

# Inclusive diversity at Bühler.

Diversity, Equity & Inclusion  
Annual Report 2020



Innovations for a better world.

**BUHLER**



**Diversity, Equity & Inclusion at Bühler  
Annual Report 2020**

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## 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.



I'm proud to work for a company that is focused on innovating for a better world and does so while putting people at the heart of what we do. Throughout the challenging times we are experiencing, our focus has remained on fostering an inclusive culture and improving our recruitment and development processes to embrace the full diversity of our global workforce. Only by enabling people to bring their whole selves to work, can we truly unleash the wealth of talent we have within the Bühler Group.

- Irene Mark-Eisenring, Bühler Group Chief Human Resources Officer

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# 1 Inclusive diversity at Bühler: an introduction.

“Diversity is counting the numbers; inclusion is making the numbers count.”  
Borys Groysberg, University Professor

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.

The Covid-19 pandemic continues to challenge societies around the world. It has highlighted the importance of pulling together, and at the same time, respecting the different circumstances and perspectives of our colleagues and customers. Despite adversities, we continued our efforts to foster a truly diverse and inclusive culture at Bühler in 2020 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 2021 and beyond.



## 2 Five global themes: our structure.

“Think global, act local.” Sir Patrick Geddes, Biologist and Sociologist

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.

That is why in 2020 we have stuck to our core diversity, equity, and inclusion principles of enabling teams to decide themselves which of the five themes makes most sense locally.

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.



## 2.1 Connection

“Connection is the energy created between people when they feel seen, heard, and valued.” **Brené Brown, University Professor**

Building strong networks inside the Bühler Group is essential. Our employee driven and change-making network Generation B (GenB) plays a key role in bringing people together around topics that are important to our employees and industries.

It is also vital for us to connect with the communities in which we are present; we are building connections to schools and universities, other networks and charities as well as connecting with our suppliers, partners, and customers.

It is all about ensuring that every Bühler employee has a sense of belonging – within the company, within their team, and within broader communities across the organization.

In 2020, teams across Bühler found their own creative ways to bring people together, find commonalities, and celebrate differences despite the challenging circumstances. Due to the pandemic, many events took place virtually, enabling for a much larger and more global audience, creating bridges between our different Bühler regions and businesses. Through GenB, 100 virtual events were organized in 2020, bringing together 6,000 participants to discuss topics in the areas of DE&I and many others!

And in October, the Jerusalem Dance challenge inspired Bühler employees globally, with four locations and many diverse employees participating in the dance videos.

### Play your part in 2021

Learn more about Generation B [here](#) and watch the Jerusalema video from our South African team [here](#).



Generation B



Jerusalema





## 2.2 Lifelong Learning

“Picture your brain forming new connections as you meet the challenge and learn. Keep on going.” **Carol Dweck, Psychologist**

The incredible neuroplasticity of the human brain means that we can keep learning throughout our entire lifespan. At Bühler, ensuring access to suitable learning and development opportunities for all our employees throughout their career is key.

We are proud of our world-class apprenticeship program and our Business Academies, which enable employees at various levels and ages to continuously learn and grow through business functional trainings. Our Bühler Learning Centers continuously develop leadership programs and learning opportunities across a wide range of topics, many of which were transformed into a virtual format in 2020.

Our B-Learning online learning platform enables employees to access thousands of physical and virtual courses at their convenience.

Throughout 2020 we observed an uptick in people using B-Learning and with the introduction of the RISE and HEAR feedback model, we gave a boost to developing a feedback culture that empowers everyone to continuously learn on the job.

In 2020, we renewed our commitment to Lifelong Learning, setting a clear sign that learning at work is fully supported. To further aid our employees in developing themselves, we launched our mobile learning app for our employees to learn on the go.

### Giving Feedback



*Reflect Behaviour*

*Indicate the Impact*

*Share continuation or change*

*Elaborate an action plan*

### Play your part in 2021

Have a look at [this playlist](#) with several interesting Ted Talks on the topic of lifelong learning.



Searching and launching trainings

### Receiving Feedback



*Hear and listen to learn*

*Express respect*

*Appreciate Feedback*

*Reflect and decide*

## 2.3 Career Management

“Strive not to be a success, but rather to be of value.”  
Albert Einstein, Theoretical Physicist

Throughout an employee’s career we have many opportunities to demonstrate inclusion as well as embrace diversity and equity. This starts the moment someone considers Bühler as a potential employer, and continues from their first weeks and months as a new employee until they finally become a Bühler alumni.

Our goal is to put Bühler employees in the driver’s seat of their own career, enable them to personally define what success means, manage their work-life balance, maintain their lifelong employability, and sustainably bring their best value to their work.

In 2020, we evolved our policies and processes around talent management and career progression. We expanded our flexible working options, supported programs to bring women back to work after a career break, and began evaluating options for fostering intergenerational collaboration. We also further developed our Global Talent Mobility program to promote international exchange.

To inspire girls and women to pursue a technical career, we launched the Women in STEM initiative in 2020. And to acknowledge World Mental Health Day, we organized our own Mental Health Awareness Days.

Play your part in 2021

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!



## 2.4 Collaboration

“It is the long history of humankind (and animal kind, too) that those who learned to collaborate and improvise most effectively have prevailed.” **Charles Darwin, Geologist, Naturalist, and Biologist**

The way we work is changing at lightning speed, and the coronavirus pandemic has meant more change more rapidly than we expected. Many Bühler employees have had to work remotely while others still came to their workplace. This has reminded us how important it is to be able to rely on each other and trust that people can adapt to challenging situations.

Our use of digital collaboration platforms and tools which allow us to share knowledge and work effectively across time zones and lockdowns is accelerating. This was supported with the switch to MS Teams as our new communication and collaboration tool in 2020.

Despite the challenges we faced, people throughout Bühler continued to develop collaboration opportunities, including our SWAP (See With Another Perspective) mentoring program. Fostering knowledge sharing activities and developing skills such as conflict management, giving and receiving feedback, and inclusive leadership set us up for successful collaboration in the future.

### Play your part in 2021

In [this playlist](#), you will find Ted Talks with tips and examples for successful collaboration. Have a look!



## 2.5 Inclusion

“If they don’t give you a seat at the table, bring a folding chair.”  
Shirley Chisholm, Politician and Educator

Being aware of diversity topics and our unconscious biases that can jeopardize our best intentions is just the start.

Inclusion 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.

Bühler’s values of Trust, Ownership, and Passion (TOP), which were introduced in 2019 and rolled out globally in 2020, reinforce our commitment to setting and meeting realistic targets that indicate real progress in how inclusive our culture really is.

In 2020 we continued to run our Beyond Bias workshops – mostly in a virtual, yet still highly engaging format – and launched an e-learning series on inclusive behaviors at work that let employees explore the heuristics and norms that can cause bias to creep into our decision making. We also conducted a Beyond Bias train-the-facilitator workshop, and now have 16 internal facilitators spread across all Bühler regions and business areas.

At Bühler, we demonstrate a zero-tolerance culture when it comes to discrimination. The frank discussion at the Generation B “Let’s talk” session on Black Lives Matter with our CEO sent a clear message: If you witness discrimination, you need to speak up.



Play your part in 2021

Learn about unconscious bias and how to make better decisions by registering for a Beyond Bias workshop [here](#) (for Bühler employees) or by doing [this e-learning](#) as an introduction to the topic (for external readers).



# 3 Communication & Metrics: what gets measured, gets done

“Little by little becomes a lot.” Tanzanian Proverb

Despite the challenges the pandemic made us face, we were able to continue our efforts and progress slowly but surely into 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.

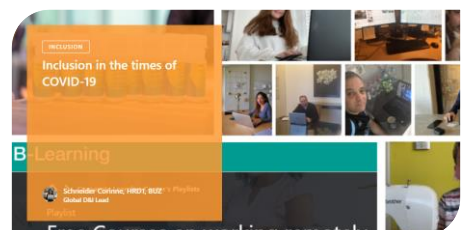
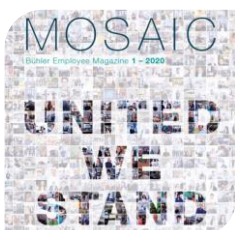
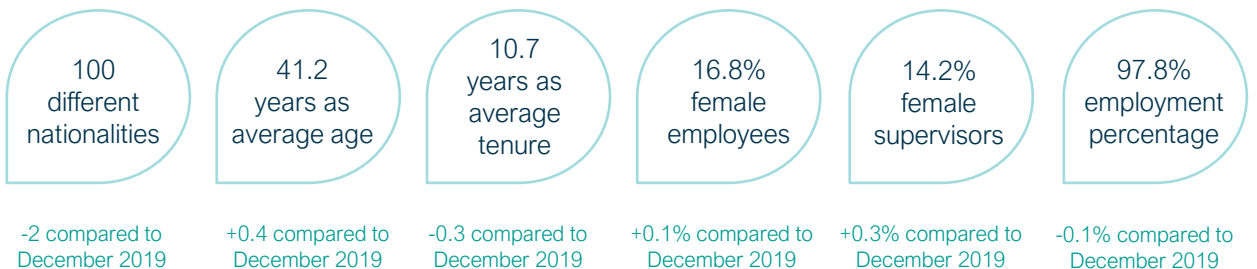
In the Summer of 2020, we launched our Online Diversity Dashboard, with which we can track our diversity metrics in a much more precise and in-depth way. First results based on the new KPI tracking method will be provided in future DE&I reports.

Regarding communication, we have made a conscious decision to not bombard our employees with posters and DE&I messages but rather to embed diversity into our entire communication approach.

Employees can follow what is going on through our [DE&I intranet page](#) and engage in the conversation. In 2020, DE&I also found a home on the [external Bühler website](#).

In our internal and external magazines, Mosaic and Diagram, we highlight teams engaging in DE&I themes and those creating the inclusive diversity we strive for.

## Our Diversity Metrics per December 2020



## 4 A final word from the CEO: strong leadership backing

I am immensely proud of Bühler employees and management and how they worked in unity to address and overcome the challenges that 2020 presented. At the beginning of the pandemic, no one knew what was going to come next, but it was clear that the health and well-being of our employees was our top priority.

It was a year of intense communication, more mindful leadership, and overwhelming team spirit where the feeling of belonging and working toward a common purpose was stronger than ever. I am convinced that the diversity of our organization and the inclusive culture we constantly strive to foster played a central role in our resilience and ability to enter 2021 with renewed strength.

There were many tough decisions to make throughout 2020, but what continued to get us through the turbulences of the pandemic is a mindset of optimism, and trust in our highly engaged teams across the globe. As individuals and as a company, we have learned to live with this virus, working together to overcome difficulties by wholeheartedly embracing our values of trust, ownership, and passion. We counted on every employee to do their part to keep one another safe and our company strong, and this brought inclusiveness at Bühler to new levels.

I do not want to sound complacent. The journey toward inclusivity is long. I am sure that not everyone in the company feels that Bühler is as inclusive and diverse as it should be. Our company is still far from the gender balance we strive for, but I do want to acknowledge all the hard work, energy, and passion that is flowing in the right direction. And I want to reiterate my commitment to remain persistent in creating the inclusive culture in which the best people can come together, be themselves, and create the spark that enables us to innovate for a better world.



Stefan Scheiber  
Chief Executive Officer







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