



Deloitte 2023 CxO Sustainability Report

Accelerating the Green Transition | **Switzerland**

Global summary

Over the last year, global executives have faced a number of challenges, including economic uncertainty, geopolitical conflict, supply chain disruptions, and talent shortages. While the vast majority of CxOs surveyed share the view that **the world can achieve global economic growth while also reaching climate change goals**, there continues to be a gap between actions and impact as organisations are slower to implement the “needle-moving” actions that embed sustainability into the core of their strategies, operations, and cultures, according to **Deloitte’s survey of more than 2,000 CxOs across 24 countries**.

- The following deck examines **how Switzerland’s executives stand out from their global counterparts** on key themes.

Key global findings:

When asked to rank the issues most pressing to their organisations, **many CxOs rated climate change as a “top three issue,”** ahead of seven others, including innovation, competition for talent, and supply chain challenges. In fact, only economic outlook ranked slightly higher. Many CxOs **(61%) said climate change will have a high/ very impact on their organization’s strategy and operations** over the next three years. **Some 75% said their organisations have increased their sustainability investments** over the past year, nearly 20% of whom say they’ve increased investments significantly.

CxOs are highly worried about climate change but also optimistic about their climate actions:

- **62% said they feel concerned about climate change all or most of the time.**
- Almost all respondents indicated their companies were negatively impacted by climate change in some way over the last year, and **82% of CxOs have been personally impacted.**
- **Yet, 78% feel somewhat or extremely optimistic** that the world will take sufficient steps to avoid the worst impacts of climate change.

Companies are feeling broad pressure to act across stakeholder groups—from the board/management to customers to employees:

- More than half of CxOs said **employee activism on climate matters has led their organisations to increase sustainability actions over the last year**—24% of which said it led to a “significant” increase.
- Regulation is also influential: **65% of CxOs said the changing regulatory environment has led their organization to increase climate action over the last year.**

organisations ARE ACTING, BUT STRUGGLING TO MOVE THE NEEDLE



While companies are acting, they’re less likely to implement actions that demonstrate they have embedded climate considerations into their cultures and have the senior leader buy-in and influence to effect meaningful transformation.

- For example, **21% of CxOs indicate their organisations have no plans to tie senior leader compensation** to environmental sustainability performance and **30% say they have no plans to lobby government** for climate initiatives.
- Additionally, when asked about how serious certain groups are about addressing climate change, **only 29% of CxOs said they believe the private sector is “very” serious.**
- And **only 46% say that ensuring a “just transition” is “extremely important”** to their organisations, and the view of its importance differs greatly by region and country.

Our report further explores the disconnects between ambition, action, and impact as well as steps CxOs can take to bridge the divide and accelerate progress to a green transition.

Switzerland country profile

- We surveyed **75 executives** in Switzerland.

SWITZERLAND BUSINESS PROFILE:

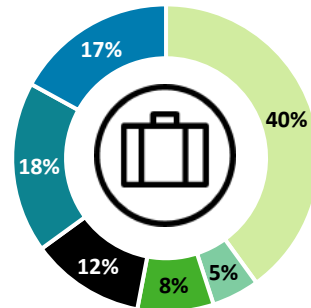


Number of Employees

- <1K: **11%**
- 1K to 4,999: **27%**
- 5K to 9,999: **20%**
- 10K to 19,999: **17%**
- 20K to 49,999: **11%**
- 50K to 99,999: **9%**
- >100K: **5%**

Job Title

- CEO
- CSO
- CFO
- CTO/CIO
- COO
- Other CXOs



Revenue



- \$500M to \$999M
- \$1B to \$1.99B
- \$2B to \$4.99B
- \$5B to \$9.99B
- >\$10B



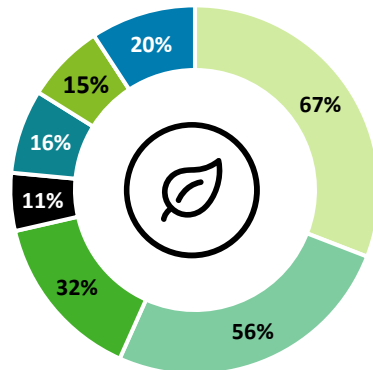
Industry



- Consumer
- Energy, Resources & Industrials
- Financial Services
- Life Sciences & Health Care
- Technology, Media & Telecom

Position(s) at your company responsible for climate goals

- CSO
- CEO
- COO
- CTO/CIO
- CFO
- CMO/CCO
- Other C-suite

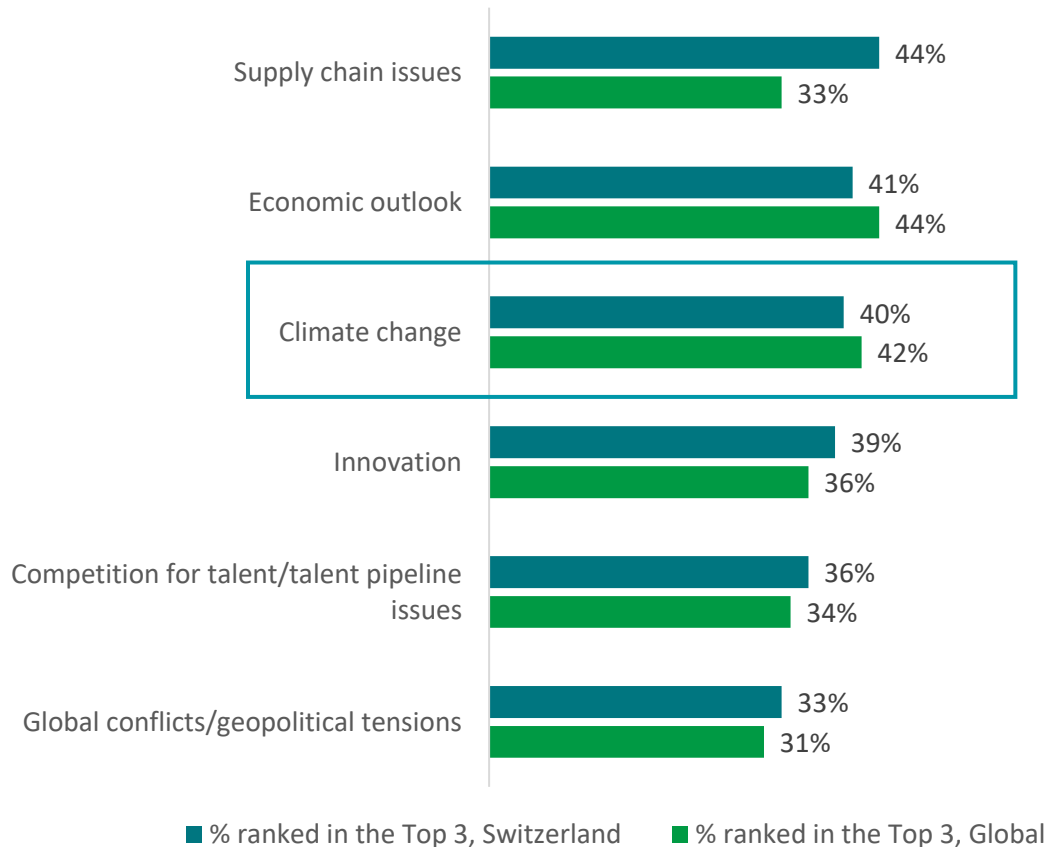


Climate remains a top priority despite other pressing issues

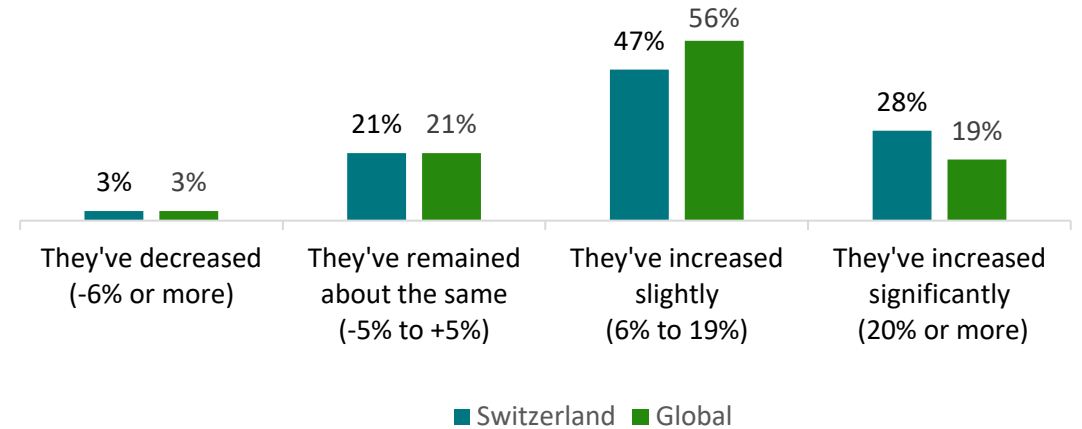
- Swiss CxOs ranked climate change third on the list of priorities: 40% called it a “top three priority” compared to 42% of global CxOs. Swiss CxOs ranked supply chain issues and economic outlook slightly higher on their list of priorities.
- The importance of climate change is also seen in Swiss organisations’ investments over the last year: 75% have increased their sustainability investments, 28% of which say they’ve increased investments *significantly*. Only 3% of polled Swiss organisations have decreased sustainability investments.



What does your organization see as the most pressing issues to focus on over the next year? (rank in order of importance)



How have your sustainability investments changed over the last year?

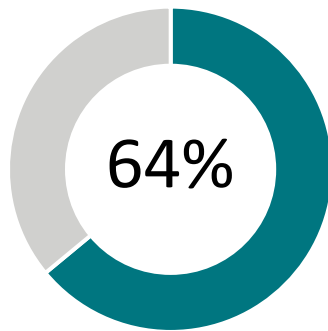


Organisations feel the impact of climate change

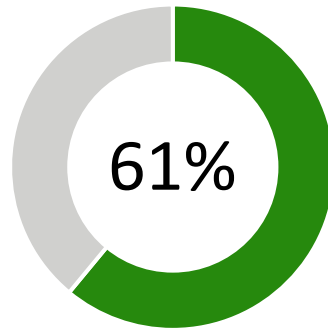
- 64% of Swiss CxOs say climate change is likely to impact their companies' strategies and operations to a "high/very high" degree over the next three years, which is slightly higher than the global average.
- Almost all respondents indicated the effects of climate change have negatively impacted their organisations in some way over the past year. Swiss organisations are more likely than the global average to feel the following impacts: resource scarcity, cost of climate change mitigation, regulation of emissions, shareholder pressure, and pressure from civil society.



To what degree do you expect climate change to impact your company's strategy and operations over the next three years? *Selected high/very high*



Switzerland



Global



Top climate issues already impacting companies
(select all that apply)

Switzerland Global

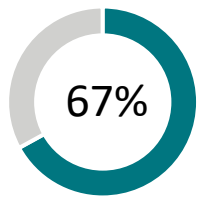
53%	46%	Resource scarcity/ cost of resources
53%	40%	Cost of climate change mitigation
52%	43%	Regulation of emissions
48%	41%	Shareholder pressure
47%	38%	Pressure from civil society

CxOs are worried about climate change but optimistic about climate action

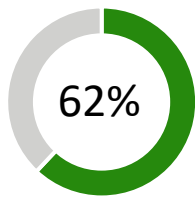
- 61% of Swiss CxOs are optimistic that the world will take sufficient steps to avoid the worst impacts of climate change (much lower than the global number). 67% say they feel concerned about climate change all or most of the time. Swiss CxOs are also optimistic (though slightly less so than the global average) that the world can achieve global economic growth while also reaching climate change goals.
- 89% of Swiss CxOs (compared to 82% of global) have been personally impacted by climate events in some way with extreme heat and more frequent storms the most frequently-cited issues.



Leaders who say they **feel concerned about climate change** all or most of the time



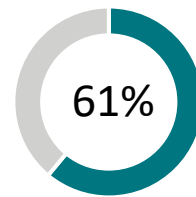
Switzerland



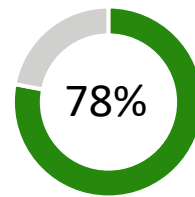
Global



Leaders who are somewhat/ extremely optimistic **the world will take sufficient steps to avoid the worst impacts of climate change**



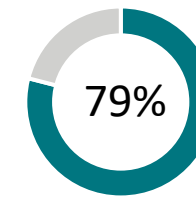
Switzerland



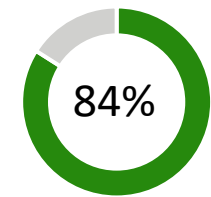
Global



Executives who agree/ strongly agree **the world can achieve global economic growth while also reaching climate change goals**

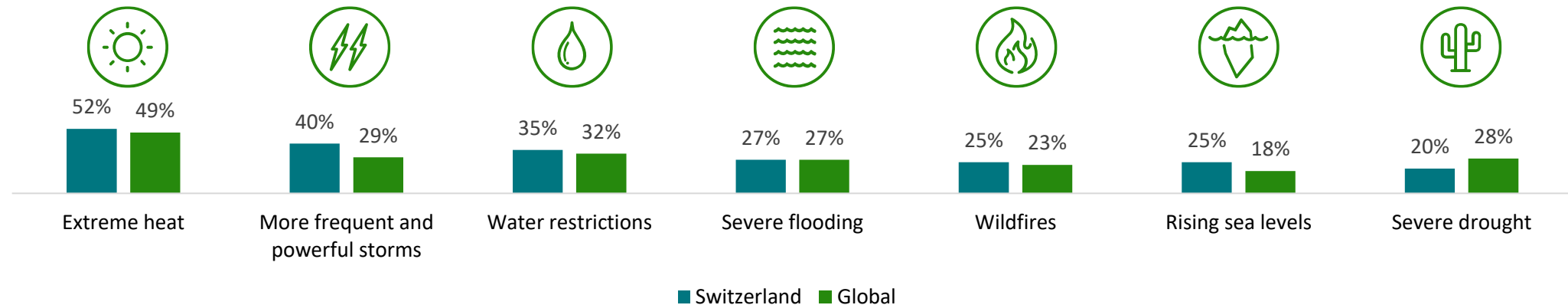


Switzerland



Global

Have you personally been impacted by any of the following in the last year? *(select all that apply)*



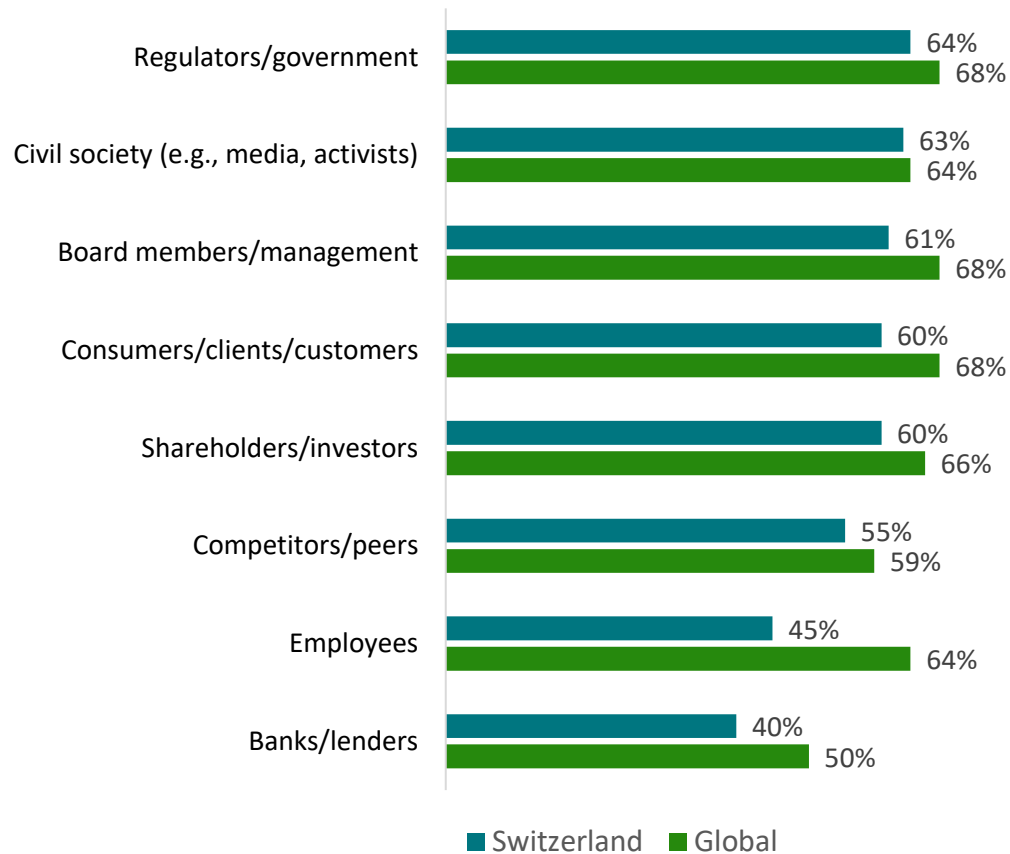
Companies feel broad pressure from stakeholder groups

- Swiss businesses are feeling pressure from a variety of stakeholder groups to act on climate change. The top groups mentioned were regulators/government, civil society, and board members.
- While the numbers are still high, Swiss executives are much less likely than the global average to believe that changing regulations or employee activism were reasons their companies' increased sustainability action over that past year.

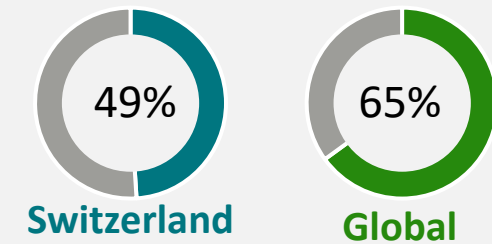


To what extent does your company feel pressure to act on climate change from your stakeholders?

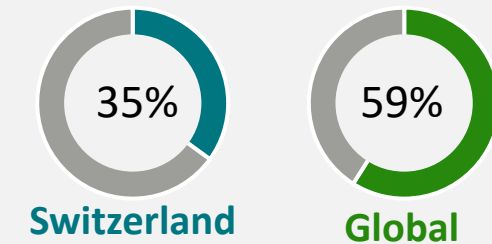
(select all that apply, to a moderate/large extent)



Leaders who selected **changing regulatory environment** as a matter that slightly/significantly increased their organization's sustainability action over the last year.



Leaders who selected **employee activism** as a matter that slightly/significantly increased their organization's sustainability action over the last year.

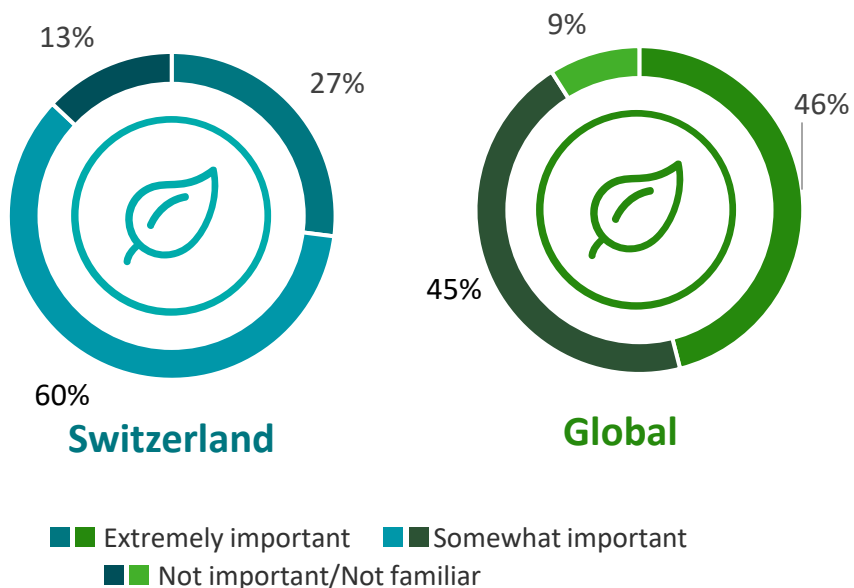


Many organisations express concern about a “just transition”, but focus uneven among countries

- Less than a third of Swiss CxOs say that ensuring a “just transition” is extremely important to their organisations (though 60% said it was “somewhat important”), compared to 46% of global executives.
- Switzerland ranks near the bottom (22nd of 24) of the countries we polled when rating a just transition as “extremely important.”

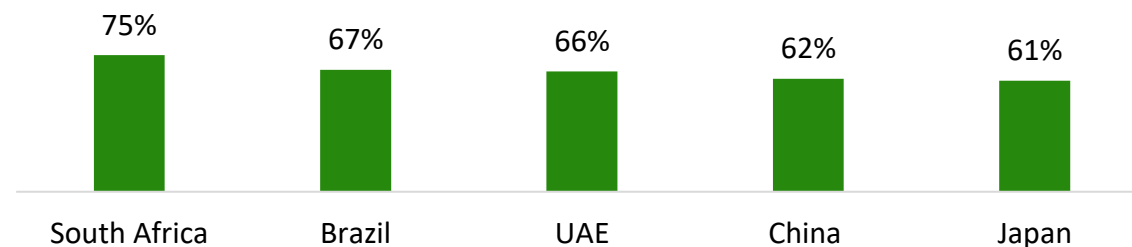


To what extent does climate equity or ensuring a “just transition”* factor into your company’s sustainability efforts?

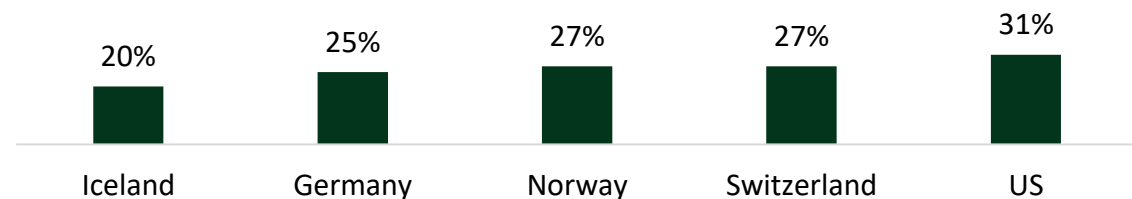


*A **just transition** seeks to ensure that the substantial benefits of transitioning to a green economy are shared widely, while also supporting those who stand to lose economically—whether countries, regions, industries, communities, workers, or consumers

▲ Countries most likely to see this issue as extremely important



▼ Countries less likely to see this issue as extremely important



Switzerland ranks 22nd among countries rating a “just transition” as extremely important

While organisations are acting, they're struggling to move the needle

- Swiss companies are most often using energy-efficient machinery, increasing the efficiency of energy use, training employees on climate change, and reducing air travel. They are less likely than the global average to be using more sustainable materials or incorporating climate considerations into lobbying/political donations.
- Swiss CxOs are even more skeptical than the global average about the seriousness of the private sector and governments' commitments to address climate change.

Which of following actions/adaptations has your company already undertaken as part of its the sustainability efforts? (select all that apply)



TOP ACTIONS TAKEN

63%

Using energy-efficient or climate-friendly machinery, technologies, and equipment
Global = 54%

59%

Increasing the efficiency of energy use (e.g., energy efficiency in buildings)
Global = 59%

53%

Training employees on climate change actions and impact
Global = 50%

53%

Reducing the amount of air travel
Global = 47%

51%

Using more sustainable materials (e.g., recycled materials, lower emitting products, less plastic material)
Global = 59%



HARDER TO IMPLEMENT, NEEDLE-MOVING ACTIONS* *As defined by Deloitte's analysis

47%

Developing new climate-friendly products or services
Global = 49%

44%

Requiring suppliers and business partners to meet specific sustainability criteria
Global = 44%

40%

Updating/relocating facilities to make them more resistant to climate impacts
Global = 43%

35%

Tying senior leaders' compensation to environmental sustainability performance
Global = 33%

21%

Incorporating climate considerations into lobbying/political donations
Global = 32%

How serious do you think the following groups are about addressing climate change?



Switzerland **Global**
12% 29%

said they believe the **private sector** is "very" serious



Switzerland **Global**
20% 28%

said they believe **governments around the world** are "very" serious

Benefits of climate strategy and obstacles that impede impact

- Swiss CxOs see brand reputation, innovation, and supply chain efficiency as the top benefits of their current sustainability efforts.
- Like the global population, Swiss CxOs are much less likely to see the more tangible financial benefits of their current climate efforts.
- Swiss executives cite focus on near-term business issues, difficulty measuring impact, and no proven business case for change as their top barriers to more climate action.



I strongly believe my company's current sustainability efforts have a positive impact on the following (select top 5)

▲ TOP FIVE BENEFITS SELECTED

53%

Brand recognition and reputation
Global = 52%

51%

Innovation around offerings and/or operations
Global = 43%

44%

Supply chain efficiency and/or resilience
Global = 38%

41%

Customer satisfaction (e.g., meeting client expectations)
Global = 44%

40%

Employee recruitment and retention
Global = 38%

▼ BOTTOM FIVE

31%

Cost of Investment
Global = 24%

29%

Operating margins (e.g., cost efficiency and productivity)
Global = 33%

29%

Employee moral and wellbeing
Global = 42%

28%

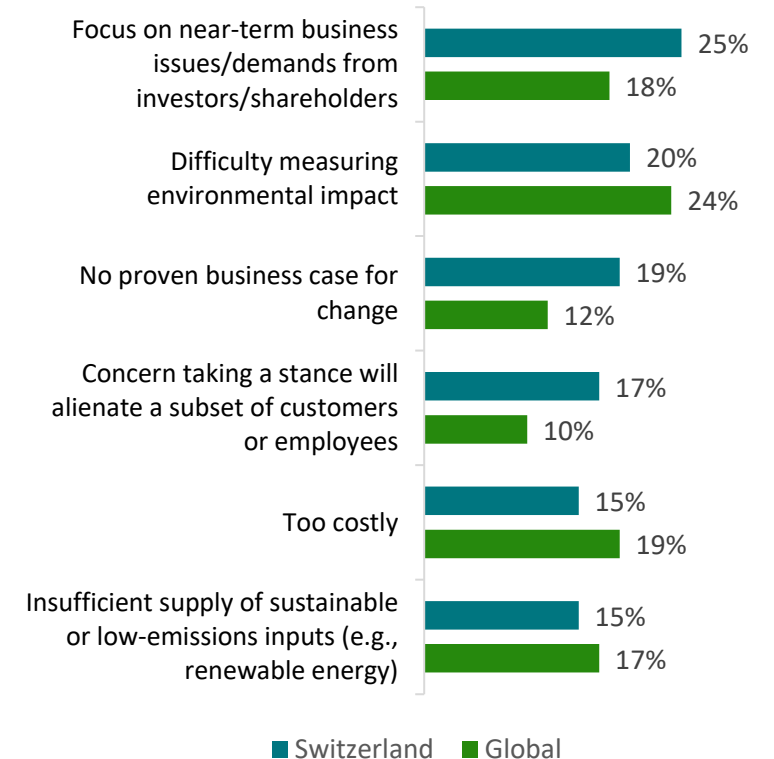
Asset values (e.g., intellectual property and operating assets)
Global = 25%

20%

Revenue from new businesses (e.g., new offerings/geographies)
Global = 29%



Top six obstacles to driving sustainability efforts (Select top two)



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