Presentation of Sustainable Finance (SF) Organisations

Online Pre-Meeting
5 March, 14.00-15.30h

Welcome!

Objectives of the meetings

- Ensure a shared understanding of the mission, scope, focus, and activities of organisations working on sustainable finance in Switzerland
- Exchange perspectives on the future of sustainable finance in Switzerland and identify complementarities and common challenges
- Explore opportunities for mutual support or collaboration, where appropriate

Objectives of today's online session

- Presentations on mission, scope, and current workstreams
- Allows for a more interactive in-person discussion on 27 April

Rules for Pre-meeting

- 5 min presentation each (hard cut-off to be fair to all)
- Presentations will be recorded and link sent to all organisations

Order of presentations

Swiss Sustainable Finance Organisations	
Building Bridges	Karen Hitschke
SDG Impact Finance Initiative (SIFI)	Catherine Bukhal
Sustainable Finance Geneva (SFG)	Kali Taylor
Swiss Platform for Impact Investing (SPII)	Rosa Sangiorgio
Swiss Sustainable Finance (SSF) - host	Sabine Döbeli
Transformative Finance Coalition (TFC) by SIPI	Jonathan Normand
Other Organisations active in Sustainable Finance	
AMAS	Aurélia Fäh
Competence Center for Sustainable Finance and Private Wealth (CCSP-HSG)	Falko Paetzold
E4S	Jean-Pierre Danthine
Ethos	Vincent Kaufmann
Green Fintech Network	Gerrit Sindermann
SBA	Erol Bilecen
SVVK-ASIR	Isabel Müller
TransCap Initiative	Dominic Hofstetter

Swiss Sustainable Finance Organisations

Building Bridges

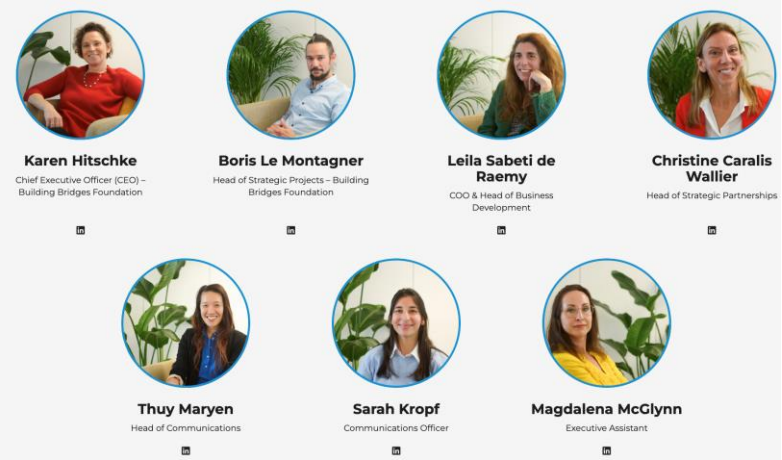
www.buildingbridges.org

BUILDING BRIDGES
Aligning finance with sustainability

FTE: 7 **Year Founded:** 2019* **Years on SF: 7** **Location(s):** Geneva

Governance / Org Structure

- Swiss Foundation, governed by Board and Advisory Board with 9 / 6 members across sectors (finance & business associations, UN orgs, NGO's, confederation / canton / city representation



Budget

Annual Budget (for SF activities): CHF 2M+

Main funding sources:

Public Funding	17%
Founding Partners	7%
Conference Ticket Income	5%
Conference Sponsorships	34%
Conference Other Income	5%
Grants	32%

* Established as conference in 2019, BB Foundation created end of 2023

Mission, Vision, Strategy

BUILDING BRIDGES
Aligning finance with sustainability

Mission

Create the right conditions to optimally channel public and private capital into prosperity-generating activities, while preserving or restoring the delicate balance of our planet. This encompasses **building bridges between public and private sectors, fostering dialogue and cooperation, and redirecting capital flows for inclusive global development.**

Vision

To leverage finance to accelerate the transition to a global economic model that is aligned with social and environmental sustainability goals, as articulated in the UN SDG, the Paris Climate Agreement and other relevant international and national agreements.

Strategic Framework

1. Set and advance the **sustainable finance agenda** within the global context to accelerate the **real economy transformation.**

2. Engage and mobilize **key players** to create a **local and global community -** leveraging our convening power as a **neutral and safe platform** for our multistakeholder community to build bridges **with the finance sector.**

3. Act and serve as a **recognized multi-stakeholder platform** to anchor Switzerland **at the core of the global** sustainable finance agenda.

Workstreams or Specific Programs

BUILDING BRIDGES
Aligning finance with sustainability

Workstream/Program	Description of Objectives	Key Achievements
Annual Building Bridges Conference	- Create space and connectivity for diverse stakeholders - Share insights from thought leaders in SF - Provide a platform for the SF community to showcase actionable advances in sustainable finance	- Annual flagship conference with **2000+ cross-sector participants** (50% private sector) - **Summit** and high-level plenaries featuring global (thought)leaders, **70+ community-sourced Action Events**, **Solution Stage**
Transition aligned investments for Institutional Asset Owners	Foster peer exchange between CH and international advanced PF's and other IOA's for best practice exchange and collaboration on investment opportunities	- High level speakers from international Asset Owners at BB conferences - Private programme at BB26 in collaboration with ASIP, ASIR and other partners
Scaling and Accelerating Adaptation & Resilience Finance	- Focus 1: **Investable Climate Adaptation Solutions**: identify investing opportunities at scale for Inst. AO's - Focus 2: **Investing in Natural Capital**: foster best practice exchange amongst experts to scale solutions; capacity building for less advanced investors	- Working Circle on Investible Climate Adaptation solutions; roundtable with top leaders from Insurance, Banks, Regulators, Science at CWZ - 15+ NatCap Action Events at BB25, plus private sessions; virtual / in-person roundtables on NatCap investment opportunities
Africa Investment Program – mobilizing capital flows towards the African continent	Increased connection amongst CH/European investors and with African investment / business community to reduce investment risk & enhance collaboration	- 150+ members of Africa Investment Community - Delegations to Africa in 2023, '24, and '25 - Community connect sessions - Partnerships with AVPA and AVCA

SDG Impact Finance Initiative

https://www.sdgimpactfinance.org/

FTE: #5 **Year Founded:** 2022 **Years on SF:** 3 **Location(s):** Geneva (registered in Bern)

Governance / Org Structure

- *Non-profit association – donors are members or co-financing partners*
- *Executive Board (4 people) + GA (4 organizations) – decision making bodies. The President of the Board is independent*
- *Advisory Council – co-financing partners (SECO+SDC) and experts*

Number of Members: 4 members + 2 co-financing partners

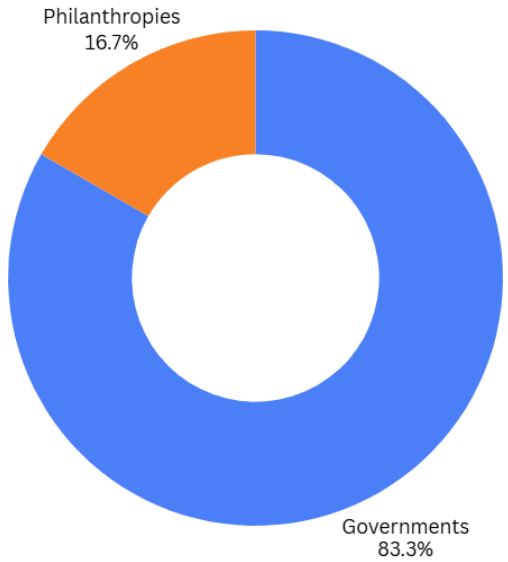
Budget

Annual Budget (for Impact Investing activities): CHF 2M + (Ticket sizes: grants 300-500K CHF, junior equity 1.5-3.5M CHF)

Main funding sources:

Governments: SECO, SDC, KOICA, Lux MoF

Philanthropies: UBS-OF (incl. CS), USWF



Mission, Vision, Strategy

Mission

To mobilise $1 billion in private capital to finance the SDGs in emerging markets and developing economies by 2030.

Vision

A global financial system where private capital flows confidently toward high-impact opportunities in emerging markets enabled by the financial infrastructure to scale sustainable solutions.

Strategic Focus

01 **INNOVATION WINDOW**
From concept to capital

02 **INVESTMENT WINDOW**
From potential to performance

03 **ECOSYSTEM WINDOW**
Building the foundations to scale

Our three-window model forms an integrated system, creating a complete capital journey: from pioneering ideas to investment-ready solutions, and from targeted interventions to systemic change.

This ensures every CHF of catalytic capital delivers lasting, scalable impact across emerging markets.

Workstreams

Workstream	Description of Objectives	Key Achievements
Ongoing CfP: "Scaling Investable Solutions for Water and Ocean Resilience" SDG Impact Finance Initiative	Identify and invest up to CHF 7.25m in junior equity across up to three impact funds targeting EMDEs, aligned with: SDG 6: Water & Sanitation SDG 13: Climate Action SDG 14: Life Below Water	• Call is public; outreach ongoing • Winners to be announced in June 2026 (tbc)
Launch 1–2 CfPs in 2026 under the Innovation (W1) and/or Investment Window (W2)	Priority themes to be defined: Nutrition, Biodiversity, Livelihoods, Impact-linked financing	To date: • 5 CfPs under W1 and 4 under W2 • 31 solutions supported • USD 7m deployed in grants • USD 12m committed in equity
The PRISM Impact Lab: partnership with ETH and Tameo under the Ecosystem Window	• Reduce barriers to institutional impact investing • Design de-risking and blended finance structures • Address bottlenecks to private capital mobilization • Strengthen data transparency and fund architecture • Enhance investor engagement and participation	• Initial results to be announced during Zurich Climate Week • LN campaign • Final results to be announced by year-end
Scaling catalytic capital offering from philanthropies	Position SIFI as a turnkey solution for philanthropies seeking to engage in impact investing	• High-level roundtable in Davos • Potential event at PAS Singapore • LN campaign

Sustainable Finance Geneva

sfgeneva.org

FTE: 1.5 **Year Founded:** 2008 **Years on SF:** 18 **Location(s):** Geneva (some members in Lausanne)

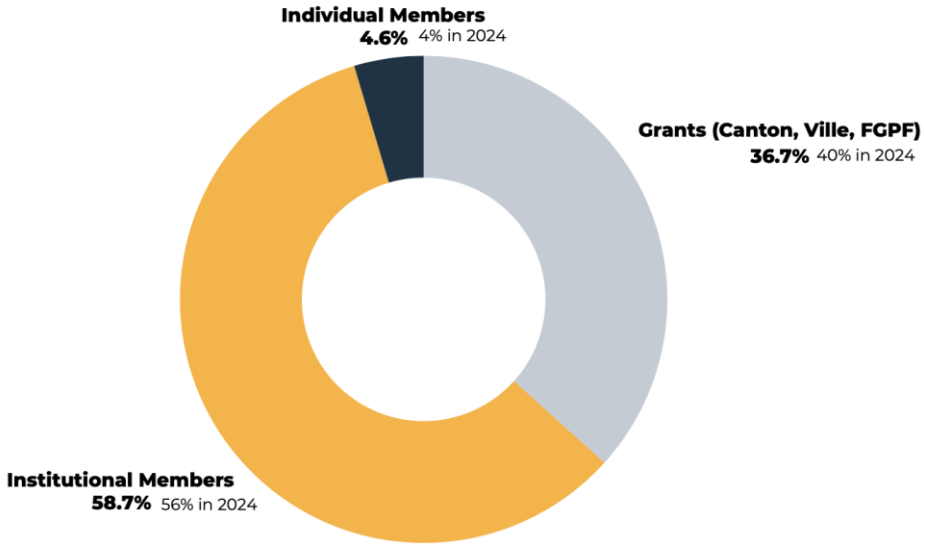
Governance / Org Structure

- Swiss non-profit association with membership structure:
  - 50 institutional members (banks, asset managers, service providers, NGOs)
  - 450 individual members
- Members vote as individuals not as institutions
- A Board, called the Comité de Stratégie et de Surveillance, is made up of 8 people (max 11) and is elected annually at the AGM

Budget

Annual Budget: < CHF 500K

Main funding sources:



Mission, Vision, Strategy

Mission

Our mission is to act as a catalyst for the financial ecosystem to adopt sustainable and innovative practices when making investment and financing decisions.

Vision

SFG's vision is a financial industry in Geneva and Switzerland fully mobilized, with transparency and measurability, to finance the 2030 Agenda, placing Geneva and Switzerland as leading sustainable financial centers globally.

Strategic Focus



Small note: SFG is currently developing a new 2026-2030 strategy and revisiting the wording of the Mission and Vision as part of the process

Workstreams or Specific Programs

Workstream/Program Name (Max 5)	Description of Objectives	Key Achievements
Ecosystem building	- Create meaningful moments for people to connect - Enable people to navigate the ecosyste on their own - Actively reach out to less-engaged communities	- Two ecosystem maps - Monthly networking activities - Mentorship program
Knowledge building	- Arm our network with knowledge - Create space for sharing diverse views on advancing sustainable finance topics	- Quarterly member roundtables - Educational events like trainings, show and tells, etc. - Knowledge Hubs
Impact theme - Peace finance	- Put peace finance on the map for investors by providing curated and actionable knowledge - Co-create tools that advance the thinking and practice around the theme	- Conflict risk methodology - Heat Map peace finance resource navigator and checklist - Member committee
Impact theme – Local capital orchestration / place-based investing (Impact Pour Genève)	- Identify areas where private investment is needed in the Canton on climate and build a pipeline of tangible local investment opportunities. - Structure them into financial instruments that use public capital smartly to crowd in private investors. - Mobilize the community starting with asset owners and support them in allocating capital into these instruments.	- *Currently in development, no concrete achievements to date other than securing funding commitment from the Canton de Genève*

Swiss Platform for Impact Investing

www.swissimpactinvesting.ch

FTE: 2* working on SF **Year Founded:** 2024 **Years on SF:** 2 **Location(s):** Zurich (with EB in Zurich, Geneva, Lugano)

Governance / Org Structure

SPII is hosted by SSF and has its own independent Executive Board representative of the different actors in the ecosystem**

The SPII operates through a combination of top down projects driven by its Theory of Change & bottom up projects proposed by the ecosystem.

The SPII connects the Swiss impact investing ecosystem through regular SPII Community Webinars and a quarterly Newsletter.

SPII does not operate with a membership model.

** SPII EB:
- Chaired by Rosa Sangiorgio
- Includes 13 members representing Financial Institutions, NGOs, Foundations, Family Offices, Impact Hubs, Federal government.

Budget

Main funding sources:
- In-kind support and funding of specific activities from SSF
- In-kind support from SPII EB members and other leading organisations
- Third-party funding for specific projects

*Currently the SPII doesn't employ FTE directly. We consider here:
1) The (in-kind) support of multiple SSF Staff represents 1 FTE
2) The (in-kind) support of all SPII EB members represents a second FTE.

Mission, Vision, Strategy

Mission

The Swiss Platform contributes to strengthening Switzerland as a **leading impact hub** by fostering supportive frameworks and providing appropriate incentives through its activities. The Swiss Platform **connects and supports skilled stakeholders**, investors and entrepreneurs in the Swiss impact ecosystem and **acts as a national voice** while **fostering international collaboration** with other NPs within the GSG network.

Vision

Switzerland builds on a strong foundation in sustainable finance, wealth management, and educational excellence with the aim of becoming a leading global hub for impact investing, thereby **mobilising capital and expertise** to scale solutions that support the achievement of the SDGs.

Strategic Focus

SPII is Switzerland's **lean coordinating backbone** for credible impact investing. SPII fulfils this role as a lean, non-operational platform: coordination, convening, and credibility-building sit at the centre of SPII's mandate, while delivery and implementation remain with market actors and partners.



Mobilize Capital to generate positive impact alongside financial returns



Foster a thriving and effective Swiss Impact Ecosystem



Facilitate Switzerland's contribution to Global efforts in Positive Impact

Workstreams or Specific Programs

Workstream /Program Name	Description of Objectives	Key Achievements

Strengthen the Swiss Ecosystem	We target Switzerland to benefit from a thriving and effective impact ecosystem, where collaboration and accountability drive greater flows of capital and innovation toward impact.	• Solid Theory of Change and Value Proposition
		• SPII Website including impact community calendar, and SPII Community Webinars allowing community to share & connect
		• Swiss Impact Investing Ecosystem Map published (SFG/iGravity/SECO)
		• Ongoing Activities:
		  • Connect the dots of the ecosystem: mapping of existing surveys around bottlenecks
		  • Channel Ecosystem Feedback, Voice of the Investees
		  • Study regulatory ecosystem to prepare for engaging policymakers
		• Ongoing Projects:
		  • From Ecosystem Map to Capital Flows and bottlenecks
		  • Recommendations for national policy and funding for female entrepreneurs

Mobilise Capital	We aim for Capital to be mobilised for measurable positive impact alongside financial return.
	For that to happen we target these outcomes:
	1. Common standards, metrics, and tools widely adopted.
	2. Asset managers integrate impact into mainstream inv. processes
	3. Asset owners & advisors act with confidence and scale impact allocation
	4. Efficient and accessible marketplaces for impact investments.
		1. Common standards
		  • Publication of Report: “How Much Impact?” including case studies (SSF)
		  • GIIN/SPII Webinar Series held throughout 2025
		2. Asset Managers
		  • Evidence of Clients’ Demand
		3. Asset Owners
		  • Mapping of existing education offerings around impact investing
		  • Case studies/Success Stories
		  • Risk/Return of Impact Investing
		  • The Physical Climate Risks of Swiss Pension Funds
		4. Marketplaces: Mapping of existing marketplaces connecting investors and investees

Switzerland as a key impact hub globally	We work for Switzerland to actively mobilise its expertise and capital to build a regenerative and inclusive financial system, reinforcing its position as a credible international impact hub.	• SPII represents Switzerland in GSG Network as a link to Swiss ecosystem for peers:
		  • Providing Swiss data to GSG led Impact Europe EU Wide Market Sizing Effort
		  • Regular participation in GSG NP Policy Group
		  • Contribution to GSG Annual State of Play Report and Self Assessment Survey

Swiss Sustainable Finance www.sustainablefinance.ch

FTE: # 6.5 **Year Founded:** 2014 **Years on SF: 12** **Location(s):** Zurich + Geneva

Governance / Org Structure

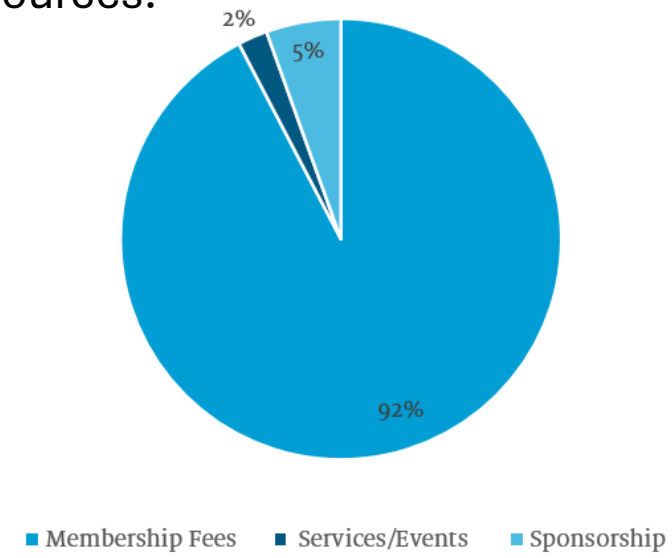
- Annual Members' Assembly elects Board
- 14 Board members represent different member types:
  - Independent President
  - Banks
  - Asset Managers
  - Insurance Companies
  - Pension Funds
  - Service Providers
  - SFG

Number of Members: 250 institutional members

Budget

Annual Budget (for SF activities): CHF 1M – 2M

Main funding sources:



Mission, Vision, Strategy

Mission

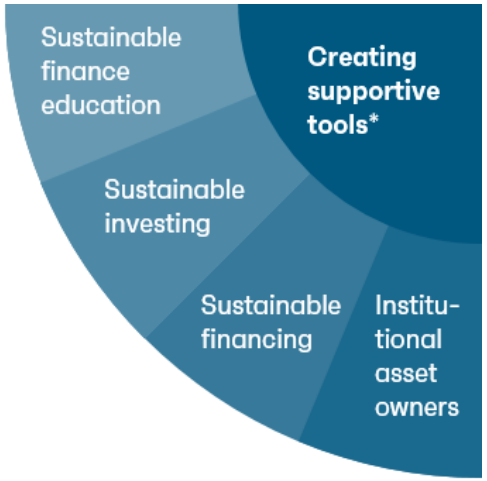
SSF supports the Swiss financial centre in achieving a leading position in sustainable finance by

- shaping Swiss frameworks
- engaging key stakeholders
- informing on best practice
- creating supportive tools

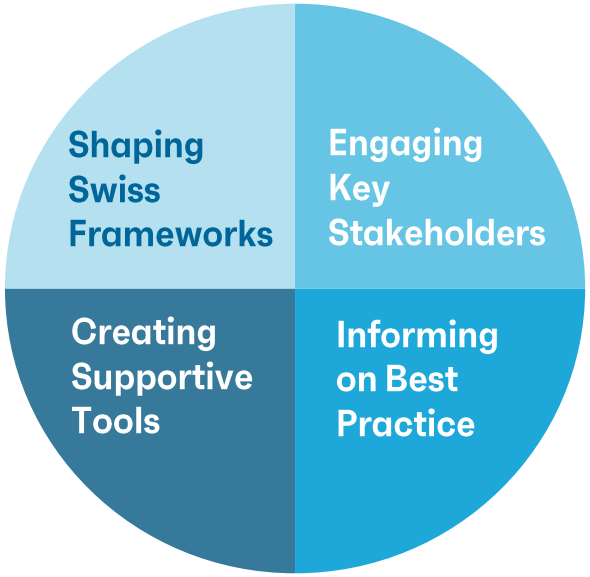
Vision

The Swiss financial centre is a leading voice and actor in sustainable finance, fostering the transition to a sustainable and prosperous economy.

Strategic Focus



Four SSF member platforms and various focus groups support implementation of activities



Workstreams or Specific Programs

Workstream	Description of Objectives	Key Achievements
Thought leadership & Informing on best practices	- Provide the Swiss financial services industry with cutting edge research and market data on sustainable finance - Provide additional exclusive content and services for SSF members	- **Cutting edge publication («spotlights»)** on Derivatives, Responsible Gold, Impact Measurement, Artificial Intelligence… - **Artificial Intelligence knowledge hub** established - **Board education** initiative on sustainability/SF - **E-learning tools** on various SF topics - Regular **large public events** (e.g. Carbon Markets) - Giving **regular lectures** or presentations (academia, public events)
Promoting Sustainable Investing	- Supporting SSF members in identifying and implementing best-practice sustainable investment solutions - Fostering adoption of sustainable investment practices across the industry	- Annual **Sustainable Investment Market Study** (market reference) - **"SI Here to Stay" webinar series** on sustainability business case - Standard ESG **Questionnaire for Real Estate** Funds - Launch and now team support to SPII
Supporting Asset Owners	- Provide a safe peer exchange space for asset owners only, e.g. on implementation guidance.	- Regular **asset owner workshops**, esp. in collaboration with PRI
Promoting Sustainable Lending Practices	- Supporting SSF members in implementing best-practice sustainable financing solutions - Fostering adoption of sustainable lending practices across the industry	- Bi-annual **Sustainable Lending Market Study** - Regular roundtables on Sustainable Lending
Engaging Key Stakeholders	- Foster international collaboration - Build connection and dialogue between finance and other sectors - Regular dialogue with Federal Authorities	- **Representing Switzerland in Eurosif** and FC4S: put Swiss perspective on landscape - **Nature Exchange Group** (cross-sector) - Collaboration with international peers

Transformative Finance Coalition

impact.swiss

FTE: 0.3 **Year Founded:** 2025 **Years on SF:** 0.5 **Location(s):** National

Governance / Org Structure

- SIPI-anchored catalytic platform linking missions and capital
- Steering council of anchor real-asset owners, public actors, investors
- Real economy working groups
- Fiduciary and policy advisory council
- A national coalition for mission-aligned capital realignment.

Number of Members: 50 mobilized in H2 2025

Budget

Annual Budget (for SF activities): < CHF 500K

Main funding sources:

- Anchor partner contributions (SIPI platform & mission orchestration)
- Targeted research & policy grants
- Philanthropic catalytic funding for demonstrator structuring

Mission, Vision, Strategy

impact.swiss

Mission

To catalyse real-economic transition pathways that enable Swiss private and institutional capital to flow toward net-positive stewardship.

Vision

A Swiss economy where real-economy directionality drives capital allocation, and fiduciary duty supports long-term regenerative prosperity.

Strategic Focus

PLACE-BASED MISSIONS

Translate grand challenges into structured transition pathways and demonstrator portfolios anchored in real assets.

CAPITAL REALIGNMENT

Enable private and institutional investors to reallocate capital toward mission pathways.

SYSTEM REFORM

Advance fiduciary duty toward long-term system stewardship through aligned prosperity metrics and policy advocacy.

Workstreams or Specific Programs

impact.swiss

Workstream/Program Name (Max 5)	Description of Objectives	Key Achievements
WS 1 | **Mission Pathways and Demonstrator Catalysis**	Design investable, place-based mission pathways anchored in real assets and infrastructure.	Defined lighthouse missions and mobilised real-economy actors around them; now forging catalytic partnerships for demonstrators.
WS 2 | **Capital Realignment & Deployment Enablement**	Enable institutional capital to reallocate toward mission-aligned real economy pathways.	Created pull from TFC members; now exploring place & theme based investing opportunities tied to lighthouse missions
WS 3 | **PROSPER Compass**	Embed mission-aligned performance logic into capital allocation decisions.	Phase 1: PROSPER 2040 definition and baseline assessment in progress
WS 4 | **Coalition and Legitimacy Platform**	Build mandate and shared accountability for capital realignment among anchor asset owners and public actors.	Being established – currently fundraising for - SIPI Think Tank - SIPI Shared Narratives workstream
WS 5 | **Fiduciary & Policy Reform**	Align fiduciary duty and capital governance with long-term system stewardship.	In planning phase

Other Organisations active in Sustainable Finance

Asset Management Association Switzerland

FTE: 1.25 (on SF) **Year Founded:** 1992 **Years on SF:** 6 **Locations:** Basel, Geneva, Zurich

Governance / Org Structure

- 178 members (incl. AM ; fund management companies ; representatives of foreign CIS ; banks, insurance companies and passive members)
- Board of Directors and Board Committee Sustainability provide strategic direction
- Expert Committee Sustainable AM (comprised of 15 members) provide guidance on AMAS priorities
- 8 sustainability-related WG execute upon EC Sustainable AM guidance.

Budget

Annual Budget (SF-related) : < CHF 500K

Main funding sources: membership fees (100%)

Mission, Vision, Strategy

Mission

We support our members to create long-term value for their clients. We are the industry's voice to the public and explain the value added.

Vision

We strengthen Switzerland as a leading asset management hub for the benefit of members and clients.

Strategic Focus



Sustainability:

(i) Support the positioning of Switzerland as a leading hub for sustainable asset management.

(ii) Identify and implement adequate tools and policies to accelerate the allocation of capital towards a sustainable economy

Workstreams or Specific Programs

Workstream	Description of Objectives	Key Achievements
Shape Best-practices	– Define «Transition finance» approach – Risk adjusted return analysis of SI approaches in a Swiss context	– Previous achievements include AMAS & SSF
Stewardship	– Increase awareness and take stock of implementation of the Swiss Stewardship Code by members – Increase collaborative engagement on the basis of the Engagement Letter (EL) – Members share knowledge practice (incl. QA for the SR) – Legal clarity (incl. delegation of proxy voting, collaboration)	– Publication Swiss Stewardship Code (AMAS, SSF), 2023 – AMAS Engagement Letter, 2024 – Publication Swiss Stewardship in Practice (AMAS, PRI), 2025 – PRI/AMAS stewardship roundtables (held quarterly)
AMAS Self-Regulation	– Help the members implement the Self-Regulation – Develop Q&A (incl. audit, stewardship, reporting) – Explore the need of an updated Self-Regulation	– Self Regulation 2.2 – Q&A regular updates – Knoweldge sharing events – WG coordinations
Shaping EU & CH regulation	– - Opinion and position shaping through survey process and member involvement. – - Broad alignment across the wider economy in selected matters	– Participation in consultations (EU & CH) – Amendments according to our inputs
Communication	– Communicate on sustainable AM contribution – Sustainable AM newsletters (monthly) – Shape and organize events	– Sustainable Finance Position Paper – Newsletter – Building Bridges annual editions, Climate Week Zurich

CSP

www.cspglobal.org

CSP Center for Sustainable Finance & Private Wealth

FTE: 20 **Year Founded:** 2017 **Years on SF: 11** **Location(s):** Zurich, St.Gallen, Singapore, San Francisco, Chicago



Global NGO with 4 entities, incl a foundation in Zurich and a university entity at Univ. of St.Gallen (HSG)

Budget

>4M CHF

Main funding sources:
- Operating revenues from training programs for ultra high net wealth individuals and family office managers
- Grants from ultra high net wealth individuals

Mission, Vision, Strategy

CSP Center for Sustainable Finance & Private Wealth

Mission

Challenge: Why is Private Wealth Not Doing More for Nature & Society?

Opportunity: Many capital allocators *want* to have more positive impact - but *how*?

Vision

Our Mission: *Unlock* the *latent power* of private wealth to do good.

Our Vision: A World where Private Wealth is a *Force for Good*.

Strategic Focus

Our Theory of Change:

Actions

01 / From questions to knowledge
Insights to activate more wealth holders and maximize their impact.

02 / From knowledge to action
Evidence-based, safe space for wealth holders and advisors to engage deeply.

03 / From action to change
Ecosystem and alumni work



Outcomes

Activate ***Wealth Holders*** primarily, and also Family Officers, Advisors and Foundations, to strive for positive impact

Establish key ***knowledge areas*** that enable those actors to have more positive impact

Impact

By 2030, we will ***activate*** 1,500 ultra-high-net-wealth individuals to become ***catalysts of systemic change*** — mobilizing their economic and non-economic capital to preserve and improve life for all.

Workstreams or Specific Programs

CSP Center for Sustainable Finance & Private Wealth

Training Programs 2026

Integrating Philanthropy & Investing to Maximize Impact

October 26-29, 2026

Stanford University, California, USA

An immersive program for philanthropists and impact investors ready to maximize the social and environmental impact of their total portfolio.

Stanford PACS Center on Philanthropy and Civil Society

Investing for Systems Change

May 04-06, 2026

Zurich, CH

Moving beyond single investments to transform entire systems. A framework for deploying capital strategically to create lasting, systemic change.

MIT Management | MIT Sloan Sustainability Initiative | TransCap Initiative Systemic Investing for Sustainability

twist | The ImPact

Impact Investing for the Next Generation

October 20-23, 2026 & April 14-16, 2027

Zurich, CH & MIT School of Management, Boston, USA

A unique program for next-generation wealth holders who want to make a difference with their resources. Build knowledge, confidence and networks in sustainable impact investing.

University of St.Gallen | MIT Management | MIT Sloan Sustainability Initiative

How Leading Family Offices Grow Future-Fit with Impact

Nov. 10-11, 2026

Munich, GER

German speaking

Peer-led deep dive into the inner workings of impact family offices. A blueprint to integrate impact into your investment and governance model.

University of St.Gallen | tonic | AurumImpact

How Leading Family Offices Grow Future-Fit with Impact

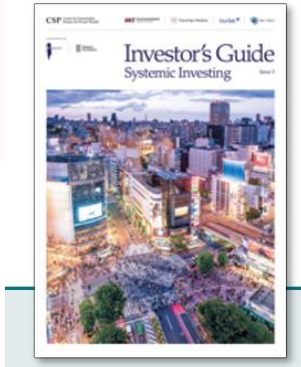
June 22-24, 2026

London, UK

Peer-led deep dive into the inner workings of impact family offices. A blueprint to integrate impact into your investment and governance model.

vp capital

Selection of Applied Publications 2025

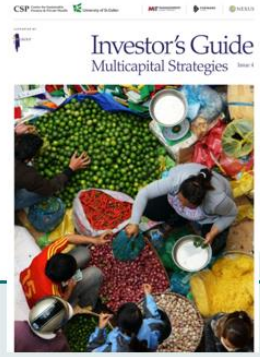


Topic:
A guide for investors to integrate Systems Thinking into their investment strategy

Related CSP program:
Systems Change Investing (21-23 May 2025, Zurich, with MIT Sloan, TWIST, The ImPact, TransCap)

Lead CSP Author:
Kirsten Andersen, PhD



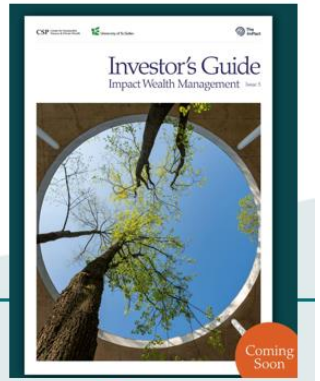


Topic:
This guide explores how *all* forms of capital, not only investment capital, can be used for impact; based on literature & interviews

Related CSP program:
Multi-Capital Strategies (3-5 Nov 2025, MIT Sloan)

Lead CSP Author:
Kirsten Andersen, PhD





Topic:
Capabilities of wealth managers in impact investing, best practices

Related CSP program:
Learning from impactful Family Offices (23-25 June 2025, with SFO VP Capital in Zurich)

Lead CSP Author:
Andrew Douglas, CFA

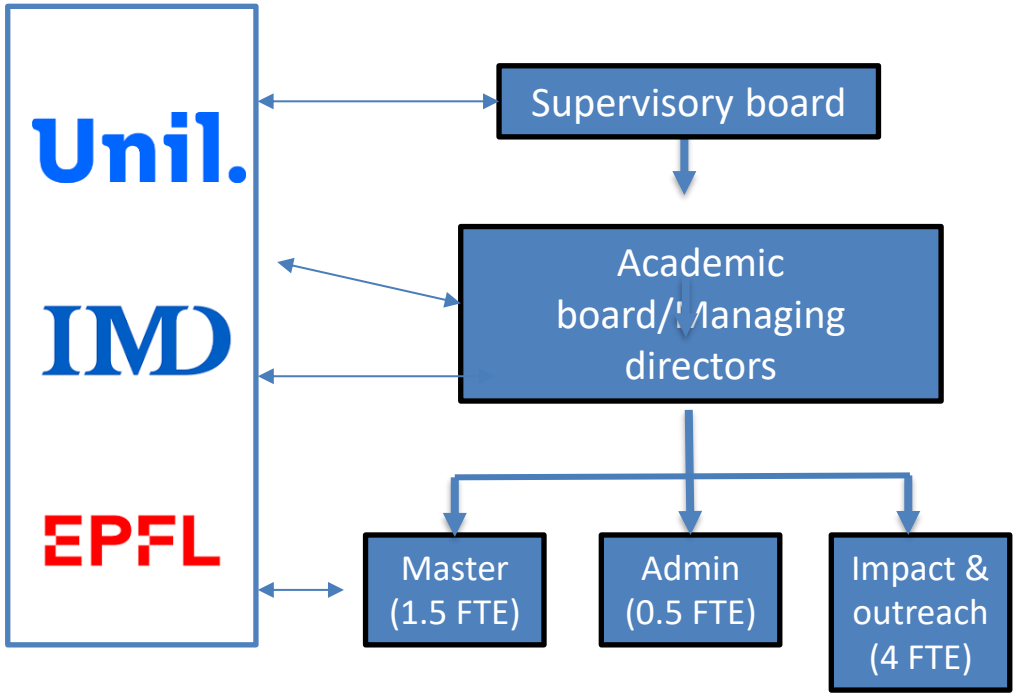


Enterprise for Society

www.e4s.center

FTE: NA **Year Founded:** 2020 **Years on SF: 5** **Location(s):** Lausanne

Governance / Org Structure:
under revision



Budget

Annual Budget (for SF activities):
< CHF 500K

Main funding sources:
External donors (Private partners and fondations)

Mission, Vision, Strategy

Mission

Acting as a catalyst for innovation and collaboration across disciplines, E4S develops the next generation of purposeful leaders and actively engages with public and private stakeholders to create meaningful impact.

Vision

E4S leverages the combined strengths, expertise, and networks of UNIL, IMD and EPFL to ***empower society in overcoming the major global challenges of our era.***

Strategic Focus

1. Education: We train the next generation of leaders
2. Research: We produce, collect and disseminate cutting-edge and interdisciplinary research along 3 axes:
    - Shaping institutions, policies and norms
    - Transforming key industrial sectors
    - Reimagining organisations
3. Activate change: by leveraging interdisciplinary research and igniting partnerships between academia and industry to drive sustainable change.

Workstreams or Specific Programs

Workstream/Program Name (Max 5)	Description of Objectives	Key Achievements
The green value of Swiss real estate	This project develops a valuation framework that integrates energy performance and regulatory constraints into discounted cash-flow models for income-producing buildings in Switzerland.	A E4S White Paper detailing methodology and results
Impact investing and the energy transition	The project analyses barriers to building a cohesive impact-investment ecosystem for heat-pump deployment in the cantons of Vaud and Geneva.	A E4S White Paper Related students projects on Financing sustainable carbon sequestration & Nuclear power in sustainable finance
A model for climate-aligned portfolio management	The project translates climate scenarios from public Network for Greening the Financial System (NGFS) datasets into region-by-sector heat-maps for transition costs and physical risks	A E4S White paper A student project on Building a climate-aligned portfolio through asset pricing and scenario analysis
Carbon removal in wetland restoration	The climate benefits of wetland restoration remain difficult to predict because outcomes depend on fine-scale interactions between water, soil, and vegetation. This project aims to develop an integrated monitoring and modelling framework that quantifies how rewetting Swiss wetlands affects greenhouse-gas emissions and long-term carbon storage.	A set of papers aiming at a nature-positive, actionable, and measurable framework for voluntary biodiversity credits
Costs and priorities of the circular-economy transition	The project builds a system-dynamic model to quantify environmental and economic implications of circular-economy pathways through 2050 for the EU27, Switzerland, and the Canton of Vaud.	Several white E4S papers – A calculator Related: A project on re-wiring CAPEX and finance in circular value chains: a case study of advanced materials

Ethos Foundation

www.ethosfund.ch

FTE: 40 **Year Founded:** 1997 **Years on SF: 29** **Location(s):** Geneva and Zürich

Governance / Org Structure

Swiss foundation ("Fondation") under private law with the goals of promoting SRI and promoting sustainable development. Board of 7 members. One operational entity : Ethos Services SA with 4 business lines dedicated to SI (proxy vote, engagement, ESG Ratings and Sustainable Investment funds).

Number of Members: *255*

Budget

Annual Budget (for SF activities):
Ethos Foundation : CHF 1 million
Ethos Services SA : CHF 11 million

Main funding sources:
Foundation : Dividend from Ethos Services SA, royalties on Ethos brand paid by Ethos Services SA and revenues from our education program
Ethos Services SA : revenues on the sales of proxy voting, engagement fees, ESG ratings and investment solutions.

Mission, Vision, Strategy

Mission

To promote sustainable investment and good corporate governance by supporting Swiss institutional investors in integrating ESG criteria into their investment decisions and exercising responsible ownership

Vision

Swiss financial ecosystem where all institutional investors integrate sustainability and good governance as core pillars of long-term value creation, making Switzerland a global reference for responsible investment.

Strategic Focus

1. Shareholder Engagement: Lead collaborative engagement campaigns with Swiss and European companies on ESG issues (climate, remuneration, board diversity, ...). 2. Voting Recommendations: Provide proxy voting advice to 250+ institutional investors for AGMs of Swiss and international companies based on voting guidelines promoting long term value creation and all stakeholders' interests. 3. ESG Analysis & Research: Produce independent sustainability reports, executive compensation analyses, and governance ratings. 4. Advocacy & Policy: Influence regulatory frameworks on sustainable finance and corporate governance in Switzerland (Minder initiative implementation, CO2 Act, etc.).

Workstreams or Specific Programs

Workstream/Program Name (Max 5)	Description of Objectives	Key Achievements
Shareholder Engagement	Lead bilateral and collaborative engagement campaigns with Swiss and international companies on ESG topics including climate transition, executive pay, board quality and sustainability reporting.	Active engagement with 500+ companies/year; co-lead of Climate Action 100+ engagements with Swiss companies. Improve governance of Swiss listed companies.
Proxy Voting Advisory	Provide independent voting recommendations to 250+ institutional investors for AGMs of Swiss and international listed companies, covering compensation, board elections, capital measures and shareholder resolutions.	Annual voting recommendations for 200+ Swiss AGMs and 600+ international AGMs; consistent opposition to excessive pay packages with measurable impact on say-on-pay votes.
ESG Analysis & Research	Produce independent ESG ratings for Swiss and international listed companies to support responsible investment decisions.	ESG ratings for 3000+ companies. Publication of public studies on sustainability reporting, executive remuneration, engagement paper on biodiversity.
Sustainable Finance Advocacy	Contribute to policy debates on sustainable finance and corporate governance in Switzerland and the EU, defending shareholder rights and sustainability.	Active contributor to the implementation of the Minder initiative; consultation responses on Swiss climate reporting obligations and EU taxonomy; member of key industry working groups.
Education platform for trustees of pension funds.	Train board members of pension funds on sustainability investment issues.	6 e-learning modules produced and open to our members. Around 100 individuals trained in 2025.

Name of Organisation

greendigitalfinancealliance.org

FTE: 3 **Year Founded:** 2017 **Years on SF:** 9 **Location(s):** Geneva (registered), Zurich

Governance / Org Structure

- Swiss non-profit foundation
- Board of at least 3 members, each to serve a maximum of two 3-year terms
- 1 Executive Director
- 1 Associate Director, Program Lead Urban Finance & Ops

Number of Members: *if applicable (delete if not)*

Budget

Annual Budget: CHF 500K – 1M

Main funding sources:
Approx. 40% public project grants (EU Horizon), 60% philanthropic (mostly project) grants

Mission, Vision, Strategy

Mission

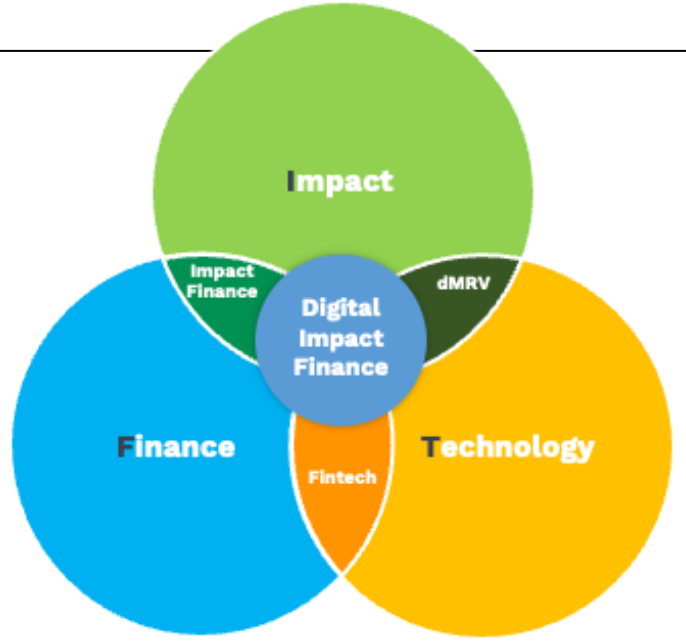
We co-create transformative business, technological and financial solutions to catalyse funding for a thriving future within planetary boundaries.

Vision

A world where technology and finance enable humanity and economy to thrive within planetary boundaries.

Strategic Focus

GDFA is a think-and-do tank convening world-leading experts and industry leaders in technology and finance to co-create transformative, data-driven solutions that shape a net-positive, resilient future, where economy and nature reinforce each other. Thematically, GDFA focuses on Urban Finance and Blue Finance, and is currently expanding its transversal work to digitally-enabled, labelled bonds.



Workstreams or Specific Programs

Workstream/Program Name (Max 5)	Description of Objectives	Key Achievements
Urban Finance	• Decarbonize the built environment, • Mobilize capital for the urban energy transition • Develop financing mechanisms for urban adaptation and resilience	• Energy Performance Certificate predictive model • Business model blueprints for energy positive retrofits
Blue Finance	• Prototype nature-related ocean asset metrics for investors • Mobilize capital for a sustainable blue economy	• Metrics for shipping and offshore renewables investment exposure to Marine Protected Areas (MPA) and Marine Sensitive Areas
A global taskforce initiative, focused on digital labelled bonds / verifiable impact *(in preparation)*	• Convene, cross-sector, stakeholders to accelerate the development and adoption of next generation, high-integrity sustainable finance instruments • Ensure emerging capital market infrastructure meets sustainable finance needs • Reduce friction and cost across the lifecycle of labelled bonds, and thereby grow the addressable market, and improve impact integrity	• Digital Green Bonds for Cities Guide • Digital Impact Bond discussion paper
Diverse		• Green Fintech Classification • Co-founded the Green Fintech Network (GFN)

Swiss Bankers Association

Swiss Bankers Association - Swiss Banking

Swiss Banking

FTE: 3 **Year Founded:** 2019 **Years on SF:** 7 **Location(s):** Zurich, Basel, Geneva, Bern

Governance / Org Structure





Erol Bilecen
Head of Sustainable Finance



Naomi Ding
Policy Advisor Sustainable Finance



Lena Dringel
Policy Advisor Sustainable Finance

- We work closely with our members through different types of working groups (Sustainable Finance WG, Disclosures WG, Nature-risk Sub-WG, etc.)

Budget

Sustainability: N/A
Overall: 20m

Main funding sources:
Contribution of around 260 Members (These members include: Swiss banks, Foreign banks operating in Switzerland, Securities firms and other financial institutions closely linked to the Swiss banking sector)

Number of Members: *260 (most banks in Switzerland)*

Mission, Vision, Strategy

Swiss Banking

Mission

The mission of the SBA is to represent and promote the interests of the Swiss banking sector by:

- Representing the sector vis-à-vis policymakers, regulators, and the public
- Strengthening the competitiveness and reputation of the Swiss financial centre
- Promoting responsible banking, including compliance, risk management, and sustainability
- Supporting industry standards and self-regulation where appropriate

For sustainable finance, the SBA explicitly positions itself as a **platform for coordination, guidance, and dialogue.**

Vision

The SBA's vision is a strong, competitive, and sustainable Swiss financial centre that:

- *Enjoys international credibility and trust*
- *Contributes to economic prosperity in Switzerland*
- *Operates responsibly within a stable legal and regulatory framework*

Strategic Focus

1	**Improve the regulatory framework and conditions in the area of Sustainable Finance to increase the competitiveness of the Swiss financial centre.**
2	**Develop a strategic view in terms of Sustainable Finance for the banking industry.**
3	**Ensure knowledge sharing between specialists in Sustainable Finance within the banking sector but also beyond.**

Workstreams or Specific Programs

Swiss Banking

Workstream/Program Name (Max 5)	Description of Objectives	Key Achievements
Self-Regulations	• Provide implementation support • Demonstrate effectiveness of self-regulation as an instruments	• Finalise scientific analysis on status quo of implementation of self-regulation to demonstrate effectiveness of self-regulation as an instrument • Support the implementation process • Update FAQ if/whenever needed
Mobilisation of Private Capital (Blended Finance)	• Further shape the discussion surrounding blended finance	• Promote "Initiative for Scaling Blended Finance" and engage in activities related to launch of initiative • Flag the need for more flows, e.g. into blended finance – thereby focus on investability of projects • Support scalability
FINMA-Circular on Nature-Related Financial Risks	• Provide implementation support	• Creation of sub-Working Group • Structuring exchange within the group as well as with FINMA
Communication and Interaction	• Strengthen SBA's positioning/perception against other stakeholders and civil society	• Organise and host an event as part of Climate Week Zurich & Building Bridges 2026 • Coordinate with other (financial) associations (SSF, AMAS) and Building Bridges to create a financial afternoon
Education	• Educate banks on different topics related to Sustainable Finance	• Organise webinars (Swiss Banking Academy), e.g. aimed at bridging the gap between academics and practitioners

Name of Organisation

https://svvk-asir.ch/en

FTE: 2.2 **Year Founded:** 2015 **Years on SF:** 11 **Location(s):** Zurich

Governance / Org Structure

Key facts

- **Form**: non-political, not-for-profit association
- **Members**: 11 large Swiss AO with a total AUM of ~350 billion CHF
- **Goal**: support its members in integrating sustainability aspects

Team

- **Board**: 7 elected members
- **Presidency**: Manuela Guillebeau, Publica (2026-28)
- **Management** : 3 (2.2 FTE), based in Zurich

Budget

Main funding sources:
Membership fees

Mission, Vision, Strategy

Mission

Support our members in being responsible asset owners and contribute to positive change towards an environmental, social and financially sustainable economy.

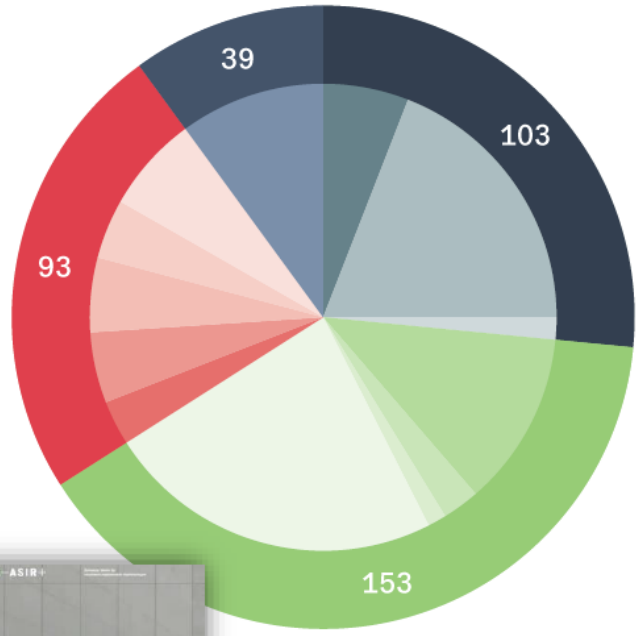
Vision

Together, we are fulfilling our responsibilities as investors and driving positive change towards an environmentally, socially and financially sustainable economy.

Strategic Focus

1 **screening & engagement** (core mandate)	2 **operations** (core implementation)	3 **knowledge building** (non-core)
- Screening member portfolios for normative violations - Joint escalation pathway - Conducting own engagement dialogues in Switzerland - Selecting & working with engagement partners	- 6-8 meetings with members per year on normative basis, engagement and organisational strategy - supporting members in their ESG reporting duties with extensive internal reporting	- peer exchange among members and knowledge building - exchanges with third-parties (academia, pension fund industry, regulator)

Workstreams or Specific Programs





Some current engagement projects: **cement-sector Europe**, **real-estate** (funds, district-heating), Pfandbrief-banks & other key Swiss issuers.

	2025
Governance	**103**
Bribery, Fraud and Corruption	23
Corporate Governance	74
Shareholders rights (policy engagement)	**6**
Environment	**153**
Climate Change (Thematic Engagement)	47
Contamination and pollution	10
Controversial projects	5
Nature and Biodiversity (incl. Deforestation)	91
Human Rights	**93**
Complicity in Government-Violations	12
Human Rights Due Diligence	19
Product Safety	20
Severe harm to local communities	16
Labour Rights, Safety and Human Capital Management	26
Various ESG Themes	**39**
Various ESG Themes	39
Total	**388**

Key Engagement Partners

ROBECO

SUSTAINALYTICS
a Morningstar company

Collaborative platforms

Council on Ethics
Swedish National Pension Funds

A proud participant of:
Climate Action 100+

FAIRR
A COLLER INITIATIVE

advance

Nature Action 100

TransCap Initiative

www.transformation.capital

TransCap Initiative
Systemic Investing for Sustainability

FTE: 7.6 **Year Founded:** 2021 **Years on SF:** 5 **Location(s):** Zurich, London, Rio de Janeiro

Governance / Org Structure

- Swiss association, non-profit by charter, tax exemption status
- Statutory board of directors, global "Supervisory Board" (strategic direction)
- Strategic, mostly project-based partnerships with a range of international organizations

Budget

Annual Budget (for SF activities): CHF 1M – 2M

Main funding sources:

- Predominantly philanthropic grants. Funders include: Rockefeller Foundation, Walton Family Foundation, Builders Vision, GIIN, EQT Foundation, Mercator Switzerland Foundation, Fourfold Foundation, others
- Some consulting-type income for projects specific to certain organizations, though TCI does not operate as a consultancy nor provides any investment advice

Mission, Vision, Strategy

TransCap Initiative
Systemic Investing for Sustainability

Mission

To collaboratively build the field of systemic investing

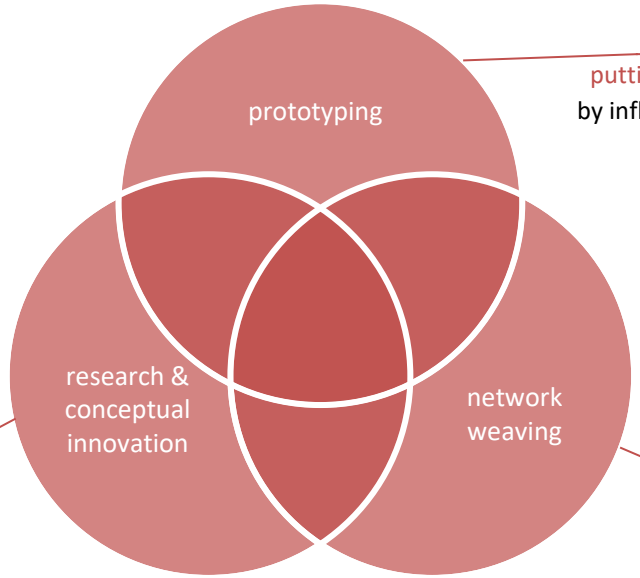
Vision

To improve the way purpose-driven finance is programmed, designed, and managed by establishing systemic investing as the next stage in the evolution of impact investing, philanthropy, and strategic public finance.

Strategic Focus



developing and validating the conceptual underpinnings of systemic investing



putting the theory into practice by influencing capital deployment in the real world

nurturing a global community of practice along the entire financial value chain





Workstreams or Specific Programs

TransCap Initiative
Systemic Investing for Sustainability

Workstream/Program Name (Max 5)	Description of Objectives	Key Achievements
Swiss Food System	Develop, capitalize, and implement a systemic investment program designed to catalyze the sustainability of Switzerland's food system	Completed: Systems analysis, theory of change, intervention strategy, investment vehicle design; involved 50+ stakeholders from across Swiss mobility system
Swiss Mobility System	Develop, capitalize, and implement a systemic investment program designed to catalyze the sustainability of Switzerland's mobility system	Completed: Systems analysis, theory of change, intervention strategy; involved 30+ stakeholders from across Swiss food system
Mission Gotthard	Building a financial backbone for strategic capital orchestration to enable Switzerland's net-zero transition, with a near-term emphasis on political framework conditions	Completed: Detailed program design, buy-in from key political figures
[klimafinanzen.ch]	[A Substack on the problems and possible solutions related to financing Switzerland's net-zero journey]	[Launched in January 2026; initial 4 articles garnered 5.5k views]

Next Step

In-person workshop in Bern, Welle 7: Monday, 27 April, 13.30-17.00

- **Objective**
  - Exchanging views on the future of sustainable finance in Switzerland
  - Mapping areas of overlap and synergies
  - Discussing shared challenges and possible next steps

- The in-person workshop will be moderated by Kali Taylor, Managing Director SFG and professional moderator

Thank you!