



Sustainability strategy and management

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Cover picture: Bucher Municipal's RECYCLer sewer cleaning vehicle, with its integrated recycling system, saves a huge amount of fresh water as well as fuel and time.



Editorial

(G4-1)



Dear Readers

Our sustainability strategy sets out four areas of focus on which our measures and initiatives are based. Last year, our divisions launched and promoted products focused on the health of our customers, qualified and diversified teams as well as minimising the environmental impact of our machines.

Kuhn Group, for example, has developed a seeder that not only saves time and fuel, but also reduces further soil disturbance. Bucher Municipal's sewer cleaning vehicle, the RECyler, helps conserve the precious resource of water. Bucher Hydraulics' servo-hydraulic solutions reduce the CO₂ emissions and energy consumption of our customers' solutions. Bucher Emhart Glass is seeking to work even more closely with its customers in order to find joint solutions to the challenges of the glass container industry. Jetter, a business unit of Bucher Specials, is redoubling its own efforts to recruit new young employees by teaming up with the Baden-Württemberg Cooperative State University.

These are a few examples of our day-to-day efforts to treat our customers, employees and natural resources with care and respect.



Jacques Sanche, CEO

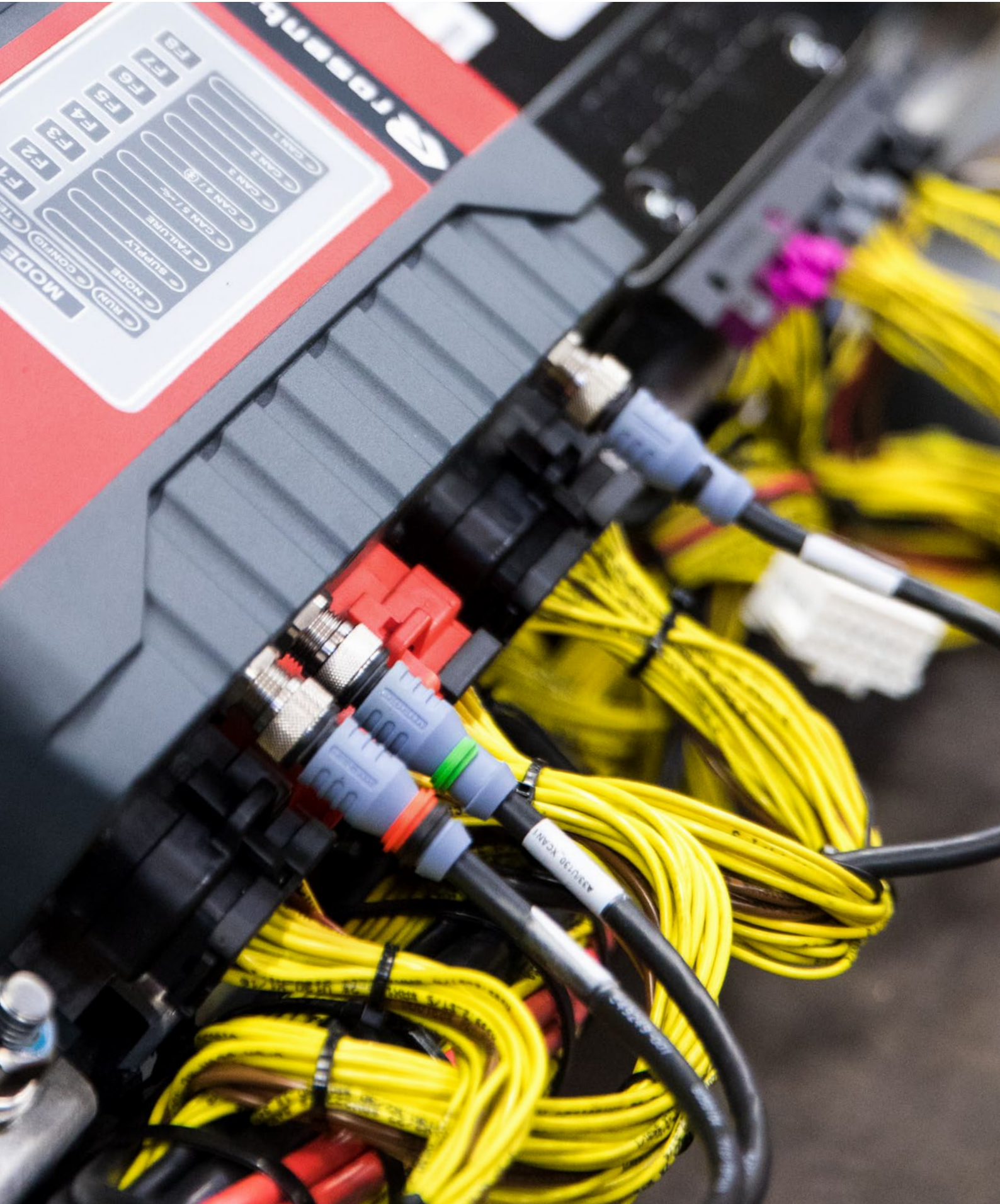
Long-term view as the key to success

(G4-4/G4-56)

Bucher Industries' success is built on the strong market positions of its five divisions, innovative power and its decentralised structure. Our long-term view as the key to the success of our company strategy ensures that our company's growth is also sustainable.

Our sphere of activity We are a globally oriented technology group with leading market positions in machinery and vehicle construction. The five divisions comprise: specialised agricultural machinery (Kuhn Group), municipal vehicles (Bucher Municipal), hydraulic components (Bucher Hydraulics), manufacturing equipment for the glass container industry (Bucher Emhart Glass), equipment for making wine and fruit juice, a distributorship for tractors and specialised agricultural machinery in Switzerland and control systems for automation technology (Bucher Specials).

Our mission Bucher Industries develops and manufactures economical, state-of-the-art and environmentally sustainable machinery and systems. We systematically align our activities with customer needs. Bucher machines combine durability with great efficiency and are wide-ranging in their application: harvesting, producing and packaging foods, maintaining roads and public spaces, or providing hydraulic-electrical drive systems for high-performance equipment. Our customers benefit from effective, innovative products, with high quality standards underpinned by outstanding service. Our committed, highly skilled employees enjoy attractive jobs and training opportunities adapted to individual needs.





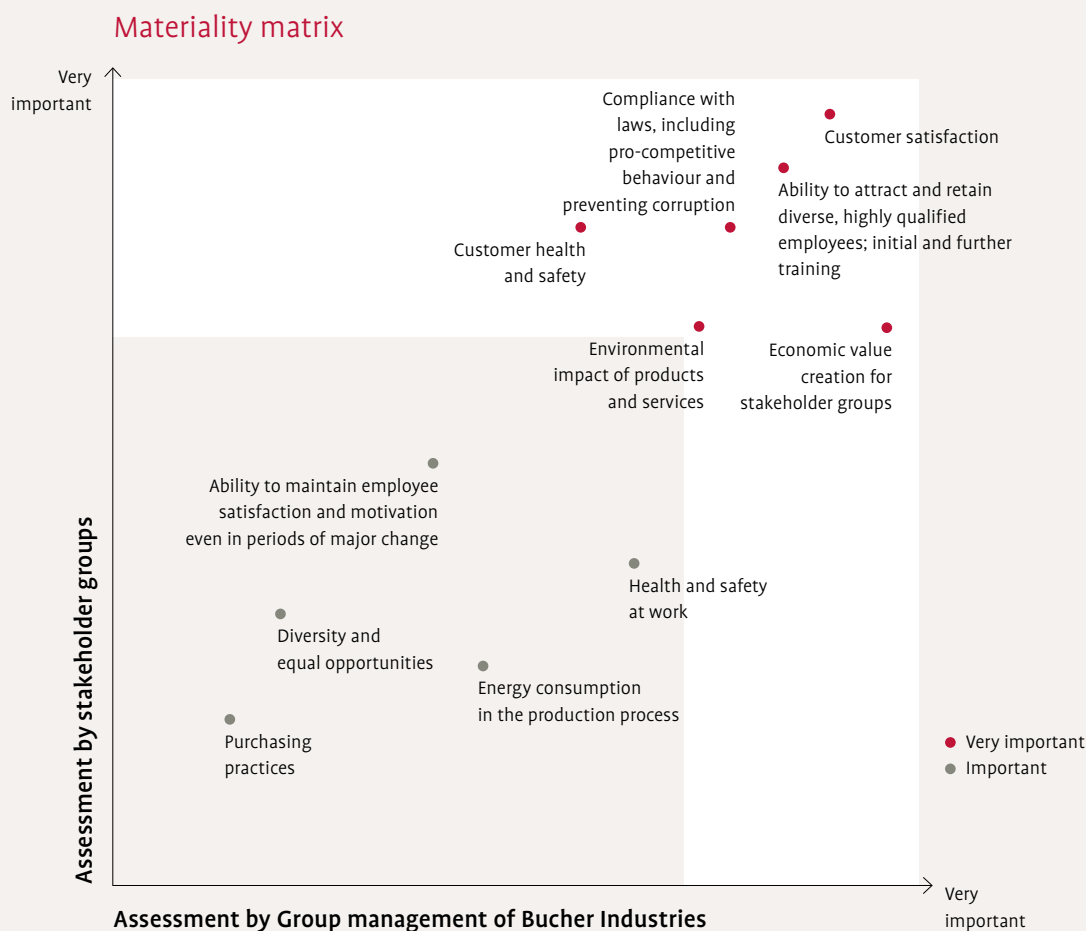
Core aspects of the sustainability strategy

(G4-18/G4-19)

In discussion with employees, customers and shareholder representatives, Bucher Industries evaluated the Group's main areas for focus for sustainability. The top-rated topics form the basis of Bucher Industries' sustainability strategy. The results of this discussion are set out in the materiality matrix.

Discussing relevant topics Along the x-axis, the topics are positioned in order of materiality according to group management. Along the y-axis are the priorities of the stakeholder groups. Each of the six focus areas rated as most important by group management or the stake-

holder groups are plotted on the graph. The graph shows that group management and stakeholder groups have similar priorities. The materiality matrix remained unchanged in 2017.



The four pillars of the sustainability strategy

(G4-DMA)

Based on the materiality matrix, the sustainability strategy of Bucher Industries focuses on four topics rated as very significant as well as appropriate measures and the associated target achievement.



Competition law and corruption

Bucher Industries' Code of Conduct focuses on compliance with competition law and the prevention of corruption. Employees are duty bound to comply with every aspect of the relevant laws and to conduct business in accordance with the practices of fair competition. They are supported in this endeavour through regular training as well as immediate updates to directives.

The report for 2017 can be found on page 51.



Customers' health and safety

Bucher Industries' customers across the world benefit from innovative and effective products and services. Even as early as the development and production stages, customer health and safety are a high priority, and they remain so after commissioning.

Kuhn Group (page 14), Bucher Municipal (page 17), Bucher Emhart Glass (page 21) and Bucher Specials (page 22) pursue objectives in these areas.



Diverse and highly qualified employees

It is entirely thanks to our highly qualified and talented employees that we are able to develop and manufacture our products in the specialised machinery and vehicle engineering sector with such success. Bucher Industries strives to be an attractive employer, offering opportunities for individual training and continuing education.

Bucher Municipal (page 17), Bucher Hydraulics (page 18), Bucher Emhart Glass (page 21) and Bucher Specials (page 22) aim to improve their appeal as an employer through dedicated projects.



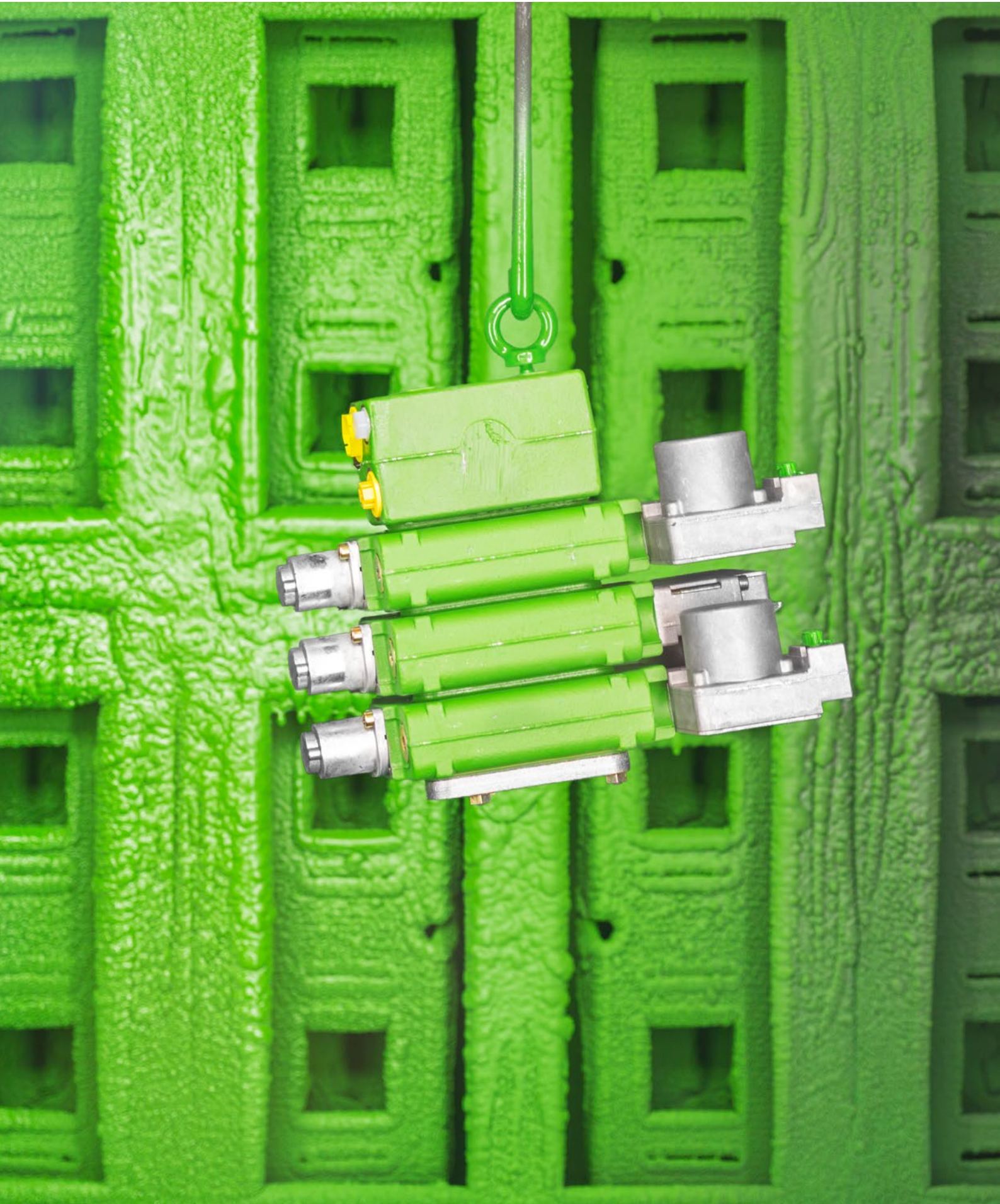
Impact of our machinery and systems on the environment

Bucher Industries develops and manufactures economical, state-of-the-art and environmentally sustainable machinery and systems. We aim to make them as environmentally friendly and eco-efficient in use as possible. In doing this, the careful use of scarce resources such as seeds, crop protection agents and energy is essential. The goal is to minimise the impact on society and the environment.

Kuhn Group (page 14), Bucher Municipal (page 17), Bucher Hydraulics (page 18) and Bucher Specials (page 22) have set specific objectives in this area.

Customer satisfaction and value creation

Group management and the stakeholders regard customer satisfaction and economic value creation as no less important than the four focus areas of our sustainability strategy. However, as these are to be counted among the fundamental elements of our operations, they were not incorporated into the sustainability strategy. You can read more about this on pages 26 and 27.



Stakeholder dialogue

(G4-24/G4-25/G4-26/G4-27)

Bucher Industries engages in regular dialogue with many internal and external stakeholder groups. In this chapter we focus on the topics that were important to our stakeholders in 2017.

Bucher Industries' stakeholder groups include employees, customers and suppliers, as well as shareholders, financial institutions, industry associations, neighbouring communities and the general public. Daily contact with customers and partners as well as personal discussions with and among division employees give an indication of the topics that are important to our stakeholder groups.

Current dialogue topics and measures adopted by Bucher In the year under review, the following topics were discussed with stakeholder groups:

Customers A high level of efficiency in the use of resources, potential reductions in the consumption of energy and water and the amount of fertiliser, protection agent and seeds, as well as lower CO₂ and noise emissions are becoming increasingly important selling points for customers. Reliability and as a result less need for maintenance and more safety when using equipment, vehicles and machines were also rated as top priorities.

support for dealers and end-customers as well as the divisions' employees. Several divisions are reacting to the sharp increase in order intake combined with demand for increasingly shorter delivery times by making controlled adjustments to their productive capacity. In the end, they managed to handle record-high order volumes while adhering to customers' requested delivery times. To meet the high quality requirements of customers, the divisions further improved their quality management and quality assurance, and certified these processes in accordance with ISO-9001 and switched to common industry standards such as IATF-16949.

Further information on the topic of customer satisfaction can be found on page 26.

Employees The good overall economic situation in many countries continued to squeeze the availability of qualified personnel, particularly in technical fields. In the year under review, the group companies increased their productive capacity by hiring additional staff to



A high level of efficiency as well as a lower environmental footprint of products are becoming increasingly important selling points for customers.

The divisions are taking these customer needs into account through further technological developments and the ongoing digitisation of products as well as the use of intelligent software systems. The increasing technical complexity of machines and vehicles, including their software systems, requires additional training and

manage a sharp increase in incoming orders. To further increase their appeal among existing and prospective employees, various group companies optimised their working conditions – for example, by making working hours more flexible, automating more heavy work, introducing ergonomic measures and making structural

(G4-24/G4-25/G4-26/G4-27)

improvements to the workplace. Several group companies conducted an annual employee satisfaction survey and implemented specific improvement measures based on the results. Furthermore, reports of hazards, near-accidents and incidents were systematically evaluated and tracked.

Regulators/authorities The laws and regulations issued by the EU and other national authorities were once again amended. The group companies are aligning their production sites, work processes and machinery certification to the new conditions as quickly as possible. The 2018 EU General Data Protection Regulation required

The 2018 EU General Data Protection Regulation required comprehensive preparatory work in the year under review.

Suppliers The healthy order situation sometimes led to bottlenecks and higher prices among suppliers. Some group companies of Bucher Industries conducted pricing negotiations or expanded their supplier network to prevent or reduce dependency on suppliers.

Further information on the supply chain can be found on page 35.

Board of directors and group management In the year under review, a new group management CFO was appointed. The role was handed over to an internal successor on 1 January 2018.

comprehensive preparatory work in the year under review. On 14 March 2017, the Swiss Competition Commission (COMCO), in response to a complaint, conducted an inspection on the premises of Bucher Landtechnik in Niederweningen, Switzerland. Its investigation concerns the alleged restriction of competition relating to the distribution of spare parts for tractors and alleged territorial restrictions for retailers. Bucher Industries AG is cooperating fully with COMCO and assisting in every way to help clear the matter up.

Management approach to sustainability

(G4-DMA/G4-14/G4-34/G4-56)

The group management and division management of Bucher Industries take equal account of economic, environmental and social criteria, and by doing so act in accordance with the precautionary principle¹.

The principle of sustainable corporate management is anchored in the mission and vision of Bucher Industries. The Code of Conduct² provides employees with specific guidelines relevant to everyday working practice, and makes explicit reference to, among other things, compliance with competition law and the avoidance of corruption. Accordingly, this strategic focus applies to the entire Group. The divisions have formulated goals and implementation measures for at least two of the remaining three strategic priorities (see page 8) for the coming years.

The Group has adopted a management approach based on a decentralised responsibility for management and performance, thereby taking into account not only the diverse requirements of the divisions, but also of the regions. In addition, all the divisions rely on certified management, environmental and safety systems:

Kuhn Group The quality management systems at six of ten production plants have ISO-9001 certification. One production site has the ISO certificate 25119, which defines the safety requirements of electronic control systems. Kuhn Group's goal is that the control systems of all new agricultural machinery should meet these safety requirements (see page 14).

Bucher Municipal All eight production sites have quality management systems with ISO-9001 certification; three have environmental management systems compliant with the ISO-14001 standard. Certification of the environmental management system of additional production sites has been set as a goal, and the initial measures in this regard have been implemented. One production site also has ISO-50001 certification for energy management. At two of Bucher Municipal's production sites, the work safety management systems are OHSAS-18001 certified. The goal is to have additional production sites certified (see page 17).

Bucher Hydraulics The quality management of all nine production sites is ISO-9001 certified. The six largest sites also have environmental management systems with ISO-14001 certification, and the energy management systems at three of them have been ISO-50001 certified. The occupational safety management systems at two production sites meet the OHSAS-18001 standard.

Bucher Emhart Glass The quality management at four production sites is certified in accordance with the ISO-9001 standard. Four production sites have an environmental management system with ISO-14001 certification. The occupational safety management system of one production site is certified in accordance with the OHSAS-18001.

Bucher Specials Bucher Unipektin, which is part of Bucher Specials, has an integrated management system. Four production sites of Bucher Specials have a ISO-9001 certified quality management system; the occupational safety management system at two production sites is OHSAS-18001 certified.

1 Cf. www.unglobalcompact.org/what-is-gc/mission/principles/principle-7

2 www.bucherindustries.com/de/investor-relations/corporate-governance





Less working steps help protect the environment

(G4-EN27)

Attachment of Kuhn's new pneumatic cover crop seeders CCX 9000 and SH 600 to tillage tools enables the simultaneous performance of tillage operations and the seeding of cover crops, thus saving fuel and time as well as better preserving the soil condition.

Protecting the quality of the soil Cover crops provide multiple benefits to soil health and the growing conditions of subsequent crops. Their value to sustainable agriculture is well proven: cover crops prevent soil erosion, improve the soil's physical and biological properties, enhance moisture retention, suppress weeds, reduce the presence of detrimental insects and diseases as well as help preserve biodiversity. Furthermore, they act as green manure by sequestering nitrogen and other nutrients thus supplying nutrients to the following crop. Some cover crops are able to break into compacted soil layers, so the following crop's roots can develop more easily.

Working efficiently and ecologically Seeding cover crops involves extra work for farmers. The period after harvesting is usually very busy, so finding the time to

plant a cover crop in addition to performing other tillage work can be rather challenging. Furthermore, another pass over the fields with heavy machines is detrimental to the soil as it may lead to soil compaction. When combined with tillage tools, the Kuhn CCX 9000 and SH 600 cover crop seeders allow the farmer to establish cover crops while performing soil tillage at the same time.

This allows the farmer time savings of 50% to 55% as well as fuel savings of 45% to 50%. By combining two different operations in one this new technology helps to preserve the quality of the soil considerably as additional passes over the field become unnecessary. The soil can benefit from the numerous advantages of cover crops without having to suffer from a further processing step.

Goals and Progress with Focused Issues (G4-DMA/G4-PR2/G4-EN27)



Customers' health and safety

Improving the safety of electronics and newly developed agricultural machinery, in compliance with the ISO 25119 standard.

Progress Market introduction of the first products (CCI 1200 Terminal) through a consortium as well as internal training courses for the company's development.

Goal 2018/19 Goal remains unchanged.

Obtain a European road licence for the first five machine models.

Progress Obtainment of road licences for the first nine machine models.

Goal 2018/19 Obtain a European road licence for 50% of all machine models by 2018 and 80% by 2019.



Environmental impact of our machines and services

Harnessing new precision agriculture technologies through market launch of ten new farm machines with specially developed function for variable control of application rate and/or section control (application within set boundaries).

Progress Market launch of 14 new farm machines with the latest technology.

Goal 2018/19 In 2018, ten new machines (instead of the originally planned eight) are to follow; and in 2019 another eight.







Save water, enhance efficiency

(G4-EN27)

Cleaning sewers always involves using large amounts of water. And Bucher Municipal is reacting to that: Its RECYcler sewer cleaning vehicle reduces water consumption and also cleans more efficiently.

Reduce water consumption The water recycling technology of the sewer cleaning vehicles RECYcler can save up to 2 million litres of fresh water per year. At first glance, they appear to operate like standard sewer cleaning vehicles. But a closer look clearly shows what the difference is: the vehicle continuously cleans on the spot the debris and dirt from the water extracted from the sewer and uses this cleaned water immediately again for the high-pressure cleaning of sewer pipes.

Higher productivity In addition to saving water, the system also increases the productivity of the user. With the RECYcler, the work must not be interrupted to drive to a remote water location, refill the tank and return to the site. This not only saves time, but also reduces fuel consumption by up to 8,000 litres per year. In addition, the use of a special technology lowers the speed of the pumps to the necessary minimum for the job, which can reduce fuel consumption even further and with it the operating costs.

Goals and Progress with Focused Issues (G4-DMA/G4-PR2/G4-LA1/G4-LA12/G4-EN27)



Customers' health and safety

Reduction of warranty costs as percentage of net sales to below 1%.

Progress The goal was achieved in the sewer cleaning vehicles and refuse collection vehicles business but has not yet been achieved in the sweepers and winter maintenance business.

Goal 2018/19 Goal remains unchanged.

Certification of all products and services in accordance with the OHSAS-18001 occupational safety management system (or the subsequent standard ISO-45001).

Progress Although the preparatory work was stepped up, no additional production sites could be certified.

Goal 2018/19 Goal remains unchanged until 2019.



Diverse and highly qualified employees

Filling 70% of the vacant management positions with internal candidates.

Progress None of the four business segments achieved the goal in the reporting year. Various measures are taken to achieve future goals.

Goal 2018/19 Goal remains unchanged for the next few years.



Environmental impact of our machines and services

Introduction of an environmental management system certified in accordance with ISO-14001 at all production sites.

Progress Although the preparatory work was stepped up, no additional production sites could be certified.

Goal 2018/19 More production sites are to be certified in 2018. All production sites should be certified by 2019.



Reduce emissions in the long term

(G4-EN27)

Servo-hydraulic pump-control systems allow Bucher Hydraulics to keep pace with the trend to conserve energy and reduce CO₂ emissions even in hydraulic systems.

Anticipating customer needs For Bucher Hydraulics this means optimising existing hydraulic systems to minimise losses and thereby actively reduce energy consumption. On the other hand, the division is developing new hydraulic controls and systems, such as servo-hydraulic pump-control systems, that enable customers to make considerable energy savings and ultimately reduce their overall operating costs.

Smart system architecture Compared with conventional throttling control, the servo-hydraulic pump-control system generates only as much pressure and flow as the drive needs at the time. The benefits to the customer: The energy balance is optimized; energy consumption and CO₂ emissions are reduced by 40% to 70% for the entire life cycle.

The drive units are installed decentrally and near the cylinder, which reduces the installation space needed, pipeline losses and the installation time and cost. This lowers the use of hydraulic oil by 90%, as only the actual pendulum volume has to be provided for. In addition, fewer components such as cooling units and storage facilities are needed, which additionally reduces the use of resources.

Proven in practice With 8 000 hours of operation, this system enables the Swiss firm Nencki to reduce by 70% its energy consumption in a test rig for rail chassis. At the same time, the setup of the plant was considerably simplified and processes further refined. The servo-hydraulic solution also means that the noise affecting employees is reduced by up to 50%.

Goals and Progress with Focused Issues (G4-DMA/G4-LA1/G4-LA9/G4-LA12/G4-EN27)



Customers' health and safety

Reduction of staff turnover rate per production site to 2% in 2017.

Progress Four out of nine production sites reached the goal in 2017.

Goal 2018/19 Goal remains unchanged.

Improvement of staff qualification through continuing education for an average of 0.4 hours per week per employee.

Progress Not achieved.

Goal 2018/19 Implementation of the initial measures, such as the e-learning module. Goal confirmed.

Integration of diversity management in the HR process by expanding the HR cockpit.

Progress In progress.

Goal 2018/19 Definition of a measurable internal benchmark for diversity in 2018.



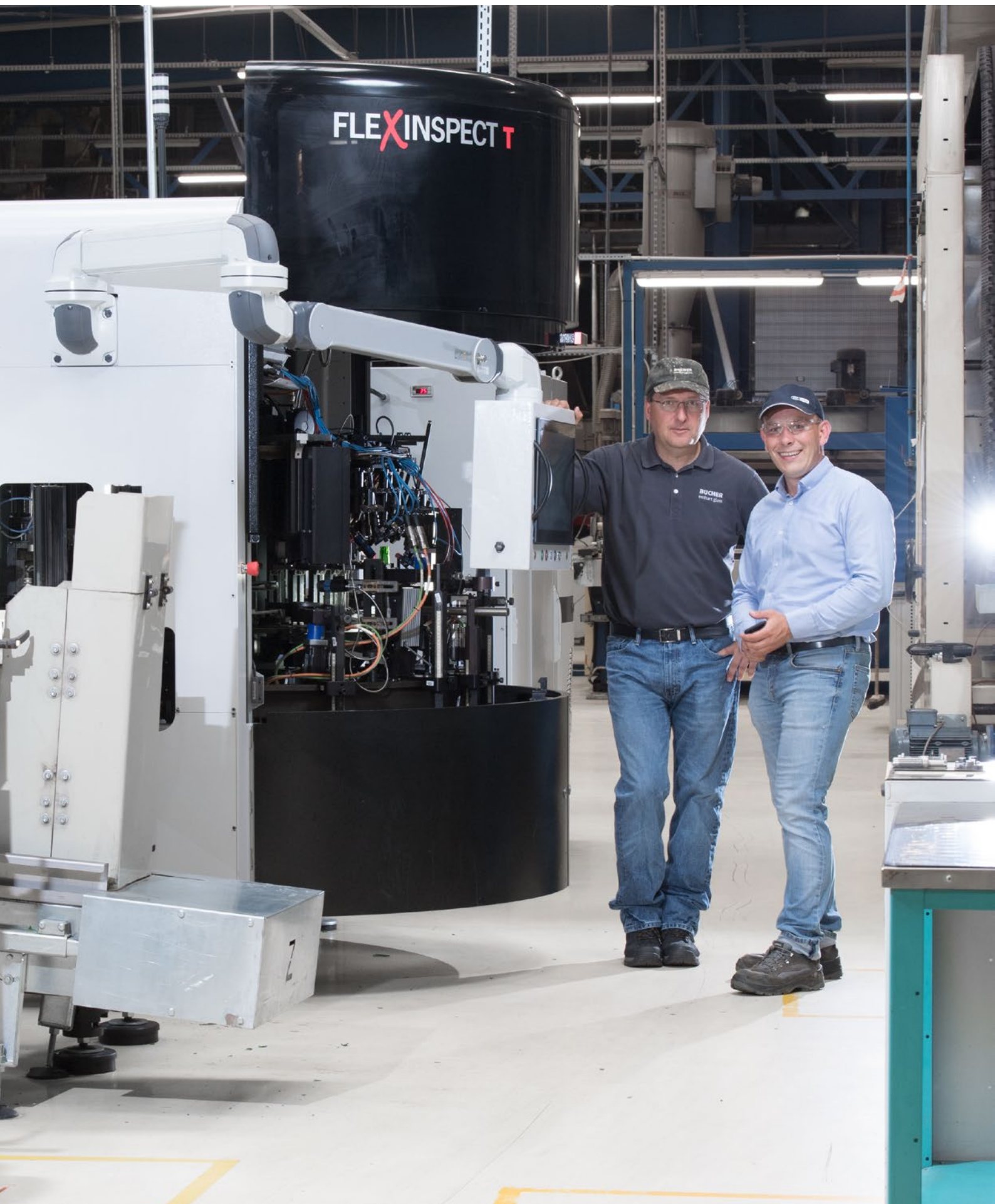
Environmental impact of our machines and services

Measurement and analysis of the energy consumption and noise emissions for selected customer projects.

Progress Implementation in the use of electrohydraulic system technology in a test rig at Nencki Bahntechnik AG (see above).

Goal 2018/19 New measurements and analyses for selected customer projects.







A strong team

(G4-PR2/G4-LA1/G4-LA9)

“Stronger together” is the philosophy of Bucher Emhart Glass. Together with its customers, the division works on solutions to meet the challenges in the glass industry. This results in more attractive, safe and efficient work processes.

Glass manufacturing requires experience Fewer and fewer people want to work under the hot and loud conditions of glass manufacturing. This presents glass container manufacturers with major challenges: how can they, with fewer new recruits and hence a loss of know-how, remain competitive and meet rising customer demands while constantly becoming more efficient and producing ever-higher quality products? Bucher Emhart Glass has the answer.

Advancing glass production as strong partners Under the motto “Stronger together”, Bucher Emhart Glass is developing technologies and solutions, working as a partner with its customers. For example, the “lubrication” of blank molds can now be done by robots, which makes the work of glass manufacturing more efficient and safer for the humans involved.

Digitalisation of the production chain New digital developments are making it possible to transfer the knowledge of experienced employees to software and automation solutions, which helps to stem the loss of know-how. Digitalisation in turn requires skills that can attract younger employees. The overarching goal of Bucher Emhart Glass is to unify the entire production chain from glass-forming to inspection into a smooth and coherent process. The division made important progress on this path in 2017. In the autumn of 2018, the division will present the latest developments.

Goals and Progress with Focused Issues (G4-DMA/G4-PR2/G4-LA9)



Customers' health and safety

Continuous improvement of products and documentation, taking into account the findings of accident analysis.

Progress Publication of videos for the standard operation of machines and analysis of the roll-out of an e-learning platform.

Goal 2018/19 Goal remains unchanged.

Development and market launch of new technologies for form lubrication, protection systems and side barriers for glass-forming machinery.

Progress Market introduction of new auto-swab technologies, protection systems and side barriers for glass-forming machinery.

Goal 2018/19 Goal remains unchanged.



Diverse and highly qualified employees

Increasing staff loyalty, motivation and qualifications through additional training measures and introduction of a new performance review process.

Progress Introduction of the performance review process. Continuing education at a high level.

Goal 2018/19 Goal remains unchanged.



Retaining young talent

(G4-LA9)

Dual study courses combine the transmission of theoretical knowledge with the practical application in the company, as is the case with Jetter. The main advantage is that the students gather specific work experience while still getting their education.

Investment in the future In conjunction with the Baden-Württemberg Cooperative State University, Jetter, a business unit of Bucher Specials, offers places of study in the fields of industrial engineering (specialization electrical engineering) and electrical engineering (specialization automation). Five students from different years worked at Jetter in 2017. In order to give the students the best possible preparation for their future tasks, the students are supervised by a central specialist office at Jetter. Here the entire study program is coordinated, projects are organised and assistance provided for all study and thesis work. The trainers always act as mentors and devote about 10% to 15% of their time to the students.

Win-win situation for young talents and the company

The innovative dual concept is equally attractive for both students and Jetter. Their work enables the students to gain knowledge of operations and to learn internal processes. The dual study course also offers some real advantages for Jetter, as it makes available well-educated young people who know the company and who can take on the responsibility of tasks and projects almost immediately after completing their studies. Whenever possible, Jetter offers an attractive job to those who have finished the course. In 2017, one student successfully completed his studies and now works in the area of development.

Goals and Progress with Focused Issues (G4-DMA/G4-PR2/G4-LA1/G4-LA9/G4-EN27)



Customers' health and safety

Bucher Unipektin: Improving safety thanks to two additional training hours per customer per year at no charge.

Progress Designing training content and training courses for the trainers.

Goal 2018/19 Goal remains unchanged.



Diverse and highly qualified employees

Bucher Landtechnik: Increasing attractiveness as an employer by providing continuing education courses for 80% of all employees for two days per year.

Progress This goal was achieved in 2017.

Goal 2018/19 Increasing attractiveness as an employer by providing continuing education courses for 80% of all employees for three days per year.

Jetter: Keeping the rate of voluntary resignations below 5%.

Progress This goal has been achieved. Various measures have been implemented.

Goal 2018/19 Goal remains unchanged.



Environmental impact of our machines and services

Bucher Vaslin: Reducing the wine presses' water consumption by using the new "Cleaning in Place" process.

Progress Control measurement of current water consumption.

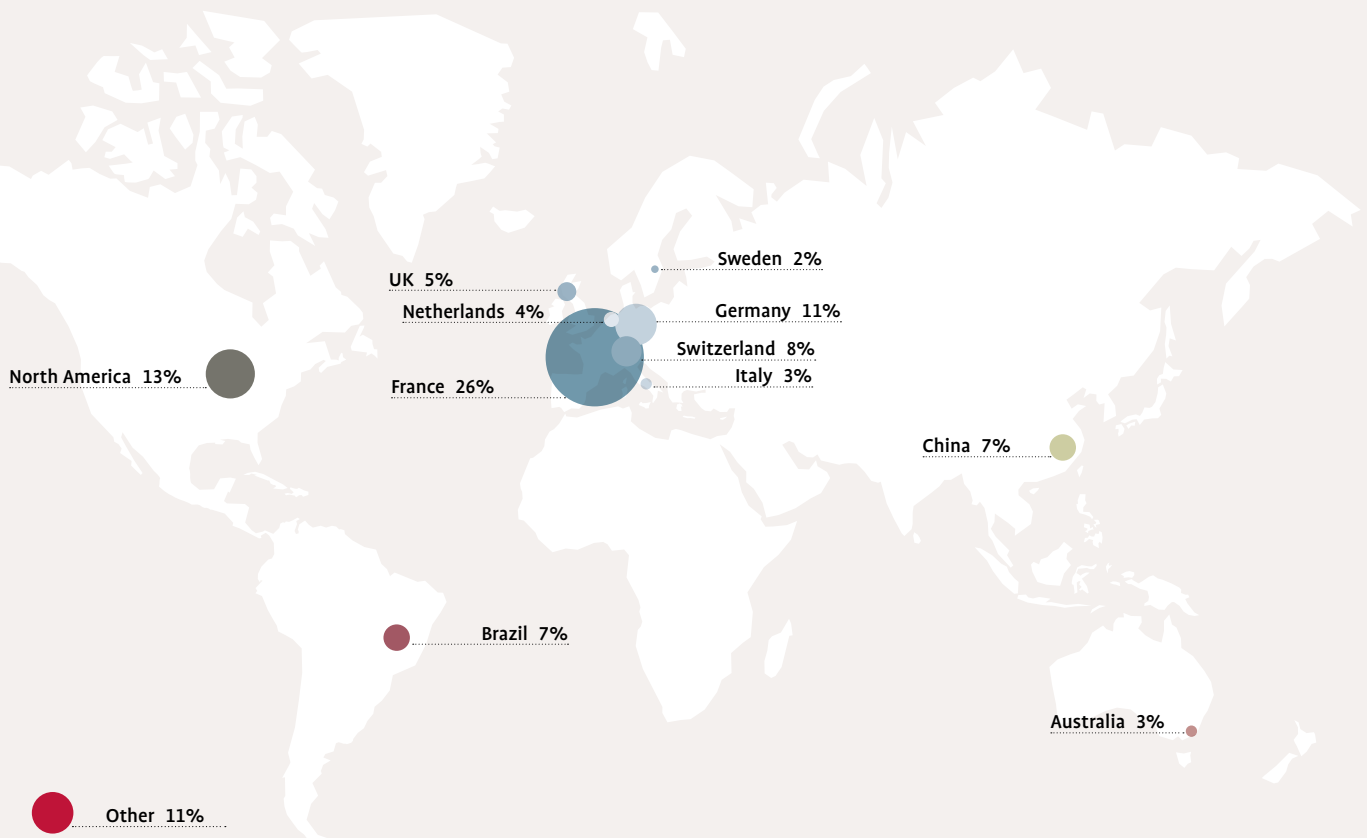
Goal 2018/19 Goal remains unchanged.



Key figures at a glance

Number of employees 2017, by regions (G4-6/G4-10) The figures on the world map refer to all 12 108 Group employees. The data collection process for the other key figures in this report took into consideration 38 important production sites and one research centre belonging to the Group, which account for 80% of sales and 90% of employees.

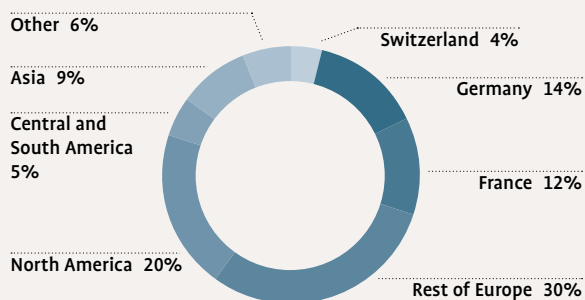
Data source: 31 December 2017



Direct economic value generated, by region

(G4-EC1)

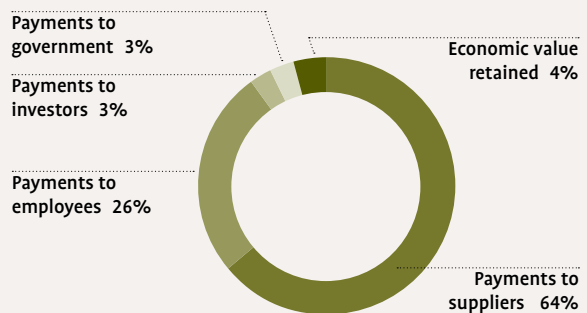
2017



Breakdown by economic value distributed and retained

(G4-EC1)

2017



Data source: Figures and consolidation taken from consolidated financial statements in Annual report 2017.

Economic value generated and distributed

(G4-EC1)

In 2017, the performance of Bucher Industries was pleasing overall. Order intake rose by 20% and the direct economic value generated increased 11% compared to the previous year. All divisions contributed to the positive development. Demand for the vehicles and machinery of Bucher Industries increased sharply.

Almost in step with the economic value generated, payments to suppliers rose by 10% in 2017. Bucher Industries increased its spending on innovation, invested in the expansion of its production infrastructure as well as the modernisation and automation of production resources and thus further expanded the Group's long-term business base. The divisions reacted to the sharp increase in order intake with controlled adjustments to their productive capacity, additional material procurement and an 8% rise in number of employees, which was covered primarily by the hiring of temporary staff. Shareholders received a 30% higher dividend payment in 2017. Tax payments to public authorities grew by 29%. Improved earnings resulted in income tax rising 36%, while tax on capital saw an 11% increase. The share of payments to suppliers and employees of the total economic value generated fell to 91% (2016: 92%).

Group: Direct economic value generated and distributed

CHF million	Change			
	2017	2016	absolut	in %
1. Direct economic value generated	2 676.0	2 404.4	271.6	11.3%
2. Economic value distributed				
Payments to suppliers	- 1 714.0	- 1 561.7	- 152.3	9.8%
Payments to employees	- 708.4	- 652.2	- 56.2	8.6%
Payments to capital investors	- 75.4	- 63.7	- 11.7	18.4%
Payments to public authorities	- 77.1	- 59.7	- 17.4	29.1%
Investments in the community	n.a.	n.a.	n.a.	n.a.
3. Retained economic value	101.1	67.1	34.0	50.7%

Data source: Figures and consolidation taken from consolidated financial statements in Annual report 2017.

The geographic distribution of the directly generated economic value was mostly unchanged year on year: 60% was generated in Europe, 20% in North America and 9% in Asia.

Customer satisfaction

(G4-DMA/G4-PR5)

Machinery and systems with technological, economical and ecological benefits are the core business of Bucher Industries. Digitisation is creating new opportunities for operations and maintenance, but it also increases the need among customers for information and training. With dedicated service experts, qualified sales people and professional dealers, the group companies make a major contribution to the high level of customer satisfaction, creating the basis for long-term relationships.

All group companies maintain direct contact with customers in order to evaluate their needs along with the potential for the improvement and development of products and services. Individual group companies conduct customer satisfaction surveys. Major customers are regularly invited to evaluate products and prototypes or are consulted during the development process for new products from the initial stages onwards. Warranty and maintenance cases are systematically analysed for their potential for improvement. The divisions increasingly offer their customers training and service for their products. Service experts are at their side from the very start of operations.

Kuhn Group was awarded a “Gold Service Level” for the third year in a row by the Equipment Dealers Association in the US. The award was based on a survey among dealers and customers in which they gave their assessment of the agricultural machinery of Kuhn Group compared to the products of competitors. The latest balers were rated 7.7 on a satisfaction scale of 1 to 10 in a customer survey. In Brazil, 115 field technicians from the dealer network were given training in the company's new training centre during the reporting year. The participants indicated that they were very satisfied with the training programme.

Kuhn Group received a “Gold Service Level” award from the Equipment Dealers Association in the US.

Bucher Municipal conducts a customer satisfaction survey every year for winter maintenance equipment on seven topics: submission of tenders, the ordering process, quality of products and documentation, delivery, customer services, invoicing and the quality of customer relationships. The measures implemented after the most recent surveys have paid off. Satisfaction improved year on year by more than 0.2 points to 3.2 on a scale of 1 to 4. With regard to the business for refuse collection vehicles, the customer surveys showed some potential for improvement in keeping delivery deadlines. As a result, Bucher Municipal launched a cross-divisional project that included the highest levels of management. In the sweepers

(G4-DMA/G4-PR5)

business, a project to introduce a new standardised software for customer relationship management was launched in 2017 in order to maintain an even better and comparable database of customer needs.

Bucher Hydraulics conducted its second customer satisfaction survey in 2017 according to specific criteria relating to its slogan “Smart Solutions – Superior Support”. The customer assessments were slightly less positive compared to the prior year. Although Bucher Hydraulics handled the huge increase in new incoming orders satisfactorily, customers said that they would have liked to have even shorter delivery times.

Bucher Emhart Glass added a specific escalation process to its quality management system to handle serious shortcomings.

Bucher Emhart Glass continued the simplification of the quality management system that it began in the previous year. An interdisciplinary quality assurance team regularly checks customer feedback to look for opportunities for improvement. A separate escalation process for difficult cases was defined during the reporting year and work on an internal quality management manual was continued.

Bucher Vaslin is part of **Bucher Specials**, and, as in the previous year, it conducted a survey of buyers of new wine production equipment, while in addition a survey of the maintenance service for existing equipment was conducted in 2017. Bucher Unipektin postponed the planned comprehensive online survey until 2018; instead, it asked selected customers about their needs with respect to digitisation. Jetter received an excellent rating from its industrial customers as part of its annual customer survey.

Customer health and safety

(G4-DMA/G4-PR2)

All machinery and systems of the group companies of Bucher Industries guarantee a high level of health and safety for users. Customer health and safety are a top priority through the entire life cycle of the product, from the development to use all the way to final disposal.

Depending on the legal requirements, all products are self-certified or have certification from a government or officially recognised testing station. In addition, detailed descriptions and instructions enable customers to use the products safely and in compliance with regulations. All group companies comply with the relevant applicable legal requirements governing product information and operating manuals. Health and safety aspects are part of the training programmes for customers and dealers. The certification of production sites in accordance with OHSAS-18001 not only increases the level of health and safety protection offered to employees, but it also has positive implications for customer health and product safety.

The issue of cyber security is also part of customer safety at Bucher Industries, and nowadays it is inextricably linked to the idea of assuming responsibility. The increasing networking and automation of the machinery and systems of Bucher Industries offer many opportunities, as well as risks that need to be adequately addressed. Cyber security at Bucher Industries is handled at the Group level. The central role of the Chief Information Security Officer is to work together with experienced teams in the divisions to recognise any threats early on and to provide the organisation with appropriate protection. The company's holistic approach to cyber security includes the security of internal systems and processes, security of the supply chain, as well as the safety of products that have been designed and built. Regular internal and external assessments are made for these products to verify compliance with the specifications that have been defined.

The products of Bucher Industries are continuously developed and adjusted to meet new customer needs. As a result, the products are becoming smarter and better networked, but they also have a potentially greater exposure to attack. It follows that considerations of cyber security must therefore be consistently included in research and development to meet current requirements and the corporate responsibility of Bucher Industries.

(G4-DMA/G4-PR2)

Goals and measures of the divisions with regard to customer health and safety

Kuhn Group has set two goals: The first is to improve the safety of electronics and newly developed agricultural machinery, in conformity with the ISO 25119 standard. The second goal of Kuhn Group is to obtain European approval for road use for its vehicles, including all mobile machines.

Some initial success was achieved during the reporting year: The Consortium Competence Center ISOBUS (of which Kuhn Group is a founding member) successfully launched the CCI 1200 on the market in 2017, the first terminal meeting the ISO-25119 standard. The terminal displays vehicle information and also actively manages the functions of the vehicle. In 2017, the first nine of 48 vehicle types of Kuhn Group obtained European approval for road use.

Both goals will continue to be pursued in 2018. In the development of its own new onboard electronic systems to be sold in the EU, Kuhn Group wants to take into account the ISO-25119 standard going forward. Internal training courses on the standard were therefore held in 2017. In 2018, the development process based on the ISO standard is to be adjusted and then applied in an initial pilot project, before it is finally used for all new developments. Kuhn Group will continue to pursue its goal in 2018 of obtaining European approval for road use for its vehicles. By the end of 2018, 50% of the vehicle types should have received the approval for road use, and 80% by the end of 2019.

There were no specific incidents concerning the effects of products on the health and safety of customers in 2017.



In 2017, the CCI 1200 was the first terminal that meets the ISO-25119 standard that was successfully introduced to the market. It was introduced by a consortium under the participation of Kuhn Group.

Bucher Municipal wants to certify all products and services in compliance with OHSAS-18001 and lower the warranty costs to under 1% of net sales.

Two of the eight most important production sites are certified in accordance with OHSAS-18001. During the reporting year, one of the production sites already began the preparation for conversion to the successor standard ISO-45001. Other production sites subsequently took up the preparatory work for the OHSAS-18001 certification. The goal is to obtain the certification by 2019.

(G4-DMA/G4-PR2)

The goal of warranty costs of under 1% of net sales for the business for sewer cleaning vehicles and refuse collection vehicles was achieved during the reporting year. For sewer cleaning vehicles, the internal campaign “Deliver quality on time” and a focus on the inspection of vehicles before their delivery made a contribution to achieving the goal. Measures for improvement were successfully introduced for refuse collection vehicles. These measures were a result of analyses of warranty cases from the prior year. In addition, two new product models helped to push warranty costs down sharply. The share of warranty costs is still above 1% for the business for sweepers and winter maintenance. However the decision that Bucher Municipal made to manufacture some parts itself for the winter maintenance vehicles instead of buying them has already helped to reduce warranty costs. In addition, some valuable insights were gained from the annual customer satisfaction surveys.

Both goals will continue to be pursued in the next few years.

Legal requirements and voluntary codes of behaviour were complied with during the reporting year for all products and services of Bucher Municipal. There were no incidents concerning the effects of products on the health and safety of customers.



In the business for sewer cleaning vehicles and refuse collection vehicles of Bucher Municipal, the goal of warranty costs of under 1% of net sales was achieved.

The products from **Bucher Hydraulics** fulfilled customer requirements during the reporting year as well as the comprehensive, strict legal safety standards governing the end products in which the hydraulic components are used. There were no incidents concerning the effects of products on the health and safety of customers during the reporting year.

Bucher Emhart Glass analyses all its customers accidents and reduces ongoing improvements to products and services. In addition, Bucher Emhart Glass is pursuing the goal of developing new auto-swab technologies, protection systems and side barriers for glass-forming machinery and introducing them to the market. In 2017, Bucher Emhart Glass also published manuals and videos for the standard operation of its machinery and is now looking into introducing an e-learning platform. Moreover, during the reporting year, Bucher Emhart Glass developed and introduced additional functions for adapting the swab robot system to its machinery. The first swab robot system was installed at a customer in 2017. The pneumatically driven glass-forming machines of the type AIS were equipped with side barriers. In addition, Bucher Emhart Glass finished the development of the control system “Manual Mode” in 2017. This system increases safety for the user by introducing a two-handed operation and the separation of the servomechanisms between the preform and blow side. And finally, the self-regulating process systems were enhanced to further reduce the interaction between user and machine. Both goals remain unchanged for 2018.

(G4-DMA/G4-PR2)

Bucher Emhart Glass complied with all legal requirements and voluntary codes of behaviour during the reporting year. There were no incidents concerning the effects of products on the health and safety of customers in 2017.



In addition to the published manuals and videos in 2017 for the standard operation of its machinery, Bucher Emhart Glass is looking into introducing an e-learning platform.

Bucher Unipektin, which is part of **Bucher Specials**, is pursuing the goal of introducing a special safety training programme for all customers, free of charge, which will take place when starting up the equipment. Customers have in the past failed at times to heed the safety instructions for operations and maintenance. During the reporting year, the training programme and the content of the course were prepared and the employees of Bucher Unipektin were trained in becoming trainers. The customer training course will be conducted for the first time in 2018 and will be optimised based on the feedback received. In addition to the free training course, Bucher Unipektin is also looking into the interest among customers in receiving fee-based training refreshers while the equipment is in operation.

Environmental impact of products

(G4-DMA/G4-EN27)

A high level of efficiency in the use of resources, potential reductions in the consumption of energy, water and fertiliser, as well as lower CO₂ and noise emissions are becoming increasingly important selling points for the customers of Bucher Industries. The Group companies factor these requirements into the further development of their economical, state-of-the-art and environmentally sustainable machinery and systems. The research and development expenditure within the Group rose to CHF 110 million in the reporting year (2016: CHF 99 million).

Kuhn Group is harnessing the new precision agriculture technologies and had set itself the goal of launching ten new agricultural machines on the market in 2017, featuring functions for variably controlling the application rate (seeds, fertiliser and crop protection agents) and/or section control, i.e. application within set boundaries. Kuhn Group clearly exceeded this goal by introducing 14 such machines on the market. The division also intends to continue launching new products over the next few years, with ten (instead of the eight planned previously) further machines scheduled for launch in 2018 and a further eight following in 2019.



The new series of self-propelled Stronger MT and HD agricultural sprayers from Kuhn Group meet the Stage IIIA emissions standards and consume 20 to 30% less fuel than previous models.

The products launched in the reporting year boasting a high level of efficiency in the use of resources or lower environmental emissions include the CCX 9000 cover crop seeder (page 14) or the self-propelled Stronger MT and HD agricultural sprayer, which meet the Stage IIIA emission standard. The motor has a low-emission and fuel-saving design (20 to 30% less fuel consumed than previous models). The new hydrostatic Eco Drive four-wheel drive system ensures that the motor consumes the optimal amount of fuel at all times. The model series was specially developed to meet the needs of major producers in the countries within the Commonwealth of Independent States.

(G4-DMA/G4-EN27)

Bucher Municipal set itself the goal of introducing an ISO-14001-certified environmental management system in all of its production sites by the end of 2017. One of the production sites already has certification for operating activities with sweepers. Relocating production to Latvia and the UK has slowed down the preparation of the certification in the reporting year. This is now scheduled to be completed in 2018. Resource-related reasons have also led to delays in the certification of the production sites in the sewer cleaning vehicle business. This is now planned to be completed by 2019. The internal preparatory work, reports and training sessions in the business for refuse collection vehicles were completed in 2017. This means that the audit can be conducted in September 2018 and certification can still be obtained in 2018. The operating facilities for the winter maintenance business in Italy and Germany are already ISO-14001-certified.



In the winter maintenance business, Bucher Municipal finished developing its first fully electric Phoenix Electra gritting vehicle in 2017.

In the sweeper business, the fully-electronic sweeper launched one year ago is enjoying rising demand from customers. In the sewer-cleaning vehicles business, water consumption was lowered significantly with the introduction of RECYCler® technology (page 17). In the winter maintenance business, the development of the first fully electric Phoenix Electra gritting vehicle was completed in 2017. In comparison to traditional gritting vehicles, the Phoenix Electra uses 75% less operating energy, emits 100% less direct CO₂ and NO_x and also boasts 100% less noise emissions from the auxiliary motor. All of the materials used in the construction of the vehicle can be recycled. The new snow ploughs with brine injection not only increase road safety, but also cut down on the amount of salt and de-icing agents used. Last winter, tests were carried out on motorways which showed that savings of up to a third could be achieved.

(G4-DMA/G4-EN27)

The continually optimised hydraulic systems produced by **Bucher Hydraulics** reduce noise emissions and energy consumption in machinery developed by its customers. Measuring efficiency at customer premises has proven challenging. In the year under review, Bucher Hydraulics pursued the goal of obtaining more accurate efficiency data in the measurement and analysis of energy efficiency and noise emissions within selected customer projects. An example of this can be found in the success story on page 18 as regards the use of electro-hydraulic system technology in a test rig at Nencki Bahntechnik AG. Further measurements are scheduled to be taken in customer projects in 2018. Bucher Hydraulics also intends to make an important contribution towards the further reduction of the environmental impacts of its products through the newly founded Advanced Technologies department. This department will press on with the development of new system solutions and will increase the focus placed on customer needs and trends, such as energy efficiency. The team began its work in the reporting year.



Bucher Vaslin is striving to reduce water consumption of its wine presses by more than 30% by means of an innovative cleaning process called Cleaning in Place.

Bucher Vaslin, which is part of **Bucher Specials**, is working on achieving the goal of reducing the amount of water its wine presses use by more than 30% by means of an innovative cleaning process called Cleaning in Place. Using measurements taken of customer applications, the current water consumption was calculated as the basis in the reporting year. Another control measurement has been scheduled for the harvest season of 2018 with the aim of verifying the feasibility of the project goal.

Description of the supply chain

(G4-12/G4-13)

The Bucher Industries code of conduct demands fair competition. Owing to the decentralised responsibility for management and performance, the divisions each have individual guidelines for evaluating suppliers. Quality, competence and reliability, as well as cost-optimisation measures, are however group-wide criteria for selecting suppliers. Local providers are preferred, where possible. In 2017, CHF 1.7 billion was paid out across the Group to suppliers.

Kuhn Group has a division-wide standardised procurement process which specifies the vendor selection criteria and the procedures for purchasing materials and services. A cross-divisional coordination team ensures that synergies are optimally exploited within the companies. Regular audits also verify compliance with supplier requirements with respect to occupational safety and the environment. The central procurement organisation based in Europe guarantees that a standardised relationship management system is implemented for suppliers and thus similar, competitive prices. As in the previous year, Kuhn Group purchased materials and services from some 3 600 suppliers in 2017. Within the framework of the growth strategy in Russia and China, the division is currently reviewing the further expansion of local supplier relationships. As a result, a welding technology provider was found in Russia in the year under review. In other markets, the dependency on using individual supplier has been reduced on a case-by-case basis. To achieve this, Kuhn Group has either established new relationships or manufactured parts itself that the company had previously purchased.

Within the framework of the growth strategy in Russia and China, Kuhn Group is currently reviewing the further expansion of local supplier relationships.

Within **Bucher Municipal**, the individual production sites are responsible for the supply chain, but the division provides support. Every business unit is responsible for carrying out their respective procurement activities in accordance with their needs, but have to consider in the standardised framework contracts of the division. The termination of business of a number of suppliers in the refuse collection vehicles business has resulted in the relevant deliveries being reallocated. The procurement of individual components in the winter maintenance business has been stopped for quality reasons. The components will again be manufactured by Bucher Municipal. The division purchased materials and services from some 4 200 suppliers in the year under review.

(G4-12/G4-13)

Bucher Hydraulics has over 3 000 suppliers. Every competence centre within the division is responsible for its respective supplier base. In order to ensure that production is not impacted by any interruptions, the division carried out an internal analysis to identify critical supplier relationships. In such instances, at least two supplier relationships were maintained in consideration of the risks posed.

In consideration of the risks posed, Bucher Hydraulics maintains at least two supplier relationships for materials that are classed as “critical” for ensuring that production is not impacted by interruptions.

A division-wide purchasing department at **Bucher Emhart Glass** links up the decentralised purchasing functions of the production sites. It also establishes the purchasing process, the relevant procedures and criteria so that they are standardised throughout the division. In addition, functional teams are responsible for individual areas. The harmonisation process in the supplier chain that began in 2015 was continued in the reporting year. Bucher Emhart Glass also launched the “One purchaser” concept in 2017, where one purchaser in the division is responsible for an individual supplier, even if this supplier delivers to multiple locations. The aim of this is to increase responsibility for supplier performance and inventory management. The number of suppliers has been reduced to 290 companies. For example, Bucher Emhart Glass has streamlined its supplier relationships with foundries around the world. Furthermore, the number of internal purchases made by the subsidiary in China has increased in the reporting year.

In 2017, Bucher Emhart Glass launched the “One purchaser” concept, where one purchaser in the division is responsible for an individual supplier.

The **Bucher Specials** business unit Bucher Vaslin obtains the majority of its purchases from suppliers in Europe. The small number of suppliers of raw materials is monitored by means of a specific risk management system. Special requirements for transport were set out in the reporting year and implemented for all suppliers. Due to its very high proportion of exports, Bucher Unipektin further expanded its purchasing volume in the “best-cost countries”. In 2017, the company still purchased 24% of its material requirements in Switzerland. The remainder was mainly purchased in Western and Eastern Europe. As part of its “Local Content Initiative”, Bucher Unipektin is continuing to increase the proportion of materials purchased in its local sales markets. Bucher Landtechnik is a company trading in agricultural machinery with a focus on the Swiss market. In 2017, another European manufacturer was incorporated as a partner, which means Bucher Landtechnik now works in collaboration with four European manufacturers. The logistics partner of Bucher Landtechnik has relocated to a central location within Switzerland, thus allowing it to make faster and shorter deliveries. Jetter works with around 900 suppliers, mainly from Germany and Switzerland.

Number and composition of employees

(G4-10)

Thanks to their continued high-quality performance, the 12 108 employees at Bucher Industries ensure that the Group maintains its leading position on the machinery and vehicle construction market.

The number of employees has grown by 8% in the reporting year. The number of temporary employees has grown considerably by 56%. The divisions responded to the sharp short-term increase in order intake with controlled adjustments to their productive capacities. Europe and North America in particular thus experienced an increase in number of employees. In contrast, the number of employees declined slightly in Asia.

Group: general information about employees (FTE)

	Change in		
	2017	2016	%
Number of employees			
Permanent	10 199	9 953	2.5%
Temporary	1 909	1 222	56.2%
Total number of employees	12 108	11 175	8.3%
Regional structure			
Switzerland	940	930	1.1%
Europe	7 021	6 211	13.0%
Asia	1 273	1 360	-6.4%
America	2 544	2 398	6.1%
Other	330	276	19.6%
Total number of employees	12 108	11 175	8.3%

Data source: All employees of the Group as per consolidation in the accounts in the Annual report 2017. Temporary employees also include trainees. In 2017, there were 292 vacancies for trainees; in 2016, the number was 282 (in FTE).

In the key production sites, the number of employees as at the end of 2017 fell year-on-year by just under 1% to 9 298 (headcount). The proportion of employees on temporary contracts showed an increase of 36% throughout the entire Group. The ratio of part-time employees grew to 4%. The proportion of female employees remained on par with the previous year. The ratio of women within Bucher Industries remained above average, particularly in Switzerland, as well as in Asia and America.

(G4-10/G4-11)

Most important production sites: general information about employees (headcount)

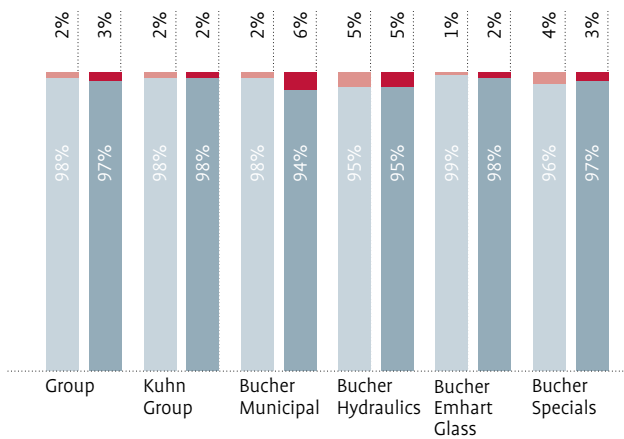
	Female	Male	Total	Total	Change in
			2017	2016	%
Number of employees					
Permanent	n.a.	n.a.	8 993	9 128	-1.5%
Temporary	n.a.	n.a.	305	224	36.2%
Total employees (headcount)	1 228	8 070	9 298	9 353	-0.6%
Part-time	n.a.	n.a.	394	367	7.3%
Percentage part-time	n.a.	n.a.	4.2%	3.9%	
Regional structure					
Switzerland	142	654	796	770	3.4%
Europe	628	4 623	5 251	5 136	2.2%
Asia	149	853	1 002	1 161	-13.7%
America	298	1 849	2 147	2 179	-1.5%
Other	11	91	102	107	-4.5%
Total employees (headcount)	1 228	8 070	9 298	9 353	-0.6%
Employees with collective agreement	n.a.	n.a.	4 981	4 937	0.9%
Percentage with collective agreement	n.a.	n.a.	53.6%	52.8%	

Data source: Employees at the 38 most important production sites and one research centre, not including apprentices, trainees, interns and temporary staff.

By contract type

■ Permanent ■ Temporary

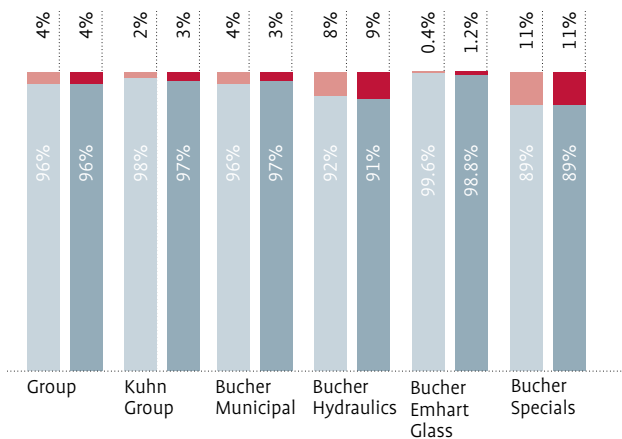
2016 2017



By employment type

■ Full-time ■ Part-time

2016 2017



Diversity of employees

(G4-DMA/G4-LA12)

It is only thanks to the Group's qualified and versatile teams that Bucher Industries is able to develop and produce machinery and systems that meet the high technological, economical and ecological requirements. The Group offers its employees attractive places to work and the opportunities to take part in individually tailored training and development programs.

All of the divisions have been affected by an increasingly competitive labour market. The positive economic development in the year under review has further exacerbated the situation.

The proportion of employees that are over 50 years old in the Group's 38 most important production sites fell slightly in the reporting year. The proportion of staff in this age group at management level and in Group management has risen slightly, with the proportion of 30 to 50 year-olds falling conversely. The ratio of women working in the production sites and in management fell slightly. The ratio of women in Group management remained at the same level. The changes made to the board of directors are due to the fact that it has been reduced in size by one member in the reporting year.

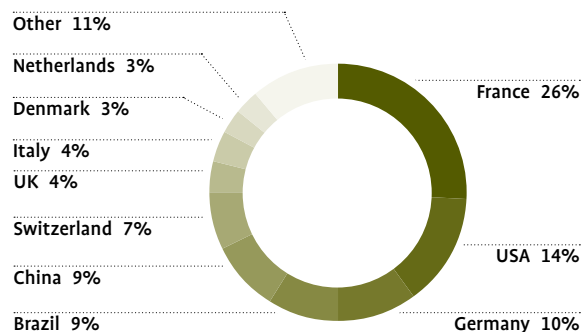
Diversity of personnel (percentage share)

	Employees at the most important production sites	Management	Group management	Board of directors
2017				
Female	13.2%	5.1%	14.3%	16.7%
Male	86.8%	94.9%	85.7%	83.3%
under 30	17.6%	0.0%	0.0%	0.0%
30 – 50	54.1%	41.0%	14.3%	33.3%
Over 50	28.3%	59.0%	85.7%	66.7%
2016				
Female	13.5%	5.3%	14.3%	14.3%
Male	86.5%	94.7%	85.7%	85.7%
under 30	17.7%	0.0%	0.0%	0.0%
30 – 50	53.9%	44.7%	28.6%	28.6%
Over 50	28.4%	55.3%	71.4%	71.4%

Data source: Employees at the 38 most important production sites and one research centre, not including apprentices, trainees, interns and temporary staff, as well as management, Group management and the Board of directors of the Group as a whole.

(G4-DMA/G4-LA12)

Top 10 nationalities



Data source: Employees at the 38 most important production sites and one research centre, not including apprentices, trainees, interns and temporary staff, as well as management, Group management and the Board of directors of the Group as a whole.

More than half of all employees (53%) come from Europe. The nationalities most commonly employed are French (26%), German (10%) and Swiss (7%). 14% of the workforce is from the USA, 9% from China and 9% from Brazil.

Goals and measures of the divisions with regard to diversity

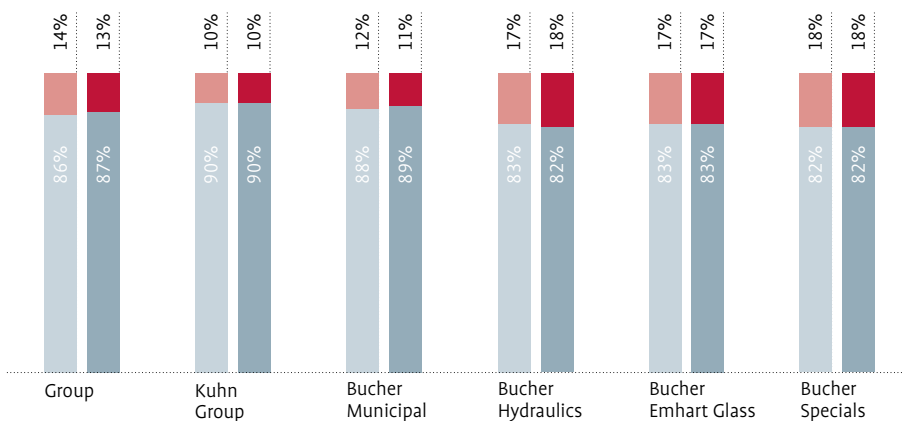
Bucher Hydraulics set itself the goal of integrating diversity management into HR processes. In connection with this, there were plans to expand the HR cockpit. However, this has not yet been fully implemented. Instead, investment has been made in the promotion of young talent through the appointment of additional interns and trainees. In the year under review, Bucher Hydraulics appointed an increasing number of employees of different nationalities, whereby the qualifications of the applicants continued to take priority over their gender, age or nationality. For 2018, the division plans to offer an international trainee programme and foster international project teams.

(G4-LA12)

By gender

Male Female

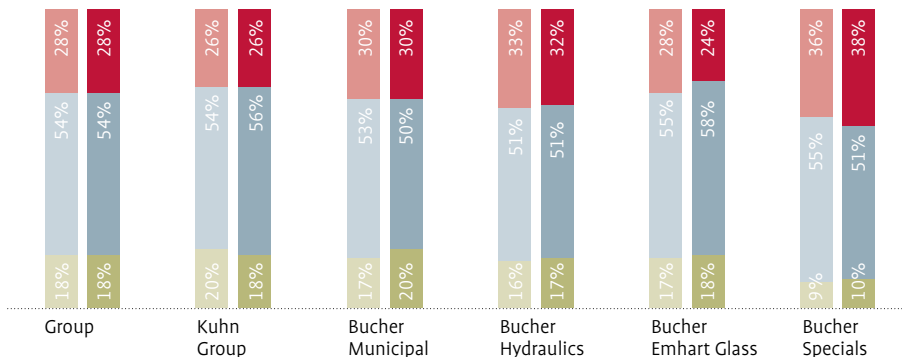
2016 2017



By age group

Under 30 30 to 50 Over 50

2016 2017



Data source: Employees at the 38 most important production sites and one research centre, not including apprentices, trainees, interns and temporary staff. Note: Due to rounding differences, the individual values in the graphic may not add up to exactly 100%.

New hires and staff turnover

(G4-DMA/G4-LA1)

Bucher Industries is pursuing the goal of retaining highly qualified employees, while at the same time increasing the diversity within the workforce and ensuring a balanced age structure.

The rate of new hires in the most important production sites grew by just under 14% in 2017 and was almost double that of the figure recorded in the previous year (2016: 7%). The average employee turnover rate also increased slightly to just under 12% (11%). Among women, the employee turnover rate stood at 13%, which was on par with the previous year. However, with 13% (7%) the rate of new female hires was higher than the one recorded in the previous year. Among men, the rate of new hires was greater than the turnover rate. As in the previous year, the rate of new hires in employees under 30 was the highest, totalling 33%. This age group also had the highest employee turnover rate of 19%. The number of over 50 year-olds leaving the company can be mostly attributed to retirements.

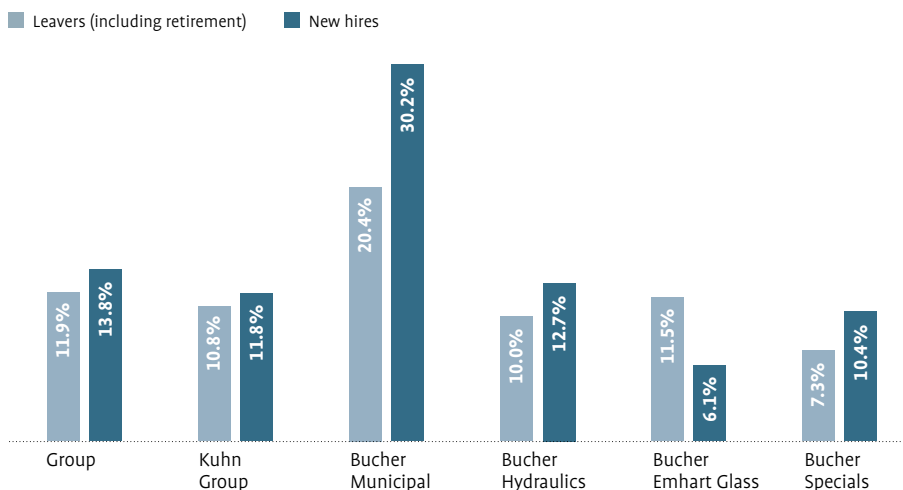
New hires and staff turnover

	Employees joining (Headcount)	Rate of new hires	Employees leaving (Headcount)	Turnover rate	Employees leaving (Headcount)	Turnover rate
	2017				2016	
Female	161	13.1%	160	13.0%	158	12.5%
Male	1 082	13.4%	914	11.3%	839	10.4%
Total	1 243	13.8%	1 074	11.9%	997	10.9%
under 30	552	33.7%	315	19.2%	313	18.9%
30–50	557	11.1%	476	9.5%	411	8.1%
Over 50	134	5.1%	283	10.7%	273	10.3%
Total	1 243	13.8%	1 074	11.9%	997	10.9%
Switzerland	105	13.5%	125	16.1%	74	9.8%
Europe	676	13.6%	488	9.8%	368	7.5%
Asia	47	4.8%	106	10.7%	131	11.3%
America	399	18.6%	346	16.1%	396	18.2%
Other	16	16.3%	9	9.2%	28	26.7%
Total	1 243	13.8%	1 074	11.9%	997	10.9%

Data source: Employees at the 38 most important production sites and one research centre, not including apprentices, trainees, interns and temporary staff. The rates refer to permanent employees and also take retirement into account. In the data collection by gender and age group, the rates refer to permanent and temporary employment contracts. The data basis does not permit the calculation of rates solely for permanent staff. The resulting inaccuracy is very slight because the proportion of temporary hires is low.

In comparison with previous years, the turnover rate was higher than average, particularly in Switzerland and America. In other European countries as well as in the other countries, the employee turnover rate was below average. A higher-than-average number of new hires were recruited in America as well as in other countries. Overall, Europe recorded by far the highest figures in terms of new hires and employee turnover rates.

(G4-DMA/G4-LA1)

New hires and turnover rate in 2017

Data source: Employees at the 38 most important production sites and one research centre, not including apprentices, trainees, interns and temporary staff.

In 2017, new hires outnumbered departures in almost all of the divisions. The exception here was Bucher Emhart Glass, which had almost twice as many departures as new hires due to measures implemented at the Chinese joint venture Sanjin. The key factor behind the number of new hires and departures at Bucher Municipal was the relocation of the site in Switzerland to Latvia.

Goals and measures of the divisions with regard to new hires and employee turnover rate

Bucher Municipal set itself the target of filling 70% of the vacant management positions with internal candidates. By doing so, the division hopes to convince both existing employees and applicants that it is an attractive employer that offers opportunities for advancement. The target was not yet met in any of the division's four business segments in the reporting year. In the sweeper business, the aim and its significance for 2018 and subsequent years were once again a key part of the management training provided to middle and senior management. In the sewer cleaning vehicles business, an internal HR function was created, with one of its main responsibilities being the promotion of junior staff with potential. In the refuse collection vehicles business, there has been a greater focus on providing internal candidates with temporary contracts in the event of vacancies in management positions. These internal candidates are frequently given the position on a permanent basis at the end of the temporary contract. The same approach is also being taken for management training. In the winter maintenance business, key positions in research and development as well as in the after-sales service were filled by internal candidates. As a result, the aim of filling 70% of vacancies with internal applicants was almost achieved.

(G4-DMA/G4-LA1)

Bucher Hydraulics wants to reduce the employee turnover rate at each production site to 2%. Four of the nine production sites achieved this aim in the reporting year, despite the greater-than-average competitive pressure on the labour market caused by the strong economic environment. In order to keep the turnover rate low as per the target, Bucher Hydraulics is focusing on raising awareness of this target among management. The company focuses on a combination of training measures and attractive employment conditions. In addition, location-specific measures accommodate local conditions.

Jetter, a company which is part of **Bucher Specials**, aims to keep voluntary resignations to below 5% in the future. After the further growth of the employee turnover rate in 2016, Jetter more than achieved this aim in the year under review. Various measures contributed to this success, e.g. information on employment conditions, insurance and social contributions and other benefits was revised and published on the intranet. All apprentices were provided with permanent positions after completing the training programme. Furthermore, the training budget was increased by around 30% in the reporting year.

Training and development

(G4-DMA/G4-LA9)

Internal and external training courses are key success factors in the long-term personal development of Bucher Industries employees.

Bucher Industries has been running a focused management development programme for junior staff at Group level since 2004. The divisions each put forward a number of talented young employees to take part in this programme. The programme's four modules include strategic management, financial and risk management, processes and instruments, as well as leadership skills and personnel management. The courses are run by the Group CEO with the aim of providing the junior staff with insights into the tasks and roles within the Group. The programme also offers the opportunity to get to know the chairman of the Board of directors and members of Group management, and to strengthen identification with the company. Approximately 150 members of management have taken part in the development programme since its launch.



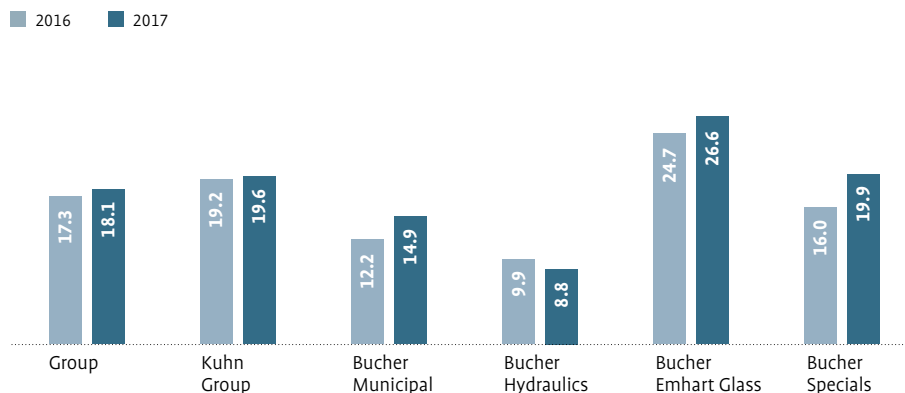
Bucher Industries has been running a focused management development programme for junior staff at Group level since 2004.

The divisions and Group companies also provide their employees with individual and comprehensive training and development programmes. Induction days for new staff help them gain an insight into the corporate culture and approaches to management. There are also specialist training opportunities, which focus on engineering, IT and software, management and leadership, compliance, health, safety and environmental protection, project management, communication as well as languages. The great deal of interest shown in engineering is commensurate with the training offer available in this sector. These courses include seminars on lean management as well as quality management with ISO certification and Six Sigma methods. IT training features modules on CAD and ERP systems. In the field of leadership and management, there are internal and external seminars on conflict management and self-management, team development, change management and managerial skills as well as MBA courses.

On average, every employee from the 38 most important production sites spent 18.1 hours on internal or external training courses in the reporting year. In 2016, this figure was 17.3 hours. Only at Bucher Hydraulics the numbers of hours spent on training decreased compared to the previous year due to the high capacity utilisation in the reporting year. The highest year-on-year increase was recorded at Bucher Municipal. Many Bucher Industries Group companies provide placements for apprentices, interns and trainees. In the reporting year, the Group employed 292 apprenticeships (2016: 282).

(G4-DMA/G4-LA9)

Average number of hours training and education per employee (internal and external)



Data source: Employees at the 38 most important production sites and one research centre, not including apprentices, trainees, interns and temporary staff.

Goals and measures of the divisions with regard to training

Bucher Hydraulics set itself the target for 2017 and 2018 of improving the qualifications of its employees by expanding the time spent on training to an average of 0.4 hours per person per week. As the collected figures show, this target was not achieved in 2017. The range of training and development opportunities actually fell slightly during this period. The record-high order books and increase in incoming orders coupled with a high utilisation of capacity meant that not all employees were able to take part in training and development courses. The aim, however, is still to set up a training centre that offers a general range of training courses as well as individual staff development measures with employee appraisals and e-learning modules. Employees are scheduled to have access to the e-learning modules in 2018.

(G4-DMA/G4-LA9)

Bucher Emhart Glass hopes to improve employee loyalty, motivation and qualifications through the provision of additional training measures and the introduction of a new performance review process. The figures collected from the production sites show that the division's employee turnover rate is slightly lower than the Group average. The range of training and development opportunities on offer at Bucher Emhart Glass is considerably larger than those provided by the other divisions, increasing once again in the reporting year. In addition, Bucher Emhart Glass introduced a new, transparent performance review process in the production sites in Malaysia as planned and invested in further measures to improve the corporate culture. The aforementioned performance review process has also been further developed in the USA. In Sweden, it is already established.

Bucher Landtechnik, which is part of **Bucher Specials**, intends to further increase its attractiveness as an employer by providing 80% of all employees with two training days per year. This target was achieved in the reporting year. Bucher Landtechnik also plans to further expand its training programme in 2018 and has increased its target to three days of training per year in this respect.

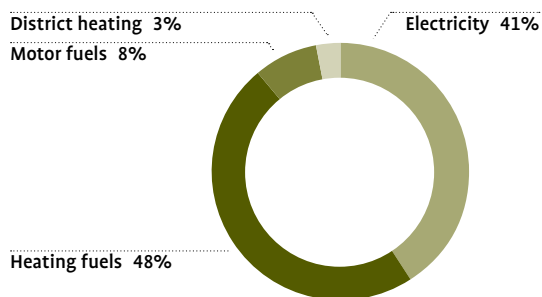
Environmental indicators

Bucher Industries aims to further reduce its consumption of energy and materials in response to the challenges raised by climate change. The Group invested CHF 72 million in the maintenance and modernisation of its production plants in the reporting year.

Adjusted for currency and acquisitions effects, Group sales were up 9% in 2017. Energy consumption in the production plants rose by 6%. This increase in consumption brought energy costs at the main production plants up. The climb in energy consumption was matched by 6% growth in the Group's CO₂ emissions in the reporting year.

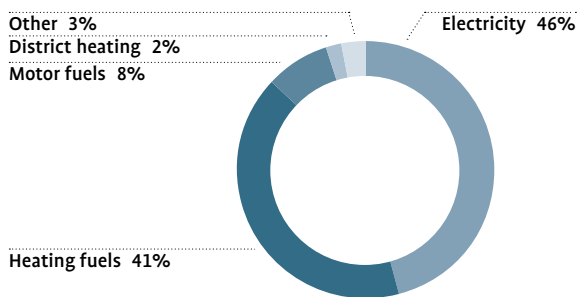
Energy consumption, by activity

Total 361 573 MWh



Greenhouse gas emissions, by activity

Total 89 750 tCO₂e



Data source: Consumption of resources by the 38 most important production sites and one research centre

Energy consumption at the biggest production plants shifted slightly away from fuel (– 1 percentage point year on year) towards electricity (+1 percentage point). The share of district heating and motor fuel remained constant. Electricity as a share of overall greenhouse gas emissions rose by one percentage point, remaining the highest contributor at 41 368 tCO₂e.

Environmental indicators – Group

	2017	2016 ¹⁾	Change
Energy consumption in MWh	361 573	339 604	+6%
Electricity	148 787	136 691	+9%
District heating	10 032	10 280	–2%
Fuel	174 327	165 157	+6%
Heating oil	9 162	8 390	
Natural gas	156 153	146 905	
LPG/propane	8 332	8 869	
Wood	124	555	
Diesel (emergency power)	556	438	
Motor fuel	28 427	27 476	+3%
Diesel	15 084	14 917	
Petrol	7 880	7 891	
LPG/propane	4 593	4 216	
Biodiesel	149	25	
Bioethanol	721	427	
CO₂ emissions in tCO₂e	89 750	84 331	+6%
Scope 1	46 155	44 364	+4% ²⁾
Fuel	36 944	35 234	
Motor fuel	7 085	6 956	
Volatile gases (e.g. refrigerants)	1 161	1 317	
Process emissions (e.g. welding processes)	965	858	
Scope 2	43 596	39 966	+9% ³⁾
Electricity	41 368	37 684	
District heating	2 227	2 282	
Biogenic CO₂ emissions	273	343	
Energy sold to third parties	–368	–491	
Water consumption in m³	380 732	340 082	+12%
Drinking water	249 120	197 503	
Process water	76 083	80 577	
Collected rainwater	55 530	62 002	
Waste water in m³	365 260	332 718	+10%
Municipal sewage plant	350 418	328 904	
Seepage water	⁴⁾ 9 278	2 535	
Release into water bodies	5 027	515	
External processing	537	764	

Data source: Consumption of resources by the 38 most important production sites and one research centre.

Note: As a result of rounding differences the individual values in the graphic may not add up exactly to the total values.

¹⁾ Greenhouse gas inventory: Calculated in accordance with the Greenhouse Gas Protocol and ISO standard 14064.

More up-to-date emissions factors and the latest global warming potentials (GWPs) from the fifth IPCC (AR5) report were used following the change to GRI G4 reporting standards. Certain country-specific CO₂ emission factors for electricity had to be corrected in respect of last year's report. The data for 2016 therefore differs to some extent from the values reported the previous year.

²⁾ Scope 1: Emissions from direct energy usage and non-energetic processes

³⁾ Scope 2: Emissions from indirect energy usage. The greenhouse gas emissions associated with electricity consumption are reported in line with a location-based approach in accordance with the Greenhouse Gas Protocol scope 2 standards and are also approximately valid for the market-based approach.

⁴⁾ The increase in seepage water and release into water bodies is partly due to improved data collection and the introduction of a new measuring system.

Dynamics of consumption vary across the divisions At Kuhn Group, the rise in energy consumption amounted to 6%. The division managed to further reduce water consumption through the use of efficiency measures. At Bucher Municipal, energy consumption increased by 5%; however, water consumption was up (+20%). Energy consumption at Bucher Hydraulics increased by 9%, while water consumption rose by 13%. Bucher Emhart Glass posted an increase in electricity and fuel consumption of 7%. The strong growth in water consumption (+39%) was due to an increase in cooling demand and higher production. The business units of Bucher Specials also reported a sharp increase in water consumption (+56%) for cooling.

Environmental indicators – Divisions

	Energy consumption in MWh			CO ₂ emissions in tCO ₂ e			Water consumption in m ³		
	2017	2016	Change	2017	2016 ¹⁾	Change	2017	2016	Change
Kuhn Group	198 640	186 823	+ 6%	40 216	38 537	+ 4%	174 417	181 230	– 4%
Bucher Municipal	27 785	26 578	+ 5%	7 951	7 780	+ 2%	36 125	30 096	+20%
Bucher Hydraulics	48 022	43 970	+ 9%	18 196	16 794	+ 8%	41 787	36 887	+13%
Bucher Emhart Glass	74 665	69 920	+ 7%	20 438	18 340	+ 11%	117 931	85 140	+39%
Bucher Specials	12 437	12 314	+ 1%	2 949	2 878	+ 2%	10 471	6 730	+56%

Data source: Consumption of resources by the 38 most important production sites and one research centre.

Note: As a result of rounding differences, the individual values in the graphic may not add up exactly to the total values at Group level.

¹⁾ Greenhouse gas inventory: Calculated in accordance with the Greenhouse Gas Protocol and ISO standard 14064. More up-to-date emissions factors and the latest global warming potentials (GWPs) from the fifth IPCC (AR5) report were used following the change to GRI G4 reporting standards. Certain country-specific CO₂ emission factors for electricity from last year's report had to be corrected. The data for 2016 therefore differs to some extent from the values reported the previous year.

No environmental pollution, environmental incidents or fines In the reporting year (as in the previous year), there were no incidents involving significant releases of chemicals or emissions. There were no legal proceedings involving significant environmental incidents pending against any Group company. In the reporting year (as in the previous year), there were no significant fines or other (i.e. non-monetary) sanctions for environmental issues.

Compliance with laws

(G4-56/G4-DMA/G4-SO7/G4-SO8)

In 2009, Bucher Industries introduced the group-wide Code of Conduct and has reinforced this among all employees through regular training sessions. This creates the basis for a corporate culture that is in compliance with competition laws and prevents corruption. One of the four priority areas of the Group's sustainability strategy focuses on competition law and corruption.

All new employees in group companies receive the Code of Conduct when they join. New employees with a company e-mail address undergo online training on the Code of Conduct. The most recent group-wide refresher course was conducted in 2015. All the Group directives on the subject of compliance are based on the Code of Conduct.

Compliance officers at Group, division and local level help with the implementation of the Code of Conduct and directives. They report regularly to Group management and are contact persons for management and personnel who have queries on compliance. An internal newsletter provides the Group compliance organisation with information on developments and planned compliance activities. There is also detailed documentation on compliance issues. In addition, compliance officers undergo training and attend specific courses twice a year. The implementation of compliance is checked during annual internal audits. In the reporting year, the organisation introduced a group-wide and comprehensive cyber security governance framework including a cyber security policy and started implementing appropriate measures derived from it. There are also plans to put into effect from the first half of 2018 a data protection directive, in order to comply with the requirements of the EU's general data protection regulation (GDPR).

During the reporting period (as in 2016), no significant fines or non-monetary sanctions for breaches of legal regulations were imposed on Bucher Industries.

Goals and Progress with Focused Issues



Competition law and corruption

Introduction of a new directive on competition law and mandatory online training for employees exposed to this issue.

Progress Goal achieved. All addressees underwent the training.

No further major violations of the directive on competition law.

Progress Goal achieved. On 14 March 2017, the Swiss Competition Commission opened proceedings against Bucher Landtechnik AG, which are still ongoing.

Goal 2018/19 Goal remains unchanged.

Anti-corruption

(G4-DMA/G4-SO4/G4-SO5)

The Group's Code of Conduct includes principles on combating corruption. The anti-corruption guideline and the guideline on collaboration with intermediaries specify these principles into a group-wide directive. Regular online trainings are carried out to sensitise and educate employees.

In line with the potential risk involved, the **anti-corruption guideline** is intended for all management roles and other functional areas that are exposed to this issue. This includes members of Group management, division management and the management boards of subsidiaries; managers in purchasing, logistics, sales, marketing, finance and controlling, HR and legal departments; staff in all sales, purchasing and customer service departments; controlling and finance personnel with internal or external signatory authorisation and all compliance officers. All employees in these functions were issued the directive as part of their induction and, once they had a company e-mail address, completed an online training course on combating corruption. New employees received the directive and completed the online training at the same time. Participation in the training is compulsory and monitored.

The **guideline on collaboration with intermediaries** also sets out binding measures to prevent corruption. A specific audit and risk assessment are always carried out before engaging with new intermediaries. An internal approval procedure is in place. The directive was implemented in 2016 and checked during annual internal audits.

Goals and Progress with Focused Issues



Competition law and corruption

No further major violations of the directive on combating corruption.

Progress Goal achieved.

Goal 2018/19 Unchanged goal and implementation of a further online training in 2018 with respect to combating corruption.

(G4-DMA/G4-SO4/G4-SO5)

If employees suspect corruption, they can turn to divisional compliance officers, a Group compliance officer, their superior or the Group CEO as contact persons. In cases of suspected corruption, it is not necessary to follow the line management chain.

In the period under review (as in 2016), no corruption-related proceedings were pending. Attempts at corruption by suppliers in 2017 were prevented thanks to the vigilance of employees across the Group. Certain suppliers and employees were sent a written reminder of the applicable rules. In consultation with compliance officers, a review was carried out into the acceptance of gifts from suppliers by way of exception by divisional management.

Memberships and initiatives

(G4-15/G4-16)

Bucher Industries or one or more Group companies are members of the following national and international interest groups:

- SwissHoldings (Bucher Industries)
- Swissmem (Bucher Industries and various Group companies)
- Swiss Employers' Association (Bucher Industries)
- American Chamber of Commerce (Bucher Industries)
- Swiss-Chinese Chamber of Commerce (Bucher Industries)
- Agricultural Industry Electronics Foundation (Kuhn Group)
- AXEMA, Union des Industriels de l'Agroéquipement (Kuhn France, Bucher Vaslin)
- German Mechanical Engineering Industry Association (Kuhn Europe, Bucher Hydraulics, Jetter)
- CEMA (Kuhn Europa)
- American Society of Agricultural and Biological Engineers (Kuhn USA)
- Association of Equipment Manufacturers (Kuhn USA)
- Associação Brasileira da Indústria de Máquinas e Equipamentos (Kuhn Brazil)
- Sindicato das Indústrias de Máquinas e Implementos Agrícolas no Rio Grande do Sul (Kuhn Brazil)
- Farm Equipment Manufacturers Association (Kuhn USA)
- National Agri-Marketing Association (Kuhn USA)
- Association of Equipment Manufacturers (Kuhn USA)
- Union des Industries et des Metiers de la Métallurgie (Kuhn France)
- ISO working groups (various Kuhn Group companies)
- Groupement d'Intérêt Public Pulvés (Kuhn Blanchard)
- CRODIP Comité interprofessionnel Diagnostics, Inspections et formations Phytosanitaires (Kuhn Blanchard)
- EUnited Association (Johnston Sweepers, Bucher Municipal Sweepers, Bucher Municipal Winter)
- Chartered Institute of Waste Management (Johnston Sweepers, UK)
- Keep Britain Tidy (Johnston Sweepers, UK)
- European Normalisation Committee (Bucher Municipal Winter)
- United Municipal Equipment European Association – Winter Maintenance (Bucher Municipal Winter)
- Italian Automotive Industry Association: environmental vehicles section (Bucher Municipal Winter)
- Municipal Vehicles and Equipment Industry Association (VAK) (Bucher Municipal Winter, Germany)
- CISMA France (Bucher Municipal Winter, France)
- Assofluid (Bucher Hydraulics, Italy)
- National Fire Protection Association (Bucher Hydraulics, USA)
- International Partners in Glass Research (Bucher Emhart Glass)
- Food Packaging Forum (Bucher Emhart Glass)
- Federation of Malaysian Manufacturers (Bucher Emhart Glass, Malaysia)
- Association of Swedish Engineering Industries (Bucher Emhart Glass, Sweden)
- Glass Packaging Institute (Bucher Emhart Glass, USA)
- ADPETA (Bucher Vaslin)
- France Agri Mer (Bucher Vaslin)
- Vignerons indépendants de France (Bucher Vaslin)
- European Fruit Juice Association (Bucher Unipektin)
- European Cider and Fruit Wine Association (Bucher Unipektin)
- International Fruit and Vegetable Juice Association (Bucher Unipektin)
- Swiss Installation Management Association (Bucher Unipektin)
- Zurich Chamber of Commerce (Bucher Unipektin)
- Ostschweizer Interessengemeinschaft (Bucher Unipektin)
- Schweizerischer Verband der Direktverkaufsfirmen (Bucher Unipektin)
- Schweizer Obstverband – swissfruit (Bucher Unipektin)
- Swiss Association for Quality (Bucher Unipektin)
- Switzerland Global Enterprise (Bucher Unipektin)
- Technische Kundendienst-Kammer (Bucher Unipektin)
- Verband der Agrargewerblichen Wirtschaft (Bucher Unipektin)
- German Fruit Juice Industry Association (Bucher Unipektin)
- Swiss Agricultural Machinery Association (Bucher Landtechnik)
- Schweizerische Interessengemeinschaft der Fabrikanten und Handler von Kommunalmaschinen und Kommunalgeräten (Bucher Landtechnik)
- Deutsche Gesellschaft für Qualität (Jetter)

The following sustainability charters, principles and initiatives are supported by Bucher Industries, or one or more Group companies:

- Global Reporting Initiative (Bucher Industries)
- Authorized Economic Operator (various Kuhn Group subsidiaries)
- Conflict Minerals Act (Bucher Emhart Glass)
- SUVA Safety Charter (Bucher Unipektin)

GRI content index

(G4-32/G4-33)



The GRI content index shows where in the Annual report 2017 or Sustainability report 2017 information on the various performance indicators is given. The Sustainability report 2017 by Bucher Industries was submitted to the GRI Content Index Service for checking. GRI confirmed the accuracy of the GRI content index.

All indicators discussed are considered to be reported in full; explicit reference is made (with the comment: "partial information") where an indicator is only partly reported.

The remuneration report, consolidated financial statements and the accounts of the holding company in the Annual report 2017 were examined by the external auditing company PricewaterhouseCoopers AG (see Annual report 2017, pages 66, 119 and 128). The Sustainability report was not subjected to any external examination.

General standard disclosures

(G4-32)

General Standard Disclosures	Page
Strategy and Analysis	
G4-1	Sustainability report 2017, p. 3
Organisational Profile	
G4-3	Sustainability report 2017, p. 59
G4-4	Annual report 2017, p. 13 Sustainability report 2017, S. 4
G4-5	Annual report 2017, p. 122
G4-6	Annual report 2017, pp. 113–115 Sustainability report 2017, p. 24
G4-7	Annual report 2017, pp. 45–46
G4-8	Annual report 2017, pp. 15, 21, 27, 33, 39
G4-9	Annual report 2017, pp. 130–132
G4-10	Sustainability report 2017, pp. 24, 37–38
G4-11	Sustainability report 2017, p. 38
G4-12	Sustainability report 2017, p. 35–36
G4-13	Annual report 2017, S. 89 Sustainability report 2017, pp. 35–36
G4-14	Sustainability report 2017, p. 12
G4-15	Sustainability report 2017, p. 54
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Identified Material Aspects and Boundaries	
G4-17	Annual report 2017, pp. 113–115 Sustainability report 2017, p. 59
G4-18	Sustainability report 2017, p. 7
G4-19	Sustainability report 2017, pp. 7, 60
G4-20	Sustainability report 2017, p. 60
G4-21	Sustainability report 2017, p. 60
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Stakeholder Engagement	
G4-24	Sustainability report 2017, pp. 10–11
G4-25	Sustainability report 2017, pp. 10–11
G4-26	Sustainability report 2017, pp. 10–11
G4-27	Sustainability report 2017, pp. 10–11

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General Standard Disclosures	Page
Report Profile	
G4-28	Sustainability report 2017, p. 59
G4-29	Sustainability report 2017, p. 59
G4-30	Sustainability report 2017, p. 59
G4-31	Sustainability report 2017, p. 59
G4-32	Sustainability report 2017, pp. 55 – 58
G4-33	Sustainability report 2017, p. 55
Governance	
G4-34	Annual report 2017, pp. 53 – 54 Sustainability report 2017, p. 12 Rules of Organisation: http://www.bucherindustries.com/en/investor-relations/corporate-governance
Ethics and Integrity	
G4-56	Mission: http://www.bucherindustries.com/en/about-us/mission-vision Code of Conduct: www.bucherindustries.com/en/investor-relations/corporate-governance Sustainability report 2017, pp. S. 4, 12, 51

Specific standard disclosures

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DMA and Indicators	Page	Omissions
Category: Economic		
Material Aspect: Economic Performance		
G4-DMA	Sustainability report 2017, pp. 8, 12	
G4-EC1	Sustainability report 2017, pp. 24 – 25	
Category: Environmental		
Material Aspect: Products and Services		
G4-DMA	Sustainability report 2017, pp. 8, 12, 14, 17, 18, 22, 32 – 34	
G4-EN27	Sustainability report 201, pp. 14, 17, 18, 22, 32 – 34	
Category: Social		
Sub-Category: Labour Practices and Decent Work		
Material Aspect: Employment		
G4-DMA	Sustainability report 2017, pp. 8, 12, 17, 18, 21, 22, 42 – 44	
G4-LA1	Sustainability report 2017, pp. 17, 18, 21, 22, 42 – 44	
Material Aspect: Training and Development		
G4-DMA	Sustainability report 2017, pp. 8, 12, 17, 18, 21, 22, 45 – 47	
G4-LA9	Sustainability report 2017, pp. 18, 21, 22, 45 – 47	
Material Aspect: Diversity and Equal Opportunity		
G4-DMA	Sustainability report 2017, pp. 8, 12, 17, 18, 39 – 40	
G4-LA12	Sustainability report 2017, pp. 17, 18, 39 – 41	
Sub-Category: Society		
Material Aspect: Anti-corruption		
G4-DMA	Sustainability report 2017, pp. 8, 12, 52 – 53	
G4-SO4	Sustainability report 2017, pp. 52 – 53	
G4-SO5	Sustainability report 2017, pp. 52 – 53	
Material Aspect: Anti-competition Behaviour		
G4-DMA	Sustainability report 2017, pp. 8, 12, 51	
G4-SO7	Sustainability report 2017, p. 51	
Material Aspect: Compliance		
G4-DMA	Sustainability report 2017, pp. 8, 12, 51	
G4-SO8	Sustainability report 2017, p. 51	
Sub-Category: Product Responsibility		
Material Aspect: Customer Health and Safety		
G4-DMA	Sustainability report 2017, pp. 8, 12, 17, 21, 22, 28 – 31	
G4-PR2	Sustainability report 2017, pp. 14, 17, 21, 22, 28 – 31	
Material Aspect: Products and Service Labelling		
G4-DMA	Sustainability report 2017, pp. 8, 12, 17, 26 – 27	
G4-PR5	Sustainability report 2017, pp. 26 – 27	

About this report

(G4-3/G4-17/G4-22/G4-23/G4-28/G4-29/G4-30/G4-31)

This Sustainability report 2017 from Bucher Industries draws on data from the 2016 and 2017 reporting years. A reporting year covers the period from 1 January to 31 December of the relevant year.

Scope of the report All data in the sections on employees (pages 37 to 47), on efficient use of resources in the production process (pages 48 to 50) and for the 38 most important production sites and one research centre was collected for the reporting year 2017 and the prior year 2016. Compared to the previous-year report, the system boundaries for the production sites J. Hvidtved Larsen A/S and Bucher Hydraulics Pvt. Ltd. were extended. The data for these two productions sites was added retroactively for 2016. As a result, this data for 2016 differs from the data published in the prior year. In these cases, the data source covers around 80% of Group sales or 90% of Group employees. The other versions and data in the report refer to the Group as a whole (as per the consolidated financial statements in the Annual report 2017; for scope of consolidation see pages 113 to 115). For the tables and graphics, the scope of the report is indicated.

Adjustment of method of data collection / reformulation of information The greenhouse gas emissions were calculated in accordance with the Greenhouse Gas Protocol and ISO standard 14064. More up-to-date emissions factors and the latest Global Warming Potentials (GWPs) from the fifth IPCC report (AR5) were used. Certain country-specific CO₂ emission factors for electricity from last year's report had to be corrected. Some consumption figures for water, waste water and process emissions were retroactively adjusted due to an improved basis for data. As a result, some figures for 2016 differ by a few percent from the figures reported in the previous year (see footnotes to the tables on pages 49 and 50).

The Bucher Industries Sustainability report is published once a year, in June. Until 2014, it was based on the G3 guidelines of the GRI, application level C. Since 2015, the option "Core" of the G4 guidelines of the Global Reporting Initiative (GRI) has been used. GRI is the world's leading index. More information can be accessed at www.globalreporting.org.

According to the GRI-G4 guidelines, the reporting of the specific standard data was limited to the main topics (see page 7). The table on the next page gives an overview of the key aspects and the report boundaries within and outside the organisation. At least one indicator per aspect is used for the report. Aspects not considered to be material aspects were not reported on (with the exception of the data on the environment).

The Bucher Industries Sustainability report 2017 is published online in English and German (www.bucherindustries.com/en/about-us/sustainability).

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Material aspects and report boundaries within and outside the organisation

(G4-19/G4-20/G4-21)

Material aspect	Indicator	Reference	Report boundaries within the organisation			Report boundaries outside the organisation			
			Company overall	Production plants	Employees	Owners	Customers	Suppliers	Society
Economic value creation for stakeholders	Direct economic value generated and distributed (G4-EC1)	P. 24 – 25	X		X	X	X	X	X
Customer satisfaction	Results of customer satisfaction surveys (G4-PR5)	P. 26 – 27	X				X		
Customer health and safety	Total number of instances of noncompliance with regulations and voluntary codes of conduct related to the impact of products and services on health and safety (G4-PR2)	P. 28 – 31	X	X			X		
Environmental impact of products and services	Scope of measures taken to combat the environmental impact of products and services (G4-EN27))	P. 32 – 34	X	X			X		X
Ability to attract and retain diverse, highly qualified employees	Diversity of personnel (G4-LA12)	P. 39 – 41	X		X				
Ability to attract and retain diverse, highly qualified employees	Newly appointed staff and employee turnover (GA-LA1)	P. 42 – 44	X		X				
Training and continuing education (including life-long learning)	Annual hours of training per employee (G4-LA9)	P. 45 – 47	X		X				
Compliance with laws	Compliance (G4-SO8)	P. 51	X	X	X				X
Compliance with laws	Fair competition (G4-SO7)	P. 51	X	X	X				X
Anti-corruption	Information and training on combating corruption (G4-SO4)	P. 52 – 53	X	X	X				X
Anti-corruption	Confirmed cases of corruption and measures taken (G4-SO5)	P. 52 – 53	X	X	X				X



