



Sustainability

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What we did for the sustainability of our customers



Started the digital revolution in Bühler

With a new cloud platform, sensor technologies, partners, and data analytics competences, we are prepared to take our customers into the digital revolution through the Internet of Things.

Accelerated innovation

We have tapped again into the strength of our employees' new business ideas through our Innovation Challenge 2016, and stepped up as a founding partner of the start-up accelerator MassChallenge Switzerland.

Reduced energy consumption in die casting and coating

We implemented automation functions for the optimal adjustment of energy in the operation of die-casting equipment and in ophthalmic optics coating machines. We have strengthened academic partnership for the optimization of electrode slurry production for lithium-ion batteries.

Enabled more sustainable food processing

We have developed solutions that use less energy to process food and feature modern hygienic design. We have sponsored several academic research projects, and cofounded a new professorship on sustainable food processing at the Swiss Federal Institute of Technology.

200



customers trained in food and feed safety

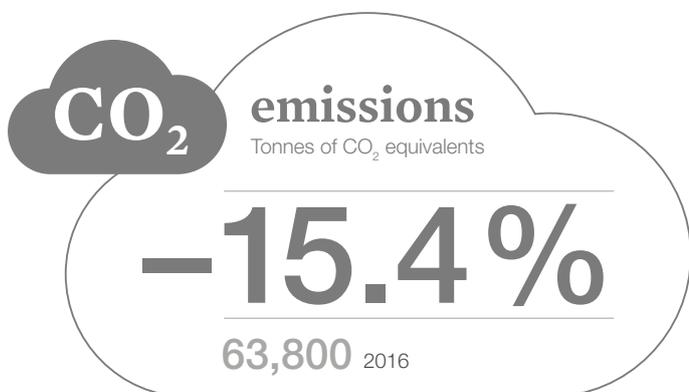
Continuously focused on occupational health and safety

Our employees across all functions have been trained in our principles and measures for occupational health and safety. We aim for zero accidents at our own and at customers' sites.

Renewed commitment to business conduct

We have once again revised and strengthened our Code of Conduct, and extended it to all our suppliers and business partners.

What we did for the sustainability of our operations



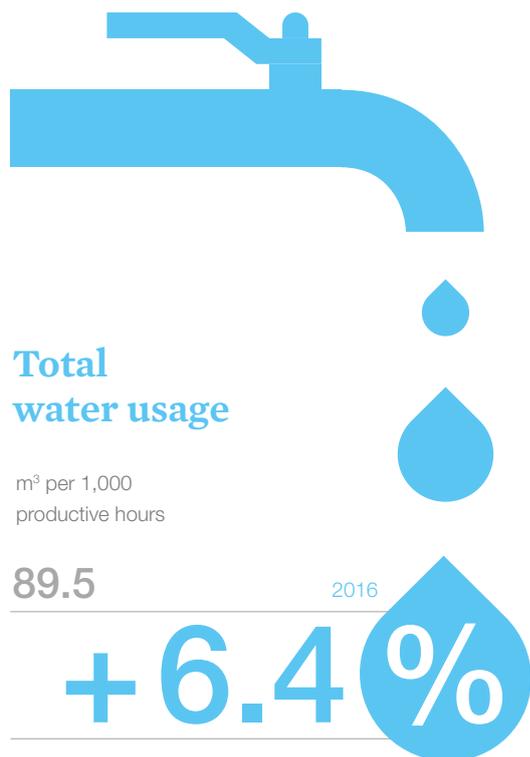
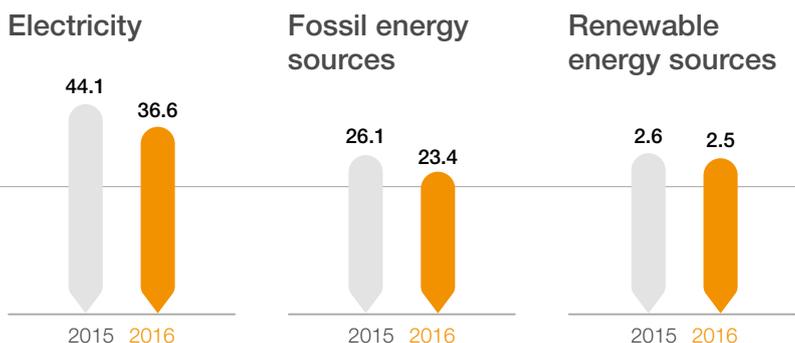
6,063 Employees trained in health and safety

1,074 Employees trained in food and feed safety

700 Employees trained in sustainability, nutrition, and IoT



Energy source:



Numbers of work-related injuries

Per 100 FTE



Sustainability

As a Swiss-based family-owned company, we are particularly committed to sustainability.

As the United Nations Climate Change Conference in Paris showed, fighting global warming is one of the most pressing tasks of our time. By 2050, the world population will have grown to nine billion people. Thanks to economic growth and social progress, poverty is likely to decrease. However, this prospect is challenged by the changes in the climate patterns and their potentially disruptive effects on food supply, water resources, ecosystems, and human health.

The emissions of greenhouse gases (GHGs) are recognized as being the cause behind climate change. Food waste and the consumption of fossil fuels for transportation and conditioning of buildings are among the major contributors of GHG emissions.

The processes and plants developed by Bühler transform thousands of tonnes of grain every day into food, coat countless square meters of architectural glass with heat-insulating films, cast a huge amount of lightweight construction components for the automotive industry and lithium-ion batteries for electric cars: As a global leader in technology, Bühler is responsible for developing solutions that enable clients to be

as efficient as possible with their resources. In this way, not only does Bühler create economic value for its clients, but it also significantly contributes to improve the environmental performance of their products, thereby reducing the global production of GHG.

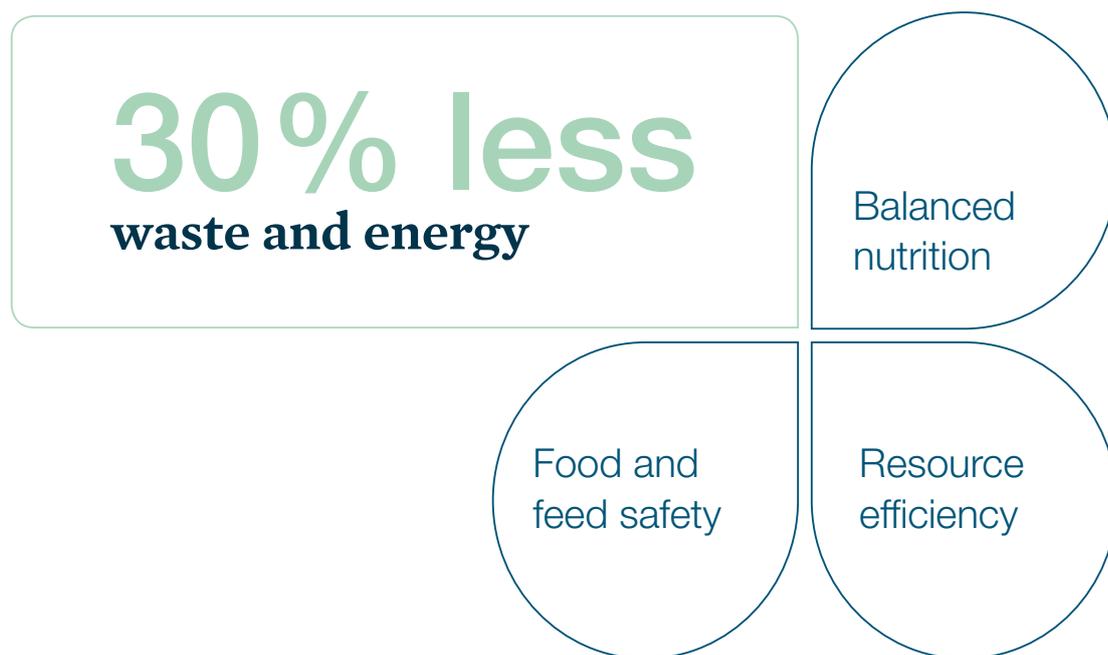
Sustainability is Bühler's central business principle. The company committed itself in the Bühler2020 strategy to provide a significant and measurable contribution for a sustainable society. By 2020, Bühler wants to reduce energy consumption and waste at our customers' sites by 30%. This goal cannot be achieved only by optimizing existing processes. The manufacturing processes for food and materials will have to be completely reconsidered. For this, Bühler sets focus on three strategic areas of innovation:

- Balanced nutrition
- Food and feed safety
- Resource efficiency

Bühler is also highly committed to improving its own sustainability performance and it reduced its environmental footprint in 2016. Through the new Supplier Code of Conduct, Bühler's suppliers and business partners have also been included in committing to become more sustainable.

Sustainability is a continual process. With clearly defined and measurable goals, Bühler can work towards improving quality of life and the environment step by step.





Balanced nutrition

One of the greatest challenges in feeding the global population is the looming protein gap. By 2050, we will require 265 million additional tonnes of proteins. It will be even more if – as expected – meat consumption rises by as much as 44% due to the higher standard of living in the emerging countries. This implies that we must change our eating habits to a more plant-based diet because the production of animal proteins requires large amounts of resources and is thus not sustainable. Cattle require about 20 kilograms of feed and 16,000 liters of water to build 1 kilogram of body weight. Moreover, the 1.3 billion plus head of cattle in the world emit large amounts of methane – an extremely aggressive greenhouse gas.

One promising approach to intensify the utilization of vegetable proteins for human nutrition are pulses: This gluten-free, satiating crop boasts a high content of proteins and dietary fiber and is becoming increasingly popular also in North America and Europe. Bühler enables its customers to make innovative products on the basis of pulses such as extruded meat substitutes, nutritious pasta based on peas or lentils, or healthy snack foods. They can thereby successfully differentiate themselves in the marketplace and seize business opportunities as they emerge.

New business opportunities are also created in the area of alternative proteins such as insects and algae. Both are extremely efficient protein producers. Insects for instance can recycle as much as 70% of nutrients from organic waste and require very little space. In the next few years, insects are likely to become more significant in the production of sustainable feeds in areas such as aquaculture. In the medium term, they will also play a role in human nutrition. Bühler is engaged with several research institutes and insect processing companies to develop the leading processing solutions for insects on an industrial scale.

Food and feed safety

One important area of activity of Bühler is food and feed safety across the value chain. It starts with safeguarding the value of raw materials in post-harvest handling to avoid the introduction of hazards such as chemical contaminants. For instance mycotoxins, which are produced by fungal mold that grows on food crops, pose a severe threat to humans and animals.

The Food and Agriculture Organization (FAO) of the United Nations estimates that 25% of crops are contaminated, and climate change is increasing the prevalence of aflatoxin, one of the most poisonous mycotoxins. Bühler developed compressive solutions to minimize the burden of aflatoxin in cereal grains. Besides high-capacity drying to stabilize grain after harvest to prevent mold growth, the solution encompasses grain cleaning to eliminate the highly contaminated grain fractions by mechanical cleaning and optical sorting at an early stage from the value chain. Valuable data on the performance of grain cleaning solutions could be generated in large-scale field tests in collaboration with experts from the European initiative MycoKey.

The high incidence of food-borne illness by harmful bacteria and the increasing number of food recalls is a global challenge. Food manufacturers have to implement preventive measures to protect end-consumers from microbial hazards. Bühler solutions encompass a number of thermal processes like steaming, roasting, or extruding that contribute to inactivate bacteria. Bühler's process control, monitoring, and data storage solutions are key enablers for the validation of thermal processes for microbial inactivation as dictated by legal requirements. At the same time, Bühler is developing the innovative application for gentle non-thermal microbial inactivation of food raw materials.



Alarming spread of antimicrobial resistances

The fact that two thirds of antibiotics are used in livestock production is contributing to an alarming spread of antimicrobial resistances (AMR). In 2016, the FAO launched an urgent call for action to reduce farm-driven AMR as part of the sustainable development goals. Bühler addresses this challenge with its comprehensive approach to ensure the safety of feed to support animal health across the value chain. One element is the reliable and efficient inactivation of bacteria in the feed pelleting process in combination with advanced process and product moisture control. Likewise the solutions for reduction of mycotoxins in feed materials are crucial to protect animal health and to reduce the necessity of antibiotics.

Last, but not least, hygienic design plays a key role in achieving higher levels of feed and food safety. For example, the new Sortex F optical sorter for frozen fruits and vegetables has been designed to the guidelines of the European Hygienic Engineering & Design Group (EHEDG). Its simple and rugged design allows efficient wet cleaning to reduce the risk of microbial contamination. The Diorit roller mill, too, offers maximum safety, thanks to its stainless steel components that are in contact with the product and a design that ensure a homogenous product flow. Hygienic design not only reduces the risk of contamination. Because it enables plant and equipment to be cleaned with greater ease and within a shorter time, downtimes are shorter and productivity is higher.

Gains in resource efficiency

Core to Bühler's sustainability strategy is delivering a higher level of energy efficiency. The company has therefore set itself the target to slash the energy requirement at customer sites by 30% by the year 2020. Here it becomes evident that ecological sustainability and economic benefits are closely related: Because energy costs in the processing industry may account for as much as 10% of the total operating cost, lower energy consumption trims the total cost and thereby improves the margin for the operating company. The specialists at Bühler have the know-how required to design grinding, extrusion, die-casting, or coating processes so that they will always be within the optimal range and thus offer high energy efficiency. Retrofit packages, which for example allow the control systems of old plants to be updated, result in significant energy savings.

Finally, innovating individual units, as well as complete solutions can bring a significant impact. In the processing industry the generation of process heat accounts for about 60% of total energy consumption. In pasta production, the drying process is energy-intensive. With the Bühler Ecothermatik long-goods pasta dryer, energy consumption is reduced by 40% thanks to its special heat exchanger design. And the Ceres breakfast cereals dryer is designed to ensure that heat will enter the product more quickly, thus reducing the drying time. Mechanical energy is also a major factor. If motors of the best efficiency class were always applied, this would allow 2,800 terawatt-hours of electric power to be saved and 1.8 billion tonnes of GHG emissions to be avoided every year on a global scale. By using reluctance motors, Bühler has been able to slash the electric power requirement in an animal feed plant by 50%.

Reporting along the guidelines of the Global Reporting Initiative G4

To report accurately on sustainability, it is necessary to set measurable performance indicators and define a transparent evaluation method to measure and compare the yearly progress. Bühler has aligned the sustainability report with the requirements of the Global Reporting Initiative (G4), which is the leading international standard. In particular, Bühler's reporting is adapted from the core option of the GRI guidelines.

Our sustainability reporting has been expanded continually since 2013. At present, the 17 major Bühler sites out of a total of 25 sites are reporting on 39 key performance indicators (KPIs). The reporting sites account for 92% of all productive hours.

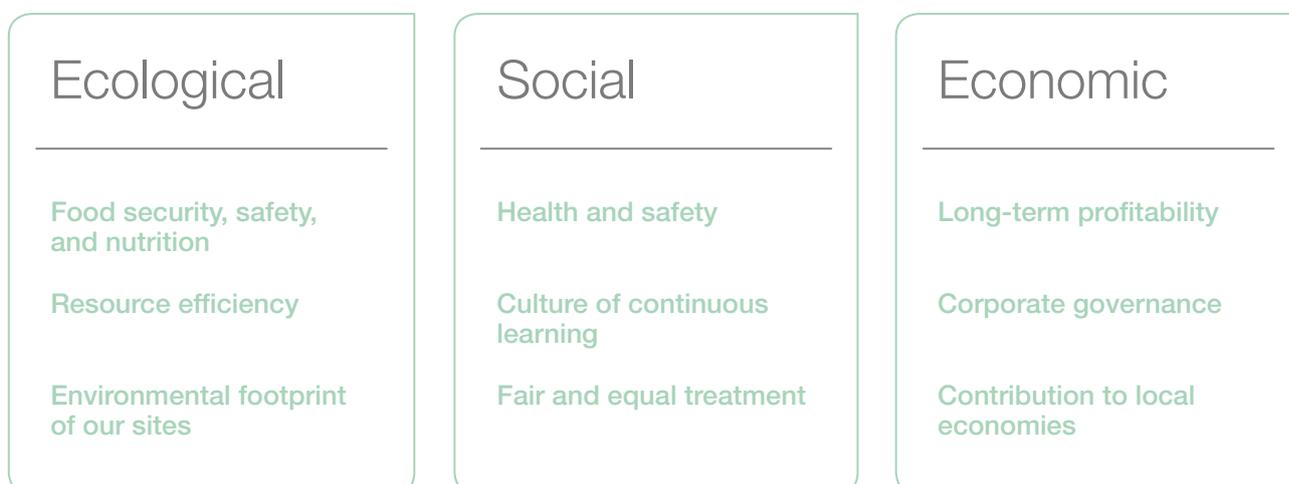
In 2016, Bühler has reviewed all sustainability KPIs and aligned them with the Bühler2020 strategy. The year 2015 forms the baseline for the performance evaluation by 2020.

Materiality analysis

Bühler's stakeholders are its customers, employees, suppliers, and other business partners, academia, the communities in which Bühler operates, the regulatory authorities, governments, non-governmental organizations, as well as the environment.

Bühler fosters a continuing exchange with its stakeholders regarding all aspects of sustainability. These stakeholders were included when the most important materiality aspects were identified (see table below). The materiality aspects are constantly being revised and upgraded to reflect the market conditions and the changing priorities of the stakeholders.

Bühler materiality aspects



Ecological sustainability

Notes	Materiality aspect	Our commitment	Sustainability goals
01	Food security, safety, and nutrition	We set the standards for the reduction of food losses and for safe and healthy foods.	We continuously improve our solutions for safe and healthy foods.
02	Resource efficiency	We set the standards for resource-efficient solutions.	We continuously improve our solutions for resource efficiency.
03	Environmental footprint of our sites	We reduce the environmental footprint of our sites worldwide.	We reduce the energy and water consumption as well as CO ₂ emissions and waste.
			We ensure the environmental compliance in our supply chain.

01 Drying effectively at high capacity

Up to 40% less thermal energy, 20% less cooling energy and 10% less energy consumption: The Bühler Ecothermatik long-cut pasta dryer combines energy efficiency and the best pasta product quality – and still takes up less room than conventional systems. Because energy costs add up to the total manufacturing costs of long goods such as spaghetti, the Ecothermatik also reduces the production costs.

The first Bühler Ecothermatik dryer was introduced in 2012 for capacities of 1,000 to 2,000 kg per hour. In 2016, a new, high-capacity version for processing 3,500 to 5,500 kg per hour was introduced. Production capacities of this magnitude are necessary for sustainable success in the market. The multi-stage configuration of the Ecothermatik systems combined with the shorter duration of drying allows to reduce the space requirements by up to 16% in comparison to conventional systems.

02 A revolution in weighing

With Tubex, Bühler launched a new generation of scales, which combines precision with the highest food security and great energy efficiency.

Instead of pneumatic cylinders, Tubex uses a new electro-mechanical drive concept. Supercapacitors store energy between the drive cycles and deliver power for the start-up. It is hugely energy efficient. The continuous running costs are 95% lower than in conventional weighing scales.

Generous radii in the interior as well as contact materials made of stainless steel reduce the risk of product buildup or cross-contamination. Because there is no need for filter materials or false air openings, the time required to clean is reduced. This has the effect of reducing maintenance costs and total costs.

Key performance indicator (KPI)	GRI G4-related KPI	Target 2020	Baseline 2015	Actual 2016
Percentage of food-relevant R&D projects with focus to improve food safety.	G4-PR1	50%	28%	29%
Number of employees who received training in food safety since 2013.	Additional (related to G4-PR1)	3,000	498	1,572
Percentage of food-relevant R&D projects with focus to improve nutrition.	Additional (related to G4-PR1)	20%	8%	10%
Percentage of R&D projects with focus to improve energy efficiency per tonne of end product or finished piece.	Additional (related to G4-EN6, G4-EN7, G4-EN27)	70%	24%	29%
Percentage of R&D projects with focus to improve product yield.	G4-EN27	50%	22%	29%
Energy consumption relative to 1,000 productive hours, GJ/1,000h.	G4-EN3/EN6	30% reduction to baseline	12.8	10.8
CO ₂ equivalents relative to 1,000 productive hours, GJ/1,000h.	G4-EN15	30% reduction to baseline	91.5	77.1
Water consumption relative to 1000 productive hours, m ³ /1,000h.	G4-EN8/EN10	30% reduction to baseline	84.1	89.5
Amount of waste relative to 1,000 productive hours, tonne/1,000h.	G4-EN23	30% reduction to baseline	3,715	3,178
Amount of hazardous waste relative to 1,000 productive hours, tonne/1,000h.	G4-EN23	30% reduction to baseline	246	151
Number of significant fines for non-compliance with environmental laws.	G4-EN29	0	0	0
Percentage of top suppliers that have signed the Bühler Supplier Code of Conduct or have an own equivalent Code of Conduct.	G4-EN32	100%	0	Roll-out ongoing

03 High-quality protein from insects and algae

By 2050, we will need an additional 265 million tonnes of protein per year (plus 50%) in order to feed the growing global population. Insects and algae play an important role as sustainable alternatives to meat and fish. They are rich in protein, grow quickly, do not require much space, and do not compete with farmland.

Industrial plants for processing large quantities of algae or insects first need to be developed. Bühler initiated various research projects in 2016 concerning this. With a partner in China the company developed a pilot plant to extract insect meal as a replacement for conventional fish meal and a high-quality fat similar to palm kernel oil. At the World Food System Center (ETH Zurich), Bühler cofinanced a new professorship for sustainable food production.



Social sustainability

Notes	Materiality aspect	Our commitment	Sustainability goals
01	Health and safety	We strengthen our corporate culture of health and safety.	<p>We want to increase the safety of our products and our manufacturing locations.</p> <hr/> <p>We enhance the health and well-being of our employees worldwide.</p>
02	Culture of continuous learning	We pursue our corporate culture of continuous learning.	<p>We enable our employees worldwide to increase their level of relevant competencies.</p> <hr/> <p>We ensure the sustained availability of core competencies in a dynamic context.</p> <hr/> <p>We offer attractive job opportunities and development for young employees.</p> <hr/> <p>We want to promote our culture of innovation and entrepreneurship across all organizational levels.</p> <hr/> <p>We want to enhance the integration of our partners into our innovation process.</p>
03	Fair and equal treatment	We strengthen our corporate culture of fair and equal treatment.	We foster a workplace free from any discrimination.

01 Health and safety

Protecting life and health is an extremely important task. Bühler’s aim is to achieve zero accidents for its own sites and for its clients’ sites. Employees, contract partners, and everyone involved in the value chain should be protected. In order to achieve this goal, Bühler has implemented a workplace safety management system that meets all the relevant legal requirements.

Bühler management focused on health and safety again in 2016. The workplace safety policies were tightened and revised. Additionally, a new training program was developed and rolled out. It consists of an e-learning base module for all employees, an advanced module specifically designed for project employees, and a project-related module that includes also the customer’s employees at the customer site. More than 6,000 employees have successfully completed the e-learning course. More training courses are being implemented in several projects.

02 Partnership with NGOs

Partners in Food Solutions (PFS) is a non-profit organization that supports African food producers and millers with technical and economic knowledge and expertise thanks to the voluntary work of employees from the partner companies. PFS was founded in 2009 by General Mills and includes several leading companies from the global food industry as partners.

Bühler became a partner in 2013. Since then, employees supported projects in Africa. In October 2016, a meeting of the founding partners took place at Bühler in Uzwil. In addition to projects already running, Bühler will support more local training courses for food processing.

Bühler also joined the organization “One Young World” in 2016. This non-profit organization brings together young leaders from all over the world in order to develop solutions for the most pressing challenges worldwide.

Key performance indicator (KPI)	GRI G4-related KPI	Target 2020	Baseline 2015	Actual 2016
Percentage of R&D projects with focus to improve operator safety of our technologies.	G4-PR1	50%	48%	43%
Number of recordable work-related injuries per 100 full-time employees.	G4-LA6	0	2.9	2.9
Sickness-related absenteeism (days per employee and year).	G4-LA6	0	2	3.8
Percentage of all employees who undergo the Employee Performance Management (EPM) process every year.	G4-LA10 and G4-LA11	80%	80%	86%
The number of training days per full-time employee per year.	G4-LA9	2	2	2.3
Percentage of training costs over total personnel costs per local Learning Center.	Additional (related to G4-LA4)	1%	1.2%	1.9%
Percentage of High Potentials among all employees.	Additional	5%	2.8%	3.1%
The key positions for the senior functions at management level 1, 2 and 3 have been defined and potential successors have been determined.	Additional (related to G4-LA12)	100%	100%	80%
Percentage of all apprentices who successfully pass their final apprenticeship examinations.	Additional (related to G4-LA12)	80%	77%	71%
Percentage of employees participating in the Bühler Innovation Challenge (every two years).	Additional	60%	34%	32%
Percentage of implemented business ideas from the Bühler Innovation Challenge.	Additional	5%	NA	2%
Percentage of projects run in collaboration with partners (suppliers, customers, universities).	Additional	50%	44%	47%
Percentage of female employees.	G4-LA12	20%	15%	16%

03 Viva: for the health of our employees

Does pasta make you fat? Is chocolate unhealthy? Bühler's employee health program Viva placed its focus on a balanced diet in 2016. Bühler employees were able to benefit from the company's expert knowledge: Based on scientific knowledge, but explained in simple terms, food scientists gave tips on how balanced eating habits and more exercise can be incorporated into the workplace. This was explained in entertaining videos, presentations, and panel discussions. The contributions took into account the diverse working conditions. For example, a mechanic burns more calories than a controller.

The campaign was well received by employees. Every seventh employee in Uzwil attended an event on the subject. The Viva program was also implemented in India. Other regions will follow in 2017, with nutrition guidelines adapted to each country's culture.



Economic sustainability

Notes	Materiality aspect	Our commitment	Sustainability goals
01	Long-term profitability	We deliver long-term profitability.	<p>We remain a profitable and independent business</p> <hr/> <p>We increase our employer attractiveness for best talents.</p>
02	Corporate governance	We ensure an effective corporate governance approach.	We assure legal compliance and apply our Code of Conduct worldwide.
03	Contribution to local economies	We contribute to local economies.	We contribute to the development of the local communities.

01 E-mobility: in touch with research

The University of Warwick Manufacturing Group (WMG) is one of seven centers in the High Value Manufacturing (HVM) Catapult in the UK, which promote the transfer of knowledge and expertise in the industry. WMG, which is focused on environmentally friendly mobility, provides industry and research partners open access to its pilot plants.

In 2014, Bühler received the contract to build a scalable pilot plant for manufacturing electrode slurries. This is a crucial process step in the development of high-performance lithium-ion batteries for electric vehicles. In the collaboration WMG and its research partners can benefit from Bühler’s unique expertise and Bühler has access to an outstanding platform as well as new potential clients in the fast-growing market of e-mobility.

02 Code of Conduct also for business partners

The Code of Conduct details how we follow the central guiding principles for our business in the workplace. It is regularly checked to see if the Bühler guidelines are in line with international compliance standards, the changing market conditions, and the regulatory environment.

The strict and worldwide adherence to the law and ethical principles is imperative. It is the requirement for us to build a trusting relationship with our clients, business partners, and employees. Bühler revised its Code of Conduct for employees in 2016 and implemented a new Code of Conduct for suppliers. Both guides meet the highest international requirements regarding business ethics, working conditions, and human rights.

Key performance indicator (KPI)	GRI G4-related KPI	Target 2020	Baseline 2015	Actual 2016
100% own financing of growth.	Additional (related to G4-EC1)	100%	100%	100%
Number of applications received per open position.	Additional	30	16	23
Quote of terminations within the first 12 months of employment.	Additional	≤ 5%	9%	3%
Quote of terminations during the probation period.	Additional	≤ 1%	1%	2%
Quote of high potentials after 2 years of service.	Additional	3%	2%	1%
Percentage of employee fluctuation.	G4-LA1	< 8%	9.1%	7.5%
Percentage of new employees in the sales, purchasing, and management functions who have attended the online training against corruption and bribery.	G4-SO8	100%	97%	92%
Number of companies audited on corruption prevention.	G4-SO8	10	8	9
Number of companies audited on fraud prevention.	G4-SO8	10	8	9
Number of relevant compliance fines (higher than CHF 200,000).	G4-SO8	0	0	0
Number of whistleblowing cases per year.	Additional (related to G4-SO8)	Best practice in definition with peers	11	5
Number of all compliance cases.	Additional (related to G4-SO5 and G4-SO8)	Best practice in definition with peers	64	47
Number of projects supported by Bühler employees through Partners in Food Solutions and other non-governmental organizations.	Additional (related to G4-EC6)	10	0	Roll-out ongoing

03 Supporting open innovation and new ideas

Almost 4,000 employees – more than a third of the whole workforce – took part in the Bühler Innovation Challenge in 2016: They developed ideas, submitted innovation suggestions, and evaluated the submitted ideas based on their business potential. Corporate management chose the three best suggestions at the end of the competition that should be implemented.

Two ideas from the Innovation Challenge 2016 were developed further as part of the MassChallenge. MassChallenge is an independent non-profit organization that supports innovation projects and start-ups. It was founded in Boston and has accelerators in England, Israel, Mexico – and now also in Switzerland. Together with global leading companies such as Givaudan, Nestlé, GEA, and BarryCallebaut, Bühler is a founding partner of MassChallenge Switzerland, the first innovation support program of its kind in continental Europe.

MC
MASSCHALLENGE
SWITZERLAND

Open for applications!

Watch the video:

Global Reporting Initiative G4 Content Index

Standard disclosure	Description	Reported
Strategy and Analysis		
G4-1	Statement from the CEO on sustainability	●
Organizational Profile		
G4-3	Name of the organization	●
G4-4	Primary brands, products, and/or services	●
G4-5	Location of the organization's headquarter	●
G4-6	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	●
G4-7	Nature of ownership and legal form	◐
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	◐
G4-9	Scale of the reporting organization	●
G4-10	Total workforce by employment type, employment contract, and region, broken down by gender	●
G4-11	Percentage of employees covered by collective bargaining agreements	◐
G4-12	Description of the supply chain of the organization	◐
G4-13	Significant changes during the reporting period regarding size, structure, ownership, or supply chain	●
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization	●
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	◐
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: <ul style="list-style-type: none"> – holds a position on the governance body – participates in projects or committees – provides substantive funding beyond routine membership dues – views membership as strategic 	◐
Identified Material Aspects and Boundaries		
G4-17	List of entities included in the organization's consolidated financial statements or equivalent documents	●
G4-18	Process for defining report content	●
G4-19	List of material aspects identified in the process for defining report content	●
G4-20	Aspect Boundary within the organization for each material aspect	◐
G4-21	Aspect Boundary outside the organization for each material aspect	◐
G4-22	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement	●
G4-23	Significant changes from previous reporting periods in the scope and Aspect Boundaries	●
Stakeholder Engagement		
G4-24	List of stakeholder groups engaged by the organization	◐
G4-25	Basis for identification and selection of stakeholders with whom to engage	◐
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	◐
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	◐
Report Profile		
G4-28	Reporting period (e.g., fiscal/calendar year) for information provided	●
G4-29	Date of most recent previous report	●
G4-30	Reporting cycle	●
G4-31	Contact point for questions regarding the report or its contents	●
G4-32	Table identifying the location of the Standard Disclosures in the report	●
G4-33	Policy and current practice with regard to seeking external assurance for the report	●
Governance		
G4-34	Governance structure of the organization, including committees of the highest governance body responsible for decision-making on economic, environmental, and social impacts	●
Ethics and Integrity		
G4-56	Values, principles, standards, and norms of behavior	●

Answer or cross-reference

Annual Report 2016 "Message of the Chairman and the CEO"
See also: www.buhlergroup.com → Home → About Bühler → Corporate Profile "Committed to sustainability"

www.buhlergroup.com; Annual Report 2016 – Outside cover

Annual Report 2016 – Our Business
See also: www.buhlergroup.com → Home → Industry Solutions/Process Technologies/Products/Services

www.buhlergroup.com → Home → About Bühler → Worldwide → Bühler Switzerland (Headquarters)

www.buhlergroup.com → Home → About Bühler → Worldwide

www.buhlergroup.com → Home → About Bühler → Corporate Profile → History → History HTML5

www.buhlergroup.com → Home → About Bühler → Worldwide

See Annual Report 2016: Financial Report

The Bühler workforce is comprised of 11,123 employees, and approximately 97% of the total workforce are full-time employees.
Regional breakdown: North America 7%; South America 4%; Switzerland 22%; Rest of Europe 25%; Middle East & Africa 5%; South Asia 5%; Asia 32%.
Function breakdown: Sales 9%; Customer Service 14%; Fulfillment 22%; R&D 6%; Factory 39%; Administration 10%.

Gender breakdown: female employees 16%
See also www.buhlergroup.com → Home → About Bühler → Career → Bühler as an employer

Estimate: Around 90% of Bühler workforce is covered by collective bargaining agreements.

In preparation

In 2015, Urs Bühler transferred his shares to his three daughters Jeannine, Maya, and Karin Bühler.
www.buhlergroup.com. → Home → About Bühler → Corporate Profile → History → History HTML5.
See also: Annual Report 2015: Financial Report

For Corporate Policy, including Corporate Governance, Risk Management, Environment, People, Code of Conduct:
see www.buhlergroup.com → Home → About Bühler → Corporate Policy
For Organization chart, Board of Directors, Corporate Executive Committee: see www.buhlergroup.com → Home → About Bühler → Organization

In preparation

Bühler is active in many organizations and associations, particularly those related to the scope of our business and our profession. Some of our significant memberships include the industry associations Swissmem, SwissHoldings, economiesuisse.
See further memberships under: www.buhlergroup.com → Home → About Bühler → News → Details → Bühler joins "Partners in Food Solutions"
www.buhlergroup.com → Home → Media → Media Releases → Media Releases Details → Bühler partners with global start-up accelerator MassChallenge to advance open innovation, www.buhlergroup.com → Home → About Bühler → Corporate Policy → Environment
A full list of memberships is in preparation.

Annual Report 2016 – Financial report

Annual Report 2016 – Sustainability report

Annual Report 2016 – Sustainability report

In preparation

In preparation

There have been no restatements of data in this report.

There have been no significant changes to the report scope. Comprehensive aspect boundaries are in preparation.

Annual Report 2016 – Sustainability Report

Annual Report 2016 – Cover page

Our most recent Sustainability Report was included in our Annual Report 2015, issued in February 2016.
www.buhlergroup.com → Home → About Bühler → Media → Publications

Annual reporting cycle

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This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines.

Bühler did not seek external assurance for this report.

Annual Report 2016 Governance

www.buhlergroup.com → Home → About Bühler → Corporate Policy → Corporate Governance

Bühler values and principles: www.buhlergroup.com → Home → About Bühler → Corporate Profile → Corporate Values
Corporate Code of Conduct: www.buhlergroup.com → Home → About Bühler → Corporate Policy → Corporate Governance

