed to introduce children aged 3–10 to the exciting world of STEM. This project reflects our belief in nurturing curiosity and breaking down gender stereotypes from an early age, paving the way for a diverse and inclusive future workforce.



The idea for the booklet emerged three years ago within the Women in STEM community and took shape at the start of 2024. It was brought to life through a global collaboration involving over 20 volunteers from five regions. With contributions from diverse backgrounds and roles, the project became a vibrant example of teamwork and shared purpose. The result is an engaging booklet, packed with fun and educational activities that spark curiosity and creativity in young minds.

To maximize its impact, the booklet was translated into eight languages, ensuring it could reach children and families worldwide. Each activity is thoughtfully crafted to inspire interest in STEM and highlight the importance of diversity in these fields. The booklet encourages children, particularly young girls, to envision themselves as future scientists, engineers, and innovators.

Printed in India, Switzerland, and South America, the booklets were widely distributed to our employees. In Brazil and Colombia, they were also distributed to schools, extending our commitment beyond Bühler.

This initiative underscores the critical role of early exposure in shaping career interests. Research shows that stereotypes are formed by age 7, making it vital to challenge norms and inspire children during these formative years.

Creating the booklet was not just an effort to engage youth but also a celebration of the power of connection. By combining creativity, diversity, and collaboration, our Women in STEM initiative has made a lasting contribution to the DE&I journey - one that empowers the innovators of tomorrow.



2.4 Collaboration – Strategic partnerships

"Coming together is a beginning. Keeping together is progress. Working together is success." — **Henry Ford**

Collaboration lies at the heart of Bühler's approach to fostering an inclusive culture. By bringing together diverse perspectives and engaging in meaningful partnerships, we continue to make strides in promoting DE&I.

We recently welcomed participants from the Women Back to Business (WBB) program at the University of St.Gallen to our Uzwil site. This event included facility tours, DE&I discussions, and personal stories from Bühler women, providing attendees with valuable networking opportunities and insights into potential career paths within our organization.



Our celebration of International Women's Day (IWD) on March 8, themed "Inspire Inclusion", featured a special networking event at our Uzwil headquarters attended by over 100 women. The panel discussion with HR Business Partner Mary Herzog and Executive Board member Johannes Wick emphasized our commitment to gender equality and empowerment.



On International Men's Day, we focused on gender equality and men's health, reinforcing the importance of creating an environment where everyone can thrive.

Participation in the Society of Women Engineers (SWE) conferences in Munich and India allowed us to connect with talented professionals, share our DE&I initiatives, and highlight our commitment to diversity in engineering fields.

Additionally, our sponsorship of the St. Galler Diversity & Inclusion Week reflects our dedication to driving cultural transformation and embracing the full diversity of our global workforce.

Through these collaborative efforts, we as Bühler continue to pave the way for a more inclusive and dynamic future.

Collaboration – Women in STEM initiatives

Project with Institute for Gender Diversity

In 2024, we continued the project to address the gender gap in STEM fields, which aims to attract and retain women in STEM professions by identifying their specific needs and creating conducive work environments. The initiative is in collaboration with the Institute for Gender and Diversity (IGD) of the University of Applied Sciences St. Gallen (FH OST) and other partner companies.

In June, the IGD presented the initial findings of their research in our headquarter in Uzwil. The study highlighted stereotypical barriers women face in STEM, such as inflexible work conditions and a lack of female role models. Discussions held with industry experts, underscored the need for early interventions, inclusive leadership development, and supportive workplace cultures. In three internal workshops, over 25 Bühler volunteers participated to discuss the status quo and to develop measures to be implemented.



Moving Forward

The project will compare the findings with the current practices of partnering companies to develop tailored strategies for sustaining female talent in STEM fields and implement specific measures at Bühler in 2025 and beyond.



European Women's Workshop in Uzwil

Since our first European Women's Workshop in MLS (Manufacturing, Logistics and Supply-chain) and IT, this event has grown into a platform for meaningful conversations and impactful actions. Held in October, this 1.5-day event provided a platform to define their own impactful DE&I projects, encouraging hands-on development and collaboration with MLS management mentors.

Beside an exclusive factory tour at our Uzwil headquarters and engaging keynote sessions, which provided valuable insights and inspiration, the event promoted networking, building a strong community among participants and MLS management. The workshop concluded with participants presenting their DE&I initiatives and setting the stage for their implementation in 2025.

Such engaging workshops, projects and exchanges are crucial for shaping our future and, in particular the future of the Women in STEM education.

2.5 Inclusion – Fostering belonging

“We have to transcend our differences to transform our future.” – **Antonio Guterres**

As previously highlighted, inclusion is at the heart of Bühler's commitment to fostering a culture where every employee feels valued, respected, and empowered to thrive. Guided by our TOP values – Trust, Ownership, and Passion – we aim to create an environment where everyone can contribute authentically and comfortably.

In 2024, we have taken meaningful steps to further embed inclusion into our workplace culture. Our initiatives are designed to promote connection, understanding, and collaboration across our global workforce. Here are some of our initiatives:

- **Cross-cultural collaboration workshops:** Equipping employees with tools to work effectively across borders, fostering collaboration among diverse teams.
- **Language trainings:** Strengthening communication skills to bridge cultural gaps and enhance inclusivity.
- **Cultural buddy program:** Helping new colleagues acclimate to local cultures and workplaces, promoting smoother transitions and deeper understanding.
- **People leadership series toolkits:** Key takeaways from our people leadership webinars “the New Normal” and “Allyship”, helping our leaders tackle challenges and drive team success.
- **Internal talent mobility:** Encouraging personal and cultural growth by offering opportunities to experience different roles and locations.

This year also marked the global launch of our Cultural Inclusion Tables. These tables provide employees with a platform to connect over shared meals, exchange cultural experiences, and celebrate the diversity that enriches our workplace. By participating in this initiative, colleagues not only broaden their perspectives but also contribute to building a stronger sense of community within Bühler.



Inclusion is not just about adaptation - it is about creating meaningful integration and connection. Through these efforts, we remain steadfast in our mission to nurture a workplace where everyone feels they belong. Together, we are building a culture where diversity thrives, and inclusion is a cornerstone of our shared success.

How you can **“Make your impact!”**
Inclusion starts with you - listen, learn, connect. Small actions each day build a workplace where everyone feels they belong.

Inclusion – Refreshed Employer Value Proposition

This year, we refreshed our Employer Value Proposition (EVP) to highlight what makes Bühler an exceptional workplace. Rooted in our purpose, “Innovations for a better world,” our EVP is encapsulated in the claims: **“Transform the way companies feed and move the world”** and **“Make your impact!”**

As a family-owned business with a global spirit, we are committed to sustainability, innovation, and lifelong learning - values we embody daily. In a global survey our people confirmed these values and additionally shared what matters most to them: an inspiring purpose, an international environment, and a safe, inclusive workplace.

These themes now define our EVP and are brought to life through visuals featuring our employees, reflecting the shared joy and dedication in our culture. The EVP strengthens our identity, positions us as an employer of choice, and inspires talent to join us in shaping a better future.

Celebrating Workplace Recognitions

At Bühler, we are proud to be recognized for our workplace culture and innovation. Named one of the World’s Best Companies by TIME, we are honored to rank among the top 1’000 globally, reflecting our commitment to sustainability, innovation, and creating an environment where our employees can thrive.



Bühler Brazil and Colombia earned the prestigious ‘Great Place to Work’ certification, highlighting our efforts to create a positive, inclusive, and thriving work environment.



In Switzerland, we were ranked as one of the Best Employers for 2024 by Handelszeitung and Statista, placing 4th in mechanical engineering and among the top 1% of all companies evaluated.

These recognitions reflect the dedication of our employees and inspire us to continue fostering a culture of inclusion where everyone can grow and make a lasting impact. Together, we thrive!

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



3 Communication & metrics - Driving progress in gender diversity

“We must have perseverance and above all confidence in ourselves.” – Marie Curie

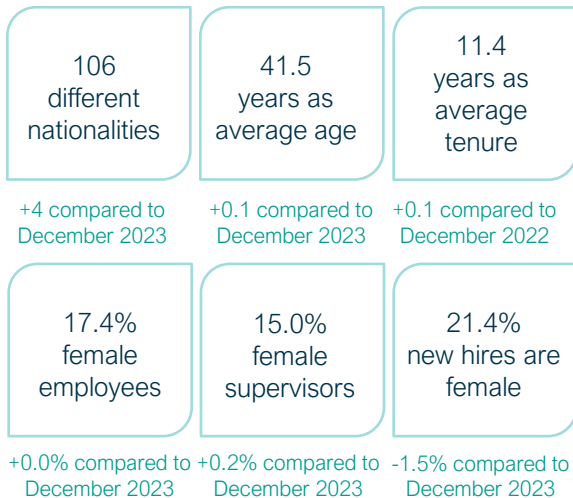
Our journey toward greater diversity, equity, and inclusion continues with small but meaningful steps forward. Since 2017, we’ve seen steady progress, particularly in increasing female representation:

Female supervisors: +3.3% growth
 from 11.7% in 2017 to 15% in 2024

Female employees: +1.4% growth
 from 16% in 2017 to 17.4% in 2024 – stable over the past year

To ensure consistent focus, we provide quarterly updates to our leadership teams, supported by a comprehensive DE&I dashboard offering real-time access to the latest data. This transparency allows leaders to assess progress and refine strategies for building an inclusive culture.

Diversity Metrics December 2024



In collaboration with the University of St. Gallen, we analyzed our Swiss gender diversity data through the Gender Intelligence Report, identifying actionable insights to advance our efforts. While the results largely confirmed known challenges, they also highlighted opportunities:

- **Long tenure:** Our workforce enjoys above-average tenure, which supports retention but necessitates targeted recruitment strategies to increase female representation.
- **Inclusive recruitment:** Aligning our recruitment strategy with our DE&I goals remains crucial to attract and hire more female talent.
- **Succession planning:** Leveraging upcoming retirements, particularly among Baby Boomers, offers an opportunity to enhance diversity in leadership roles and strengthen our talent pipeline.
- **Clear strategies:** Organizations with defined DE&I strategies achieve stronger outcomes, validating our ongoing commitment to setting clear goals.

Our DE&I journey reflects our dedication to fostering an inclusive workplace. By leveraging data, driving accountability, and embracing strategic partnerships, we are building a foundation for sustainable progress.

4 Outlook to 2025 - Our DE&I journey continues

“If you can’t fly, then run. If you can’t run, then walk. If you can’t walk, then crawl, but by all means, keep moving.” — **Martin Luther King JR.**

As we reflect on our DE&I numbers from the past year, it's clear that while progress has been made, there is still significant work to be done. This recognition is not a setback but an affirmation that we are on the right path, and it underscores the need to continue our focused efforts. Moving forward, we are committed to implementing concrete actions that will drive meaningful change.

One of our key priorities for 2025 is **advancing inclusive recruitment**. This concept extends beyond merely diversifying the candidate pool; it is about ensuring that every stage of our hiring process is equitable and welcoming to all. We will emphasize leadership training specifically tailored to inclusive recruitment, helping hiring managers understand and promote diversity during the recruitment process.

In addition, we will focus on enhancing our external appeal to attract more female talents by **continuously improving our Employer Value Proposition (EVP)**. We recognize that attracting diverse talent requires us to be seen as an inclusive and appealing employer. Thus, our efforts will include targeted campaigns and strategies to make our organization more visible and attractive to potential female candidates.



Inclusive recruitment means actively seeking out diverse candidates and ensuring they have fair opportunities to succeed. To support this, we will offer training programs under the theme of **"Conscious Inclusion."** These programs will take a fresh perspective on bias. The aim is to move away from the notion of biases as obstacles and toward the idea of consciously including diverse perspectives and talents.

By adopting a positive mindset, we can transform potential biases into opportunities for inclusion. This shift in thinking is crucial as we strive to create an environment where everyone feels valued and included.

Through these initiatives and our ongoing commitment, we are confident that we will continue to make progress on our DE&I journey. Let's embrace this opportunity to grow, learn, and become more inclusive together by staying curious and open-minded to **"Make your impact!"**

5 A final word from our CFO - Championing diversity, equity and inclusion at Bühler

“As the CFO of Bühler, I am incredibly proud of the progress we have made in fostering diversity, equity, and inclusion across all areas of our organization. In my own field of finance, I am especially inspired by the talented women who have achieved remarkable success, proving that Bühler is a place where everyone, regardless of gender or background, can thrive and reach their full potential.

We firmly believe that diverse, equitable, and well-led teams drive better results, a principle deeply embedded in our values. This belief motivates us to create a workplace defined by openness, fairness, collaboration, and high performance, while remaining flexible in adapting to changing business needs.



Our commitment to diversity and equity means challenging the status quo, holding ourselves accountable, and actively promoting these principles as business priorities. Guided by our TOP values - Trust, Ownership, and Passion - we continue to champion mindful leadership, inclusive communication, and allyship with underrepresented groups.

By embracing these principles and prioritizing gender diversity alongside broader inclusion efforts, we are building an environment where everyone feels seen, heard, and valued. Through this ethos and our dedication to equity, innovation, and support, Bühler’s inclusive culture will continue to thrive in the future.”

Mark Macus, Chief Financial Officer





Make your impact!
Make your impact!
Make your impact!
Make your impact!
Make your impact!

Bühler Group

Human Resources Development
Gupfenstrasse 5
9240 Uzwil, Switzerland

sebastian.kubik@buhlergroup.com
www.buhlergroup.com

