SUSTAINABILITY

OUR KEY PERFORMANCE INDICATORS FOR SUSTAINABILITY

Reporting according to the guidelines of the Global Reporting Initiative (GRI).

To report accurately on sustainability, it is necessary to set measurable performance indicators and to define a transparent evaluation method to measure and compare yearly progress. Bühler's reporting is in accordance with the guidelines of the Global Reporting Initiative (GRI), which is the leading international standard. In particular, Bühler uses selected GRI standards, or parts of its content, to report specific information. Bühler continually strives to improve its sustainability reporting. At present, Bühler reports on 35 key performance indicators (KPIs). The 17 major Bühler sites, covering more than 87% of all productive in-house hours from manufacturing, report on five specific environmental KPIs. Sites of the former Haas Group, which became part of the Bühler Group on January 1, 2018, are not yet included in the reporting of these five KPIs. The other 30 KPIs reported in 2019 apply across the entire company, including the former Haas Group, unless explicitly stated otherwise. Bühler has aligned its sustainability KPIs with its Bühler 2020 strategy. The year 2015 forms the baseline for the performance evaluation by 2020.

Bühler has invested considerable time in improving data quality so that it feels more confident in the robustness of the data it reports. Notable achievements of 2019:
– Across the 17 major Bühler sites, decreases were recorded in total energy consumption of 5%, in total water usage of 14%, in total waste of 11%, and in total CO_2 emissions of 8% in comparison to 2018. This is not visible in the KPIs chosen for reporting during the period 2015 to 2020. Bühler is undertaking an in-depth review of the KPIs to report for the 2020-2025 period.
– In 2019, several company-wide initiatives for occupational safety were initiated, including TAKE FIVE, an awareness campaign for occupational safety, the WORKPLACE-RISK-MATRIX, and improved standard-incident reporting were rolled out. The number of work-related injuries per 100 permanent full-time employees decreased from 2.3 in 2018 to 1.4 in 2019.
– Online training against corruption and bribery was rolled out to all personnel with a Bühler email address in 2018. The percentage of completion increased from 62% in 2018 to 90% in 2019.
– An e-learning module for food safety training, available to all employees, resulted in a significant increase in the number of employees who have received training in food safety since 2013, from 2,284 in 2018 to 3,256 in 2019.
– The percentage of top suppliers who have signed the Bühler Supplier Code of Conduct or have an equivalent code increased from 40% in 2018 to 50% in 2019.

– The percentage of employees who went through the Employee Performance Management process each year remained over 90%.
– Reflecting the company strategy of collaborative innovation, the percentage of R&D projects run in collaboration with partners remained over 50%, increasing from 51% in 2018 to 57% in 2019.
– The number of projects supported by Bühler employees in Partners in Food Solutions (PFS) continued to increase, having more than doubled from 22 in 2018 to 50 in 2019. Partners in Food Solutions, an independent nonprofit organization, is working to strengthen food security, improve nutrition, and increase economic development across Africa by promoting the competitiveness of the food processing sector.
– Bühler was awarded a silver medal following the EcoVadis CSR Rating. The EcoVadis assessment evaluates how well a company has integrated the principles of Corporate Social Responsibility into its business and management systems.
– CDP is a not-for-profit organization that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts. In 2019, Bühler participated for the first time in the annual CDP assessment.
– The plan to expand the scope of the current SEDEX/SMETA 4 certification to an additional five Bühler sites by 2021 was approved. This builds on the 2017 certification of Bühler Uzwil, after the successful SEDEX/SMETA 4 audit of the four main pillars (labor standards, health and safety standards, environmental standards, and business ethics).
– Bühler passed the assessment of the Drive Sustainability program, an automotive partnership facilitated by CSR Europe between BMW Group, Daimler AG, Ford, Honda, Jaguar Land Rover, Groupe Renault, Scania CV AB, Toyota Motor Europe, Volkswagen Group, Volvo Cars, and Volvo Group.
– Bühler joined the World Business Council for Sustainable Development (WBCSD) as a member in March 2019. WBCSD is a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world. WBCSD is uniquely positioned to work with member companies along and across value chains to deliver high-impact business solutions to the most challenging sustainability issues.
– In August, the Bühler Networking Days 2019 brought together 800 industry leaders to discuss the challenges facing a food industry and an automotive industry that seeks to find new business solutions and partnerships to feed and move 10 billion people within the limits of the planet by 2050 (see pages 26–33).

ECONOMIC SUSTAINABILITY

Key performance indicator (KPI)	Reference to GRI standards	Target 2020	Base year 2015	2016	2017	2018	2019	Status
Number of Bühler sites audited on corruption prevention	Related to 205-1	10	8	9	11	4	8	●
Number of Bühler sites audited on fraud prevention	Related to 205-1	10	8	9	11	4	8	●
Percentage of employees with a Bühler email address who have attended the online training against corruption and bribery[1]	Related to 205-2	100%	97%	92%	87%	62%[2]	90%	●
Number of whistleblowing cases	Additional	Best practice in definition with peers	11	5	2	10	6	●
Number of all compliance cases	Additional	Best practice in definition with peers	64	47	11	45	37	●

[1] Scope: w/o former Haas Group. [2] Reason for decrease in 2018: The target group increased to include all employees with a Bühler email address. Previous years only covered employees with sales, purchasing, and management functions.

ENVIRONMENTAL SUSTAINABILITY

Key performance indicator (KPI)	Reference to GRI standards	Target 2020	Base year 2015	2016	2017	2018	2019	Status
Energy consumption at the 17 major Bühler sites relative to productive in-house hours from manufacturing (GJ/1,000 hrs)[1]	302-3	30% reduction to base year	91.5	77.1	79.9	95.4	98.1[2]	●
Water withdrawal at the 17 major Bühler sites relative to productive in-house hours from manufacturing (m³/1,000 hrs)[1]	Related to 303-1	30% reduction to base year	84.1	89.5	55.5	73.5	68.2	●
CO_2 equivalents at the 17 major Bühler sites relative to productive in-house hours from manufacturing (t/1,000 hrs)[1]	305-4	30% reduction to base year	12.8	10.8	10.1	11.8	11.7	●
Amount of waste (including material collected for recycling) at the 17 major Bühler sites relative to productive in-house hours from manufacturing (kg/1,000 hrs)[1]	Related to 306-2	30% reduction to base year	3,715	3,178	2,266	3,038	2,926	●
Amount of hazardous waste at the 17 major Bühler sites relative to productive in-house hours from manufacturing (kg/1,000 hrs)[1]	Related to 306-2	30% reduction to base year	246	151	153	454	305[4]	●
Percentage of top suppliers who have signed the Bühler Supplier Code of Conduct or have an equivalent code	Related to 308-1	100%	NA	NA	30%	40%	50%	●
Percentage of R&D projects with a focus on improving energy efficiency per ton of end product or finished piece	Additional	70%	24%	29%	37%	35%	33%	●
Percentage of R&D projects with a focus on improving product yield	Additional	50%	22%	29%	40%	42%	40%	●

[1] Scope: w/o former Haas Group. [2] Absolute energy consumption decreased but not more than the decrease in productive in-house hours in manufacturing. [3] CO_2 emissions decreased compared to energy consumption due to introduction of self-generated electricity from renewable resources in Changzhou, China. [4] Although reduced, the construction and layout reorganization at the major site of Bühler Uzwil, Switzerland, continues.

● Achieved vs. stated target
● Likely to be achieved in 2020
● Major gap vs. stated target

This material references as declared Disclosures 205-1 and 205-2 from GRI 205: ANTI-CORRUPTION 2016; Disclosure 302-3 from GRI 302: ENERGY 2016; Disclosure 303-1 from GRI 303: WATER 2016; Disclosure 305-4 from GRI 305: EMISSIONS 2016; Disclosure 306-2 from GRI 306: EFFLUENTS AND WASTE 2016; Disclosure 308-1 from GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016; Disclosure 401-1 from GRI 401: EMPLOYMENT 2016; Disclosure 403-2 from GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016; Disclosures 404-1, 404-2, and 404-3 from GRI 404: TRAINING AND EDUCATION 2016; Disclosure 405-1 from GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016; Disclosure 416-1 from GRI 416: CUSTOMER HEALTH AND SAFETY 2016; Disclosure 419-1 from GRI 419: SOCIOECONOMIC COMPLIANCE 2016.

SOCIAL SUSTAINABILITY

Key performance indicator (KPI)	Reference to GRI standards	Target 2020	Base year 2015	2016	2017	2018	2019	Status
Percentage of terminations within the first 12 months of employment[1]	Related to 401-1	<5.0%	9.0%	3.0%	8.0%	5.8%	5.0%	🟢
Percentage of terminations during the probation period[1]	Related to 401-1	<1.0%	1.0%	2.0%	4.0%	3.5%	3.0%	🟠
Percentage of employee turnover	Related to 401-1	<8.0%	8.0%	7.5%	8.3%	9.1%	8.5%	🟠
Number of work-related injuries per 100 permanent employed full-time employees[2]	Related to 403-2	0	2.9	2.9	2.3	2.3	1.4	🟠
Sickness-related absenteeism (days per employee and year)[1]	Related to 403-2	0	2.0	3.8	2.4	5.8[5]	5.4[5]	🔴
Percentage of training costs over total personnel costs[3]	Related to 404-1	1.0%	1.2%	1.9%	0.9%	1.5%	1.0%	🟢
Number of training days per full-time employee per year[3]	Related to 404-1	2.0	2.0	2.3	1.9	2.0	2.1	🟢
Number of employees who have received training in food safety since 2013	Related to 404-2	3,000	498	1,572	1,884	2,284	3,256	🟢
Percentage of employees who go through the Employee Performance Management process each year[3]	404-3	80%	80%	86%	89%	93%	91%	🟢
Percentage of employees who are high potentials[3]	Related to 404-3	5.0%	2.8%	3.1%	3.2%	3.0%	5.2%[5]	🟢
Percentage of apprentices who are hired subsequent to their apprenticeship[4]	Related to 405-1	80%	77%	71%	73%	73%	71%[6]	🟠
Percentage of female employees[7]	Related to 405-1	20%	15%	16%	15%	16%	17%	🟠
Percentage of R&D projects in food businesses with a focus on improving food safety	Related to 416-1	50%	28%	29%	34%	42%	34%	🟠
Percentage of R&D projects in food businesses with a focus on improving nutrition	Related to 416-1	20%	8%	10%	23%	13%	11%	🔴
Percentage of R&D projects with a primary focus on improving operational safety	Related to 416-1	50%	48%	43%	22%	24%	26%	🔴
Number of relevant fines for compliance issues (>CHF 200,000)	Related to 419-1	0	0	0	0	0	0	🟢
The key positions for the senior functions at management level 1, 2, and 3 have been defined, and potential successors have been determined	Additional	100%	100%	80%	88%	90%	90%	🟠
Percentage of employees participating in the Bühler Innovation Challenge (run every two years)	Additional	60%	NA	32%	NA	45%	NA	NA
Percentage of implemented business ideas from the Bühler Innovation Challenge (run every two years)	Additional	5.0%	NA	2.0%	NA	1.5%	NA	NA
Percentage of R&D projects run in collaboration with partners (suppliers, customers, universities)	Additional	50%	44%	47%	53%	51%	57%	🟢
Number of applications received per open position	Additional	30	16[1]	23[1]	22[1]	25[1]	43	🟢
Number of projects supported by Bühler employees in volunteer programs such as Partners in Food Solutions	Additional	10	NA	NA	12	22	50	🟢

[1] Scope: Bühler AG and Bühler Management AG in Switzerland only. [2] Scope: sites with manufacturing only; w/o former Haas Group.
[3] Scope: w/o former Haas Group. [4] Scope: Bühler AG in Switzerland only. [5] Reason for increase: improved data quality and stricter reporting.
[6] Target to be adjusted to 60%. [7] Comprehensive Diversity & Inclusion program was kicked off in 2018.

Achieved vs. stated target 🟢
Likely to be achieved in 2020 🟠
Major gap vs. stated target 🔴