

ECONOMIC SUSTAINABILITY

Key performance indicator (KPI)	Reference to GRI standards	Target 2020	Base year 2015	2016	2017	2018	2019	2020	Status
Number of Bühler sites audited on corruption prevention	Related to 205-1	≥ 10	8	9	11	4 ¹	8	8	●
Number of Bühler sites audited on fraud prevention	Related to 205-1	≥ 10	8	9	11	4 ¹	8	8	●
Percentage of employees with a Bühler email address who have attended the online training against corruption and bribery	Related to 205-2	100%	97%	92%	87%	62% ²	90% ³	97%	●
Number of whistleblowing cases	Additional	Best practice in definition with peers	11	5	2	10	6	5	○
Number of all compliance cases	Additional	Best practice in definition with peers	64	47	11	45	37	28	○

¹ Reason for decrease: Efforts were targeted toward upgrading Bühler's internal control system and launching a control self-assessment globally in order to improve identification of key risks and define risk-mitigation actions. ² Reason for decrease: The target group increased to include all employees with a Bühler email address. Previous years only covered employees with sales, purchasing, and management functions. ³ Scope: w/o former Haas Group.

Achieved vs. stated target ●
Gap vs. stated target ●
Not applicable ○

ENVIRONMENTAL SUSTAINABILITY

Key performance indicator (KPI)		Reference to GRI standards	Target 2020	Base year 2015	2016	2017	2018	2019	2020	Status
Energy consumption relative to productive in-house hours from manufacturing (GJ/1,000 hrs)	At the 17 major Bühler sites	302-3	30% reduction to base year	91.5	77.1	79.9	95.4 ^{1,2}	98.1 ⁴	100.6 ⁴	●
	At the 5 major sites from former Haas Group		–	NA	NA	NA	NA	NA	88.6	○
Water withdrawal relative to productive in-house hours from manufacturing (m ³ /1,000 hrs)	At the 17 major Bühler sites	Related to 303-1	30% reduction to base year	84.1	89.5	55.5	73.5 ^{1,3}	68.2	64.1	●
	At the 5 major sites from former Haas Group		–	NA	NA	NA	NA	NA	35.1	○
CO ₂ equivalents relative to productive in-house hours from manufacturing (t/1,000 hrs)	At the 17 major Bühler sites	305-4	30% reduction to base year	12.8 ⁷	10.8 ⁷	10.1 ⁷	11.8 ^{1,2,7}	11.7 ^{5,7}	8.9 ⁸	●
	At the 5 major sites from former Haas Group		–	NA	NA	NA	NA	NA	2.9 ⁸	○
Amount of waste (including material collected for recycling) relative to productive in-house hours from manufacturing (kg/1,000 hrs)	At the 17 major Bühler sites	Related to 306-2	30% reduction to base year	3,715	3,178	2,266	3,038 ^{1,2}	2,926	2,395	●
	At the 5 major sites from former Haas Group		–	NA	NA	NA	NA	NA	2,091	○
Amount of hazardous waste relative to productive in-house hours from manufacturing (kg/1,000 hrs)	At the 17 major Bühler sites	Related to 306-2	30% reduction to base year	246	151	153	454 ^{1,2}	305 ⁶	208	●
	At the 5 major sites from former Haas Group		–	NA	NA	NA	NA	NA	209	○
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%	80%	●
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%	38%	●
Percentage of R&D projects with a focus on improving product yield		Additional	≥ 50%	22%	29%	40%	42%	40%	41%	●

¹ Reasons for increase: improved data collection and quality. The decrease in productive in-house hours from manufacturing is reported against total site resource use. ² Additional reason for increase: significant construction and layout reorganization at the Bühler Uzvil site. ³ Additional reasons for increase: significant construction and layout reorganization at the Bühler Uzvil site. The exceptionally hot and long summer period in China increased water consumption at sites. ⁴ Absolute energy consumption remained the same or decreased but not more than the decrease in productive in-house hours in manufacturing. ⁵ CO₂e emissions decreased compared to energy consumption due to introduction of self-generated electricity from renewable resources in Changzhou, China. ⁶ Although reduced, the construction and layout reorganization at the major site of Bühler Uzvil, Switzerland, continued. ⁷ Scope 1 and 2 emissions. Location based method for purchased electricity. ⁸ Scope 1 and 2 emissions. Market based method for purchased electricity. In 2020, the scope 1 and 2 emissions (location based method for purchased electricity) are 12.4 [t CO₂e/1,000 hrs] at the 17 major Bühler sites and 5.2 [t CO₂e/1,000 hrs] at the five major sites from former Haas Group.

Achieved vs. stated target ●
Gap vs. stated target ●
Not applicable ○

SOCIAL SUSTAINABILITY

Key performance indicator (KPI)	Reference to GRI standards	Target 2020	Base year 2015	2016	2017	2018	2019	2020	Status
Percentage of terminations within the first 12 months of employment	Related to 401-1	≤ 5.0%	9.0% ¹	3.0% ¹	8.0% ¹	5.8% ¹	5.0% ¹	8.6%	●
Percentage of terminations within the first 3 months of employment	Related to 401-1	≤ 1.0%	1.0% ¹	2.0% ¹	4.0% ¹	3.5% ¹	3.0% ¹	2.6%	●
Percentage of employee turnover	Related to 401-1	≤ 8.0%	8.0%	7.5%	8.3%	9.1%	8.5%	11.8% ⁸	●
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 ³	0.9	●
Sickness-related absenteeism (days per employee and year) ¹	Related to 403-2	0	2.0	3.8	2.4	5.8 ⁴	5.4	5.7	●
Percentage of training costs over total personnel costs	Related to 404-1	≥ 1.0%	1.2%	1.9%	0.9%	1.5%	1.0% ³	1.0% ⁵	●
Number of training days per full-time employee per year	Related to 404-1	≥ 2.0	2.0	2.3	1.9	2.0	2.1 ³	2.1 ⁵	●
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	4,992	●
Percentage of employees who go through the Employee Performance Management process each year ³	404-3	≥ 80%	80%	86%	89%	93%	91%	92%	●
Percentage of employees who are high potentials ³	Related to 404-3	≥ 5.0%	2.8%	3.1%	3.2%	3.0%	5.2% ⁴	4.3%	●
Percentage of apprentices who are hired subsequent to their apprenticeship ⁶	Related to 405-1	–	77%	71%	73%	73%	71%	64%	●
Percentage of female employees ⁷	Related to 405-1	≥ 20%	15%	16%	15%	16%	17%	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%	36%	●
Percentage of R&D projects in food businesses with a focus on improving nutrition	Related to 416-1	≥ 20%	8%	10%	23%	13%	11%	10%	●
Percentage of R&D projects with a primary focus on improving operational safety	Related to 416-1	≥ 50%	48%	43%	22%	24%	26%	35%	●
Number of relevant fines for compliance issues (>CHF 200,000)	Related to 419-1	0	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%	95%	●
Percentage of employees participating in the Bühler Innovation Challenge (run every two years)	Additional	–	NA	32%	NA	45%	NA	56%	●
Percentage of implemented business ideas from the Bühler Innovation Challenge (run every two years)	Additional	–	NA	2.0%	NA	1.5%	NA	1.4%	●
Percentage of R&D projects run in collaboration with partners (suppliers, customers, universities)	Additional	≥ 50%	44%	47%	53%	51%	57%	54%	●
Number of applications received per open position	Additional	≥ 30	16 ¹	23 ¹	22 ¹	25 ¹	43	30	●
Number of projects supported by Bühler employees in volunteer programs such as Partners in Food Solutions	Additional	≥ 10	NA	NA	12	22	50	56	●

¹ Scope: Bühler AG, and until their fusion on January 1, 2020 also Bühler Management AG, in Switzerland only. Due to globally heterogeneous human resource systems, the data for these KPIs were/are not reported across the entire company. ² Scope: sites with manufacturing only. ³ Scope: w/o former Haas Group. ⁴ Reason for increase: improved data quality and stricter reporting. ⁵ Scope: former Haas Group is partially integrated. ⁶ Scope: Bühler AG in Switzerland only. ⁷ Comprehensive Diversity & Inclusion program was kicked off in 2018. ⁸ Voluntary leavers, 5.4%

Achieved vs. stated target ●
Gap vs. stated target ●
Not applicable ○