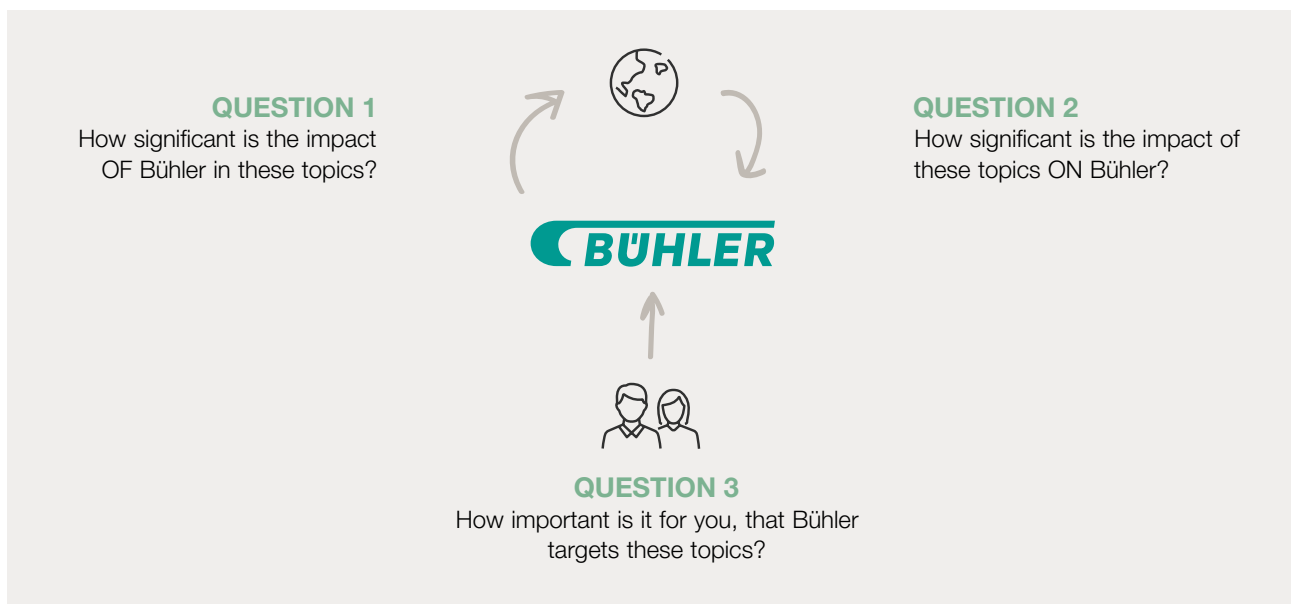SUSTAINABILITY
**A STAKEHOLDER PERSPECTIVE
2020**

A STAKEHOLDER PERSPECTIVE

Setting up a program for the reporting period 2021 to 2025 was an important moment to reflect and to adjust our direction. Who could help us better with an opinion than our global stakeholders? We have asked our stakeholders, internally and externally, to share their perspective on our biggest impact areas. Based on humanity, economy, and nature, we defined 48 topics. We started with the classic material assessment topics based on the GRI (Global Reporting Initiative) standard and strongly individualized them to have a true fit to our business. These were aligned with the Bühler Group CEO and CTO (Chief Technology Officer). To ensure the quality of the process, we worked with the guidance of an external partner. We really wanted to make sure that we lower the risks of blind spots, so we stressed the global reach, the involvement of customers, various business areas, various functions, partners from NGOs (non-governmental organizations) and academia. In total, we had 84 internal and 16 external stakeholders who participated this survey. This graphic shows the overview and relation of the three guiding questions that we asked for each of the 48 topics:

QUESTION 1
How significant is the impact OF Bühler in these topics?

QUESTION 2
How significant is the impact of these topics ON Bühler?

QUESTION 3
How important is it for you, that Bühler targets these topics?

Topic list

ECONOMY

1 Identifying and addressing the **financial risks and opportunities** associated with environmental, social, and governance issues, for example eradication of hunger, climate change, discrimination in a workplace or elimination of poverty.

2 **Leading the way** toward sustainable environmental, social, and governance business practices, in partnership with customers.

3 **Designing solutions** (services, equipment, business models, and digital products) considering aspects of humanity, nature, and economy, thus increase the positive impacts of both Bühler and its customers.

4 **Transparently communicating company performance** (including non-financial reporting) through selected significant indicators.

5 **Addressing customer concerns** related to sustainability in the markets that Bühler serves.

6 Investment in, and support for, collaborative **ecosystems and infrastructure**, leading to innovation as well as sustainable business operations.

7 Employing **responsible sourcing practices,** including supplier screening to determine how sustainable supplier practices are; requesting that suppliers assess and report the environmental, economic, and social impacts of their business operations and products including non-financial reporting) through selected significant indicators.

8 **Stopping business** with suppliers that are non-compliant with Bühler's ethical standards and values (Supplier Code of Conduct) through selected significant indicators.

9 **Tracking corruption risks and incidents** of corruption in operations. Assessing these risks and preventing them.

10 **Preventing anti-competitive behavior** through awareness, training and monitoring.

11 Empowerment of employees and partners to **identify and report in confidential manner non-compliance behavior** and unethical business practice sing these risks, and preventing them.

A STAKEHOLDER PERSPECTIVE

NATURE

12 Measuring and reducing energy consumption within the organization (headquarters electricity use, manufacturing process energy use, etc.).

13 Assessing and reducing energy consumption within the customer's value chain (energy used during the operation of Bühler machines).

14 Setting targets and working toward reducing energy consumption by setting up structured management practices and by implementing specific measures.

15 Having a full overview of **transport modes and distances** for both people (business travel) and goods.

16 Measuring and reducing **water use** (by source and quantity) **at Bühler sites.**

17 Assessing and reducing **water use** (by source and quantity) through water-saving solutions in **the customer's value chain.**

18 Setting targets and working toward reducing water consumption by setting up structured management practices and by implementing specific measures.

19 Identifying and reducing significant impacts of **operations, solutions, and the entire value chain on biodiversity** (the variety and abundance of life).

20 Collaborating with various stakeholders such as academia and non-profit organizations **to support restorative practices e.g. reforestation, soil health improvement and wetland preservation.**

21 Measuring and reducing **greenhouse gas emissions at Bühler sites**, lowering global warming and climate change contributions.

22 Assessing and reducing **greenhouse gas emissions in the value chains of both Bühler and its customers**, lowering global warming and climate change contributions.

23 Setting targets and working toward reducing greenhouse gas emissions by setting up structured management practices and by implementing specific measures.

24 Become a CO2 neutral company.

25 Measuring, preventing and reducing **waste at Bühler sites.**

26 Assessing, preventing and reducing **waste** and utilizing all products' side-streams **in the customer's value chains of Bühler's customers.**

27 Setting targets and working toward reducing waste by setting up structured management practices and by implementing specific measures.

28 Assessing and reducing plastic pollution of the environment on land and in oceans.

29 Acknowledging, recording, and actively managing **non-compliance incidents with international and local environmental laws and regulations.**

30 Taking corrective actions in response to negative environmental impacts that occur in the supply chain.

31 Considering **animal welfare** in the animal food value chain.

32 Assessing and providing **solutions for alternatives to the meat and dairy.**

HUMANITY

33 Assessing and managing a purpose-driven and shared values-based company environment.

34 Providing **employee benefits contributing to people's well-being.**

35 Assessing the health and safety of employees through tracking established KPIs.

36 Providing high quality solutions that follow best practices for supporting the **health and safety of customers.**

37 Providing opportunities **for employees** to develop further by joining various types of **trainings and education programs.**

38 Providing opportunities **for customers** to develop further by joining various types **of trainings and education programs.**

39 Sharing knowledge gained with both employees and partners on how to shift towards more sustainable practices and reduce negative impacts.

40 Having a **diverse management and employee base.**

41 Ensuring **equal and fair payment** independent of gender, race, or religion

42 Zero tolerance toward **discrimination**

43 Zero tolerance toward **human rights violations**, including child and forced labor, in Bühler's value chain.

44 Insisting on the **right to form unions** within the Bühler supply chain.

45 Enabling Bühler and its partners to improve supply chain **data and process transparency.**

46 Recognizing and addressing **incidents of non-compliance** with laws and regulations in social, environmental, and economic areas.
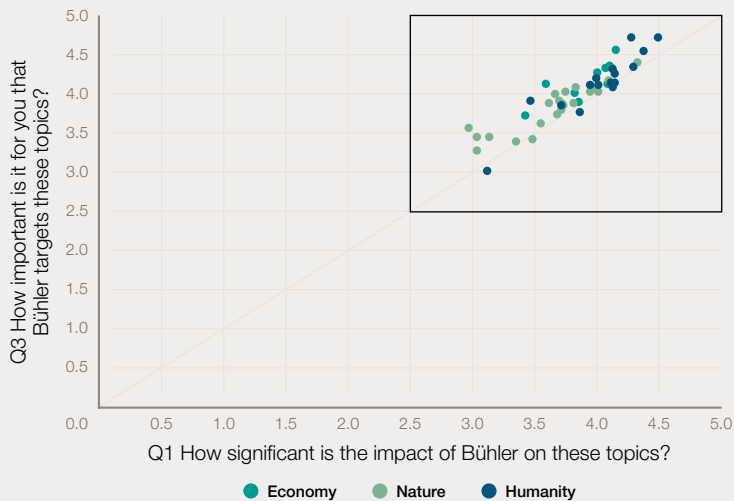
47 Enable access to **safe, affordable, nutritious and healthy foods.**

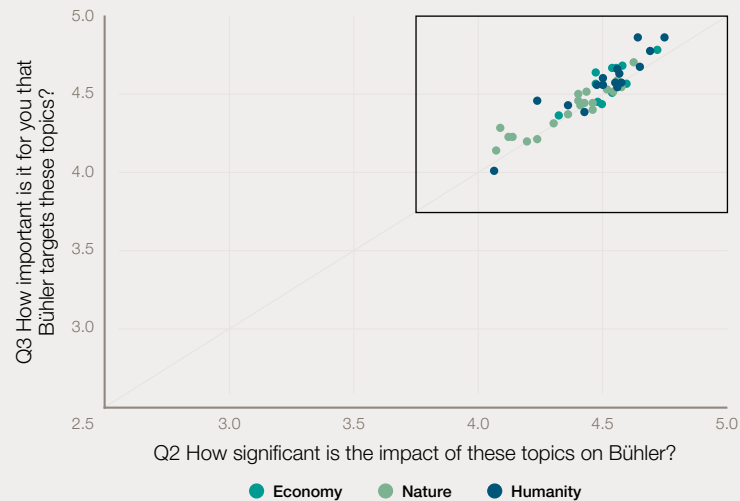**48** Enable access to **sustainable mobility and living.**

A STAKEHOLDER PERSPECTIVE

Stakeholders were able to rank each topic and each question from 1 (low importance) to 5 (high importance) and the answers ranged from 2,5 to 5 as demonstrated on the graph.

Impacts OF Bühler and perception of all stakeholders

Q3 How important is it for you that Bühler targets these topics?

Q1 How significant is the impact of Bühler on these topics?

● Economy   ● Nature   ● Humanity

Impacts ON Bühler and perception of all stakeholders

Q3 How important is it for you that Bühler targets these topics?

Q2 How significant is the impact of these topics on Bühler?

● Economy   ● Nature   ● Humanity

Here is an overview of the top ranked topics.

THE TOP 4 FOR ECONOMY:

1. Assessment of corruption risks and incidents in operations.
2. Designing sustainable solutions.
3. Ethical non- compliance reporting.
4. Addressing customers' concerns related to sustainability.

THE TOP 4 FOR NATURE:

1. Energy consumption reduction within the value chain.
2. Reducing greenhouse gas emissions in the value chain.
3. Waste reduction within the value chain.
4. Water usage reduction within the value chain.

THE TOP 3 FOR HUMANITY

1. Zero tolerance towards discrimination.
2. Zero tolerance towards human rights violations.
3. Ensuring equal and fair payment.

A STAKEHOLDER PERSPECTIVE

Let's have a closer look at the details.
The following diagrams show the question 1 and 3 in relation, and the question 2 and 3 in relation. At first glance, you can see the following:

- Ranking is consistently higher for humanity topics, followed by economy and nature.
- Stakeholders, on average, judge the topics to be important for themselves personally, but they do not think the impacts of Bühler on these topics is as high.

QUESTION 1
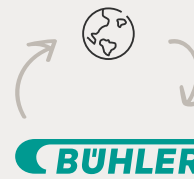How significant is the impact OF Bühler in these topics?
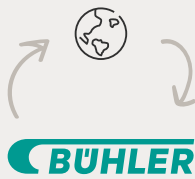
QUESTION 2
How significant is the impact of these topics ON Bühler?

BÜHLER

QUESTION 3
How important is it for you, that Bühler targets these topics?

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Impacts OF Bühler and perception of all stakeholders

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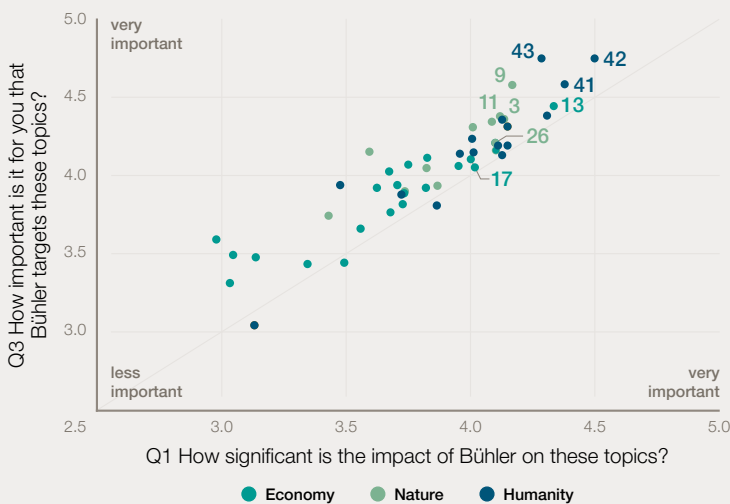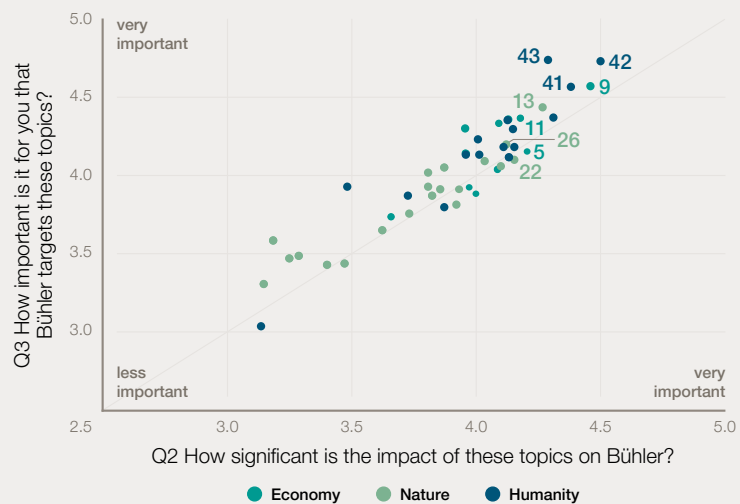
The in depth analysis was based on the following focus areas:
- Impacts **on** Bühler versus **of** Bühler – in depth comparison on answers on each question in a bar diagram.
- Detailed analysis of internal and external stakeholder perspectives.
- Detailed analysis per functional role.
- Detailed analysis per region.

- Review how many external stakeholders were involved in the Networking Days 2019.
- Review of comments.
- Based on the results of the survey, we have renewed and adjusted our action areas for 2021 to 2025 and have set new KPIs. The in-depth analysis was helpful to reflect on the communication and will guide the communication improvements in the upcoming year.