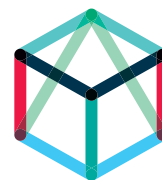


Learn to grow.  
**Bühler Learning  
Center.**

# Bühler Learning Center. **Learning at Bühler.**



**Bühler**  
Learning  
Center

Since Bühler's founding in 1860 the success of our company relies on educating our employees. We want to enable our employees to benefit from trends such as digitalization with modern, relevant and personalized trainings for the century to come. This has led to the development of the innovative platform "B-Learning" available to Bühler employees online in addition to the global presence of the Bühler Learning Center. Explore courses on topics such as leadership, health & safety or language classes.



## Values and goals of the Bühler Learning Center.

Our training outcomes are sustainable and measurable. The training content is focused towards providing efficient solutions for our customers. By bringing the 70-20-10 learning concept into our training and combining different state of the art learning formats we ensure effective learning.



Ensuring the long-term success of the Bühler Group.



Harmonization of worldwide trainings.



Aligning all employees' skills to the Mid-Term Plan and future corporate challenges.



Benefit from internal potential, synergies, and resources.



Certification and recertification of Bühler-specific education (licenses).



Strengthening the competencies of our employees and prepare talents for key positions and succession planning.



The best-qualified employees.

## Vision for the Employee.

We at Bühler are committed to engineering customer success. To do so we believe in being competitive, agile and engaged with a culture of lifelong learning. Bühler employees have an intrinsically motivated learning mindset and take ownership of their own learning path. Continuous learning is an essential component of our company culture, it takes many forms and spans through the entire life span of each individual. It is key for our success. Everyone has an individual development plan with clearly defined competencies and skills, aligned with organizational and personal goals.

**We are passionate about lifelong learning.**

### Have a question?

Contact us at the Bühler Learning Center.

Melisa Balota [blearning@buhlergroup.com](mailto:blearning@buhlergroup.com)

# Worldwide Trainings by category.

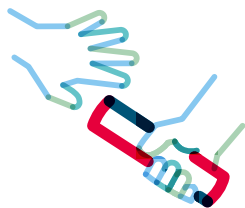
The Bühler Learning Center cultivates a diverse set of learning prospects with a strong focus on best-quality training. We believe in our employees and their potential to thrive and therefore provide state-of-the-art learning opportunities.

## Induction Programs.

### Undergo an induction program.

All new Bühler employees undergo a globally standardized induction program in which they learn more about Bühler's history, its corporate culture, and the Bühler Essentials and get to know the most common work equipment and the organization of Bühler. In addition to gaining insights into our products and the background of our engineering approaches, employees learn on the basis of our Code of Conduct, and how to fully comply with the standards of local and international laws and regulations.

- Bühler Essentials.
- Welcome Day.
- Anti-Corruption Training (web-based).
- Non-Disclosure Agreement (web-based).
- Information Security Awareness (web-based).
- Occupational Health and Safety (web-based).

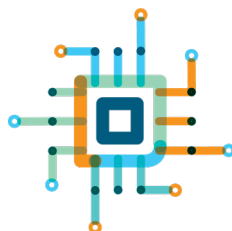


## Information Technology.

### Learn to stay updated.

We offer training courses in line with existing needs on various information technology applications and information technology tools. They are designed to support our employees in performing their valueadding job assignments and empowering them to use the available tools.

- SAP.
- CAD.
- PDM.
- MS Office.
- Navigator.
- Ipanema.
- B-World.



## Leadership.

### Learn to inspire great people.

We need to transform managers to future leaders who combine both short-term and long-term perspectives, from a "silo mentality" to a crossfunctional and global view, and from a tactic to a more strategic way of thinking. We will ensure the enhancement of skills with tailor-made programs.

- Basics in Bühler Management (BBM).
- Master of Bühler Management (MBM).
- Employee Performance Management Training.
- Team Building.
- Change Management.
- Challenging Conversations.
- Different regional leadership trainings for distinct management levels.

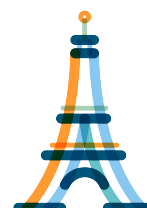


## Licenses.

### Learn to excel.

The Bühler Learning Center offers high-quality training programs with our core processes (C2C, M2M, etc.). With what we call "Licenses", employees are certified (or recertified) for their respective areas of activity. For further information please refer to pages **9-11** of this booklet.

- License in Sales & Service.
- License in Product Development.
- License in Project Execution.
- License in Finance.
- License in Automation.
- License in Total Synchro.



## Quality, Environment, Health, and Safety.

Learn to be safe.

We provide comprehensive QEHS trainings and processes for our employees to ensure that Bühler products, services and processes meet or exceed the requirements of all stakeholders. Additionally, we offer sport and health programs to ensure that our employees stay physically and mentally fit.

- Health Management.
- First Aid Basics.
- First Aid Repetition.
- Safety Courses.
- Fire Protection.
- Handling of dangerous materials.
- Handling of Gas.
- Emission Management.
- Handling of machinery.
- ISO.
- Material Handling.



## Functional Skills.

Learn to be well informed.

We promote our employees' skills in order to ensure that they will be able to handle specific tasks and deal with particular matters in their everyday jobs - on the basis of the theoretical requirements - in an autonomous and personally responsible way.

- Automation.
- Business Basics.
- Commercial Seminar.
- Hygienic Design.
- ATEX (Explosion Protection).
- CE Conformity.
- Site Management.
- Patents.
- Grain Milling.
- PLCM Tools.
- WinCos.
- Project Management.



## Methodological Skills.

Learn to be efficient.

We promote the methodological skills of our employees - for example learning and work techniques, job organization, presentation techniques, etc. - in order to ensure an efficient and effective work style.

- Time & Self-Management.
- Project Management.
- Problem Solving.
- Facilitation Skills.
- Rhetoric.
- Mind Mapping.



## Personal Skills.

Learn to take the next challenge.

We promote basic personal and specialist skills such as project-focused abilities or communication competencies enabling our employees to proactively design and shape their everyday jobs.

- Communication Basics.
- Negotiation Skills.
- Interpersonal & intercultural Skills.
- Business Etiquette.



## Languages.

Learn to understand the world.

We offer language training courses in various learning formats in order to promote exchanges with our customers and colleagues in our global environment and to remove linguistic barriers.

- Language Stays.
- English (online & classroom).
- German (classroom).
- Spanish (classroom).
- Portuguese (classroom).
- French (classroom).
- Italian (classroom).
- Chinese (classroom).





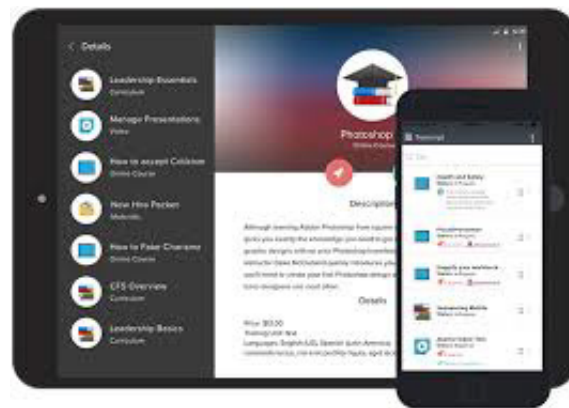
# B-Learning.

## Drive your learning journey.

B-Learning provides all employees with over 16,000 learning opportunities on a single platform. It gives you access to a state of the art virtual learning library, which offers a broad spectrum of courses. Discover videos, E-learning, classroom trainings, webinars and many more activities.

### What is B-Learning?

B-Learning is our internal learning platform to enable our employees to become lifelong learners. It is accessible online on any device within the Bühler Network and provides you with an abundance of modern, relevant and different content. Suitable to each learner's needs, the platform provides online classes, videos, classroom trainings and training material in one of our 16'000 offerings. Learning at Bühler offers personalized and globally scalable learning opportunities for every Bühler employee.



### Benefits of using B-Learning

- Widen your horizon on topics from leadership to Excel proficiency for your personal and professional development
- Access B-Learning anytime, anywhere and via mobile application.
- Find learnings that are suitable to your time such as learning nuggets of 2-3 minutes or in-depth classroom trainings
- Pursue your individual personal development plan as set out for every employee in their Employee Performance Management
- Receive a certificate for every completed training to use for internal rotations
- Find trainings in many different languages such as German, English, Portuguese or Chinese
- Ensure compliance with national and international laws with modern E-Learnings

### Lifelong Learning at Bühler

For over 100 years learning has been ingrained in the Bühler DNA and actively contributed to our success as a company. For the next century to come we want to enable our employees to benefit from trends such as digitalization with modern, relevant and personalized learnings. For this purpose the innovative learning platform B-Learning is available to Bühler employees.

#### We are passionate about lifelong learning.

Are you ready to become a lifelong learner too?

Find out how to get started on B-Learning on **B-World**.

For any further questions and inquiries about training, your **Local Learning Center** is at your disposal

Have a technical question?

**[servicedesk@buhlergroup.com](mailto:servicedesk@buhlergroup.com)**.

Follow the **Learning & Development** page on B-World for B-Learning updates.

# Learning Formats at Bühler.

By using a modern blended learning approach that combines classic face-to-face training with contemporary online content, we ensure to keep our employees engaged and continuously learning.



## Online Class

A virtual training which is accessible online and can be completed on a laptop or mobile device.



## Video

Audio-visual learnings that are in short learning nuggets of three to five minutes.



## Material

Documents which provide comprehensive information and guidance on topics.



## Events

Face-to-Face or telepresence events with qualified trainers teaching topics such as time-management.

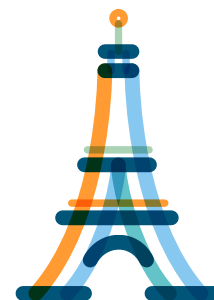


## Curriculum

A compilation of learning materials (e.g. events, materials, and online classes) for one specific topic such as M2M.



# Business Academies. Knowledge 2.0.



Our five corporate Business Academies ensure that our employees are equipped with up to date functional know-how.

By means of a Licensing System we ensure the internal, global comparability of our employees' functional expertise. This way international transfer of our employees is simplified as knowledge and expectations are unified.

## Find out more at your Business Academy.

### Project Execution

Train and prepare project managers as per the International Project Management Professional certification (PMP).



**[academy.projectexecution@buhlergroup.com](mailto:academy.projectexecution@buhlergroup.com)**

### Finance

Bühler's Finance Academy supports you in gaining the relevant knowledge and skills to succeed in Finance.



**[academy.finance@buhlergroup.com](mailto:academy.finance@buhlergroup.com)**

### Die Casting

Bühler Die Casting is the global leader in the field of lightweight aluminum solutions for the automotive industry. To ensure this continued success we train our employees.



**[academy.diecasting@buhlergroup.com](mailto:academy.diecasting@buhlergroup.com)**

### Product Development (M2M)

The M2M Academy provides information around M2M processes, methods, tools, master-data and contact persons.



**[reto.kraft@buhlergroup.com](mailto:reto.kraft@buhlergroup.com)**

### Service & Sales

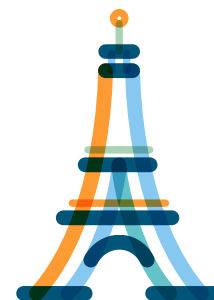
Bühler's Service and Sales Academy plays a vital part in building a world-class Customer Service team that enables Bühler to become the Service Champion!



**[academy.serviceandsales@buhlergroup.com](mailto:academy.serviceandsales@buhlergroup.com)**



# Bühler Licenses. Certification for employees.



High-quality training programs along our core processes are at the heart of the Bühler Learning Center (BLC). Therefore, a licensing system was developed which is closely intertwined with the Bühler global strategy and will provide certifications for employees in their job-specific field of activities.

## What is a Bühler License?

A license is a certification earned by a person which confirms his or her qualification to perform a job or task. Through the process of this certification, they will be able to assess and prove their knowledge, experience, and skills to perform a specific task or role. Moreover, it will add further skills and commitment to their professional portfolio.

## Why Licensing?

Certification is an important part of personal development. It provides official and public recognition of the competencies and capabilities in the employees' professional field of activities. In this way, it ensures the competencies of our staff in the business, which is rapidly growing and changing.

All available training programs can be accessed for information and registration via BWorld. You will find the Bühler Learning Center under the "Learning and Development" tab on the homepage of B-World.

## Who will get a Bühler License?

The roles that will be licensed have been identified by the program manager of each license. Factsheets about the Bühler Licenses can be found on B-World under the "Learning and Development" tab.

## How does it work?

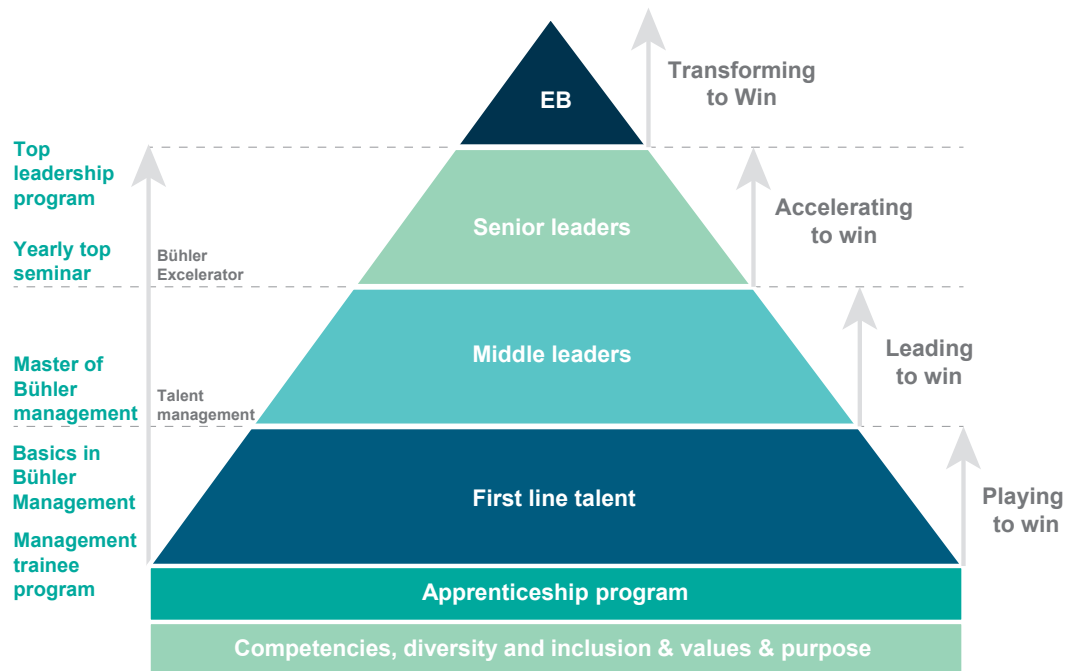
According to the defined roles, respective people will be nominated by their supervisor. The next step will be a check of the defined skills. For new colleagues this will be done by the trainings required in the relevant focus area. As soon as all training and knowledge checks are passed, employees receive their license. Of course, our existing staff will not have to pass all the training modules again to get the license. For them, the license will be awarded according to their professional experience with a quick assessment by their supervisor.

	<b>Sales and Service Focus service</b>	<b>Service &amp; Sales Focus sales</b>	<b>Project Execution</b>	<b>Automation: Visualization focus</b>	<b>Automation: PLC focus</b>
<b>Duration</b>	Varies according to module	Varies according to module	Several modules of 0.5 days to 3 days	Several modules of 0.5 days to 5 days	Several modules of 0.5 days to 5 days
<b>Qualification</b>	License in Service and Sales (LiSS) with a Focus on service	License in Service and Sales (LiSS) with a Focus on sales	License in Project Execution	License in Automation (LiA) Focus Visualization	License in Automation (LiA) Focus PLC
<b>Language</b>	English; Regional language as per SAS	English, Local offers as needed in the SAS	English and German	English	English
<b>Target Group</b>	<ul style="list-style-type: none"> <li>Service engineers</li> <li>CS Process engineers</li> <li>CS sales employees</li> <li>Area Service Managers</li> </ul>	New employees in the areas of <ul style="list-style-type: none"> <li>Equipment Sales</li> <li>Customer Service Sales (Customer Service Sales Managers, Area Service Managers).</li> </ul>	Product managers (Basic / Advanced license as per experience)	Automation engineers (Basic / Advanced license as per experience)	Automation engineers (Basic / Advanced license as per experience)
<b>Terms of Admission</b>	<ul style="list-style-type: none"> <li>Nomination by supervisor</li> <li>All new CS employees attend within first six to twelve months of role</li> </ul>	<ul style="list-style-type: none"> <li>Nomination by supervisors</li> <li>All new employees in the areas of Equipment Sales and Customer Service Sales within first six to twelve months of assuming role</li> </ul>	<ul style="list-style-type: none"> <li>Basic technical training in automation</li> <li>Higher education in automation relevant field or equivalent</li> </ul>	<ul style="list-style-type: none"> <li>Basic technical training in mechanical or plant engineering</li> <li>Higher specialist education in mechanical engineering or equivalent</li> </ul>	<ul style="list-style-type: none"> <li>Basic technical training in automation</li> <li>Higher education in automation relevant field or equivalent</li> </ul>
<b>How does it work</b>	<ul style="list-style-type: none"> <li>Varies as per module</li> <li>Cost to be borne by participant</li> </ul>	Varies as per module	Varies as per module	Varies as per module	Varies as per module
<b>Course Content: Basic License</b>	Trainings for: <ul style="list-style-type: none"> <li>BA specific Service Engineer</li> <li>CS and Electrical</li> <li>CS Process Engineer</li> <li>Area Service Manager</li> <li>Basic Sales, Commercial and CRM</li> </ul>	Trainings for Equipment Sales, CS Sales Managers, and Area Service Managers: <ul style="list-style-type: none"> <li>Basic Sales Training</li> <li>Commercial Seminars</li> <li>CRM Trainings</li> <li>Product/Process Training</li> <li>CS Product Trainings (Virtual classroom)</li> <li>CS Mini TSCw</li> <li>Area Service Manager Training Level 1</li> </ul>	Training for Project Manager Mechanical / Project Manager Automation: <ul style="list-style-type: none"> <li>Project management – 3 modules</li> <li>Commercial Basics – 2 modules</li> <li>Basics on Business Economics (Simulation)</li> <li>Technology Course depending on business</li> </ul>	<ul style="list-style-type: none"> <li>Project Execution Automation</li> <li>1<sup>st</sup> technology process</li> <li>Visualization Basic Engineering</li> <li>WinCos® introduction</li> <li>Initialization of a finished project</li> <li>Translation</li> <li>Interface WinCos®, PLC and Visualization</li> <li>4 elective courses</li> </ul>	<ul style="list-style-type: none"> <li>1<sup>st</sup> Technology Process</li> <li>Customer Care</li> <li>Project Execution Automation</li> <li>GCS/GCPRO Basic</li> <li>1<sup>st</sup> PLC Platform</li> <li>4 elective courses</li> </ul>
<b>Course Content: Advanced License</b>	Trainings for: <ul style="list-style-type: none"> <li>BA-specific Sales and Virtual CS Products</li> <li>Product Champion or Service Engineer</li> <li>CS Process Engineer</li> <li>Advanced Sales</li> <li>Area Service Manager Level 2</li> </ul>	Trainings for <ul style="list-style-type: none"> <li>Advanced Sales Training</li> <li>Advanced Sales Training</li> <li>Area Service Manager Training Level 2: Leadership</li> </ul>	Same as Basic Course Content	<ul style="list-style-type: none"> <li>WcsVisu Advanced Engineering OR Siemens WinCC / Wonderware InTouch Advanced Engineering and Scripting</li> <li>3 elective courses</li> </ul>	<ul style="list-style-type: none"> <li>GCPRO Advanced</li> <li>1<sup>st</sup> PLC Platform Advanced</li> <li>Batch Mixing</li> <li>2 elective courses</li> </ul>

<b>Automation: PCS focus</b>	<b>Product Development</b>	<b>Finance</b>
Several modules of 0.5 days to 5 days	Several modules of 0.5 days to 3 days	Each part of the License takes six months to complete
License in Automation (LiA) Focus PCS	License in Product Development	License in Finance
English	English and German	English
Automation engineers (Basic / Advanced license as per experience)	Engineers who aim to <ul style="list-style-type: none"> <li>• manage simple M2M projects</li> <li>• assume position of M2M Team Manager</li> <li>• assume position of M2M Life Cycle Manager</li> </ul>	Employees who have worked in Corporate Finance or in any commercial or financial department worldwide for at least six months
<ul style="list-style-type: none"> <li>• Basic technical training in automation</li> <li>• Higher education in automation relevant field or equivalent</li> </ul>	<ul style="list-style-type: none"> <li>• Approval from supervisor</li> <li>• Employee to assume any of the following roles in the near future: M2M Project Manager, M2M Team Manager, M2M Life Cycle Manager.</li> </ul>	Six months of working experience in a commercial or financial position.
Varies as per module	Varies as per module	Varies as per module
<ul style="list-style-type: none"> <li>• Project Execution Automation</li> <li>• 1<sup>st</sup> technology process</li> <li>• Visualization Basic Engineering</li> <li>• WinCos®: Introduction; Source Control and Tools; Initialization of a new project; Basic Engineering Part 1 to 10</li> <li>• OOP Basics</li> <li>• 4 elective courses</li> </ul>	Training for Junior Project Manager: <ul style="list-style-type: none"> <li>• M2M Basic</li> <li>• M2M Basic + Project Management</li> <li>• Project Management Module 1</li> <li>• Practical experience in one of the 3 tracks (further mandatory trainings, depending on existing/ needed knowhow, defined by supervisor)</li> </ul>	Training for CF Teamleaders and Head of CF Departments <ul style="list-style-type: none"> <li>• Commercial Seminar</li> <li>• Modules à la Carte (3 out of 9)</li> <li>• Project Management Module 1 (EN)</li> <li>• Information Systems for Finance and Commerce</li> </ul>
<ul style="list-style-type: none"> <li>• WinCos®: 8 mandatory courses</li> <li>• Interface WinCos®, PLC and Visualization</li> <li>• 2 elective courses</li> </ul>	Trainings for Project Manager & Senior Project: <ul style="list-style-type: none"> <li>• Project Management Module 3</li> <li>• Technology Course (Depending on business)</li> </ul> Requirements: <ul style="list-style-type: none"> <li>• English Level PET</li> <li>• Successful execution of a project</li> </ul>	Trainings for Controller, Commercial Managers, Divisional Finance Managers, Head of Commercial & Finance <ul style="list-style-type: none"> <li>• Mentoring Program on the job with experts and/or CF talent pool</li> <li>• Peer roundtable (5-10 employees)</li> </ul>



# Talent development.



## Basics in Bühler Management (BBM)

The BBM is a local, modular leadership program that focuses on the basics in leadership to empower our line managers in their leadership role.

### Training Objectives

- Strengthening skills in leadership and selfmanagement
- Cross-functional experience sharing and networking among leaders
- Strong, practical orientation to enable business transfer

## Master of Bühler Management (MBM)

The MBM is targeted at middle managers, and aims to develop leadership skills and prepare for the leaders of tomorrow and is held globally.

### Training Objectives

- Develop leadership skills and prepare participants for the leadership of tomorrow
- Support participants in moving from short-term operational thinking to longer-term strategic thinking
- Provide a learning environment to foster creativity and innovation
- Enable participants to embrace an entrepreneurial mind-set
- Foster a network of peers and support cross cultural/functional knowledge and business activity

## Bühler Excelerator

The objective of the Bühler Excelerator is to build a pipeline of future leaders on senior levels and strengthen our leadership bench over the next few years.

### Training Objectives

- Modified version of former Bühler Lead
- Each year about 20 candidates (by nomination only)
- 5 cohorts in 2020
- 4 participants per session
- CEO/EB/BA Members/ Regional Managers as assessors
- Outcome: individual development plan (IDP)

# Organisation of the Bühler Learning Center.



We are located around the globe, with the Corporate Learning Center (CLC) located at the headquarter in Switzerland and Local Learning Centers (LLCs) on 5 continents to tailor the training offers to the local needs and provide a direct point of contact.

## **Responsibilities of the CLC:**

- Defines and monitors the global processes and policies.
- Has overall responsibility for the strategic, worldwide learning center organization.
- Specifies and monitors the Global Talent Management Process and ensures its yearly conduction and continuous improvement.
- Leads and conducts projects to face future trends e.g. Industry 4.0, Global War of Talent.
- Designs and develops initiatives and tools for cultural and organizational development.

## **Responsibilities of the LLCs:**

- Carries out yearly local training programs.
- Supports global and local training initiatives.
- Advises and accompanies supervisors and employees.
- Implements the Global Talent Management Process and supports supervisors and employees.
- Initiates projects to harness the Global Expert Program and supports supervisors and employees.
- Realizes initiatives and tools for cultural and organizational development.
- Diverse subjects: e.g. health and safety, social competencies, languages, etc.



## Bühler Learning Center (BLC).

Melisa Balota  
blearning@buhlergroup.com

## Bühler Locations.

All locations

## Local Learning Center (LLC).

### North America (NAM)

Verena Walther  
learningcenternorthamerica@buhlergroup.com

BMIN, BTOR, BMEX, BPRI, BSOC, BMAH, BHOA

### South America (SAM)

Roberto Lui  
learningcenter.southamerica@buhlergroup.com

BJOI, BBAI, BBOG, BCAR, BSAC, BSMK, BHCO, BHDB

### Europe (EMEA)

Sabrina Thalmann  
learningcenter.emea@buhlergroup.com

BUZ, BZAM, BMAD, BALP, BMIL, BPAR, BTOL, BBRE, BLOA, BLON, BBRX, BSOL, CDDP, BMAL, BSAZ, BPRA, BBUD, BBEL, BMOS, BKYV, BALM, BIRK, BRUS, BNOV, BMSK, BTSE, BTSK, BBS<sup>1</sup>, BWAR, BBUK, BBAR, BBIN, BSAR, BMAN, BSSE, BHBC, BHBL, BHBN, BHCN, BHFE, BHMA, BHNH, BHRU, BHCW

### Middle East and Africa (EMEA)

Ganesha Murthy  
ganesha.murthy@buhlergroup.com

BJHB, BNAI, BLUS, BLAG, BCAS, BALG, BCAI, BLOM, BRYD, BBET, BIST, BTRI, BTEH, BAST, BLHE, BHTR

### South Asia (SOA)

Venkatesh Kumar  
learningcentersouthasia@buhlergroup.com

BBAN, BDEL, BPUN, BKOL, BSSD, BDHA

### Asia (ASIA)

Belinda Pan  
learningcenterasia@buhlergroup.com

### Asia

BCHI, BCOM, BBEI, BSHE, BWUX, BCHA, BCHE, BXIA, BSHA, BSBT, BGFI, BYJT, BYSC, BHSC, BASC, BUSC, BLOC, BSIN, BTHL, BTAI, BHCM, BHCN, BMEL, BMLA, BJKT, BVCL, BPHP, BMYA

### East Asia:

BYOK, BSEL, JBMT.

<sup>1</sup> BBS as a satellite of the Learning Center Europe will administrate its programs and the ones of its affiliates autonomously.

Start your life-long  
**learning journey**  
with us.



## **Bühler AG**

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Switzerland

[www.buhlergroup.com](http://www.buhlergroup.com)