



Swiss Sustainable Finance – Finance for the Future

SSF Annual Report 2016

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1 Foreword of the President

Swiss Sustainable Finance (SSF) was launched in 2014 with the goal to promote sustainable finance. With Switzerland being a leading financial center managing 6.6 Trillion CHF and 25% of global cross border assets, such a move was long overdue. The present report gives an overview of the achievements since SSF's launch, with a focus on the year 2016.

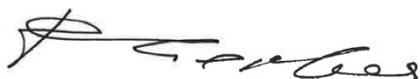
SSF has established itself as the leading point of contact on sustainable finance in Switzerland. More than 90 members and partners benefit from its expertise, reports, events and the resulting networking possibilities.

First and foremost, SSF is here for its members. It organizes workshops, webinars, develops practical tools for members in workgroups and contributes to training activities. Furthermore, it acts as an interlocutor on sustainable finance with the Government and professional associations. What does this mean in concrete? Here a few highlights:

An illustrative handbook on sustainable investments was published, targeting institutional asset owners in Switzerland and laying the base for an intensive dialog with key players on these matters. Together with its partner organisations, SSF prepared the first market survey on "Swiss investments for a Better World". The report offers an overview of the dynamics of the Swiss market for investments in development, presents case studies of innovative approaches to the financing of education, agriculture, and SMEs in different sectors in developing countries.

SSF has established itself as a valued counterpart for questions on sustainable finance and therefore participates in political dialog on this topic. SSF cooperated with the Federal Office for the Environment for the publication of the report "Proposals for a Roadmap towards a Sustainable Financial System in Switzerland". It was invited by the Swiss Agency for Development and Cooperation to represent the private sector in the Swiss delegation for the first High Level Political Forum on the Sustainable Development Goals and, with the State Secretariat for International Financial Matters, SSF coordinated a private sector input into the G20 Green Finance Study Group (GSFG). SSF has also established close working relations with the Swiss Bankers Association which sees SSF as the main centre of knowledge with respect to sustainable finance.

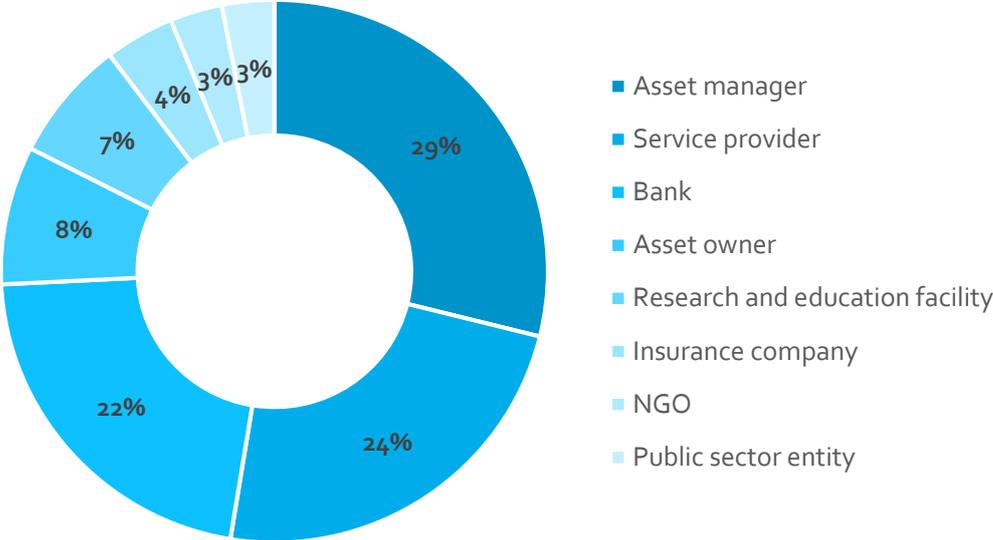
These results would not have been possible without the engaged leadership of Sabine Döbeli, CEO of SSF, her team and the full support of the SSF Board members as well as the leaders of the different work groups. However, promoting sustainable finance is a long term endeavour. SSF will build on its achievements to the benefit of its members by intensifying its activities and reaching out to new partners.



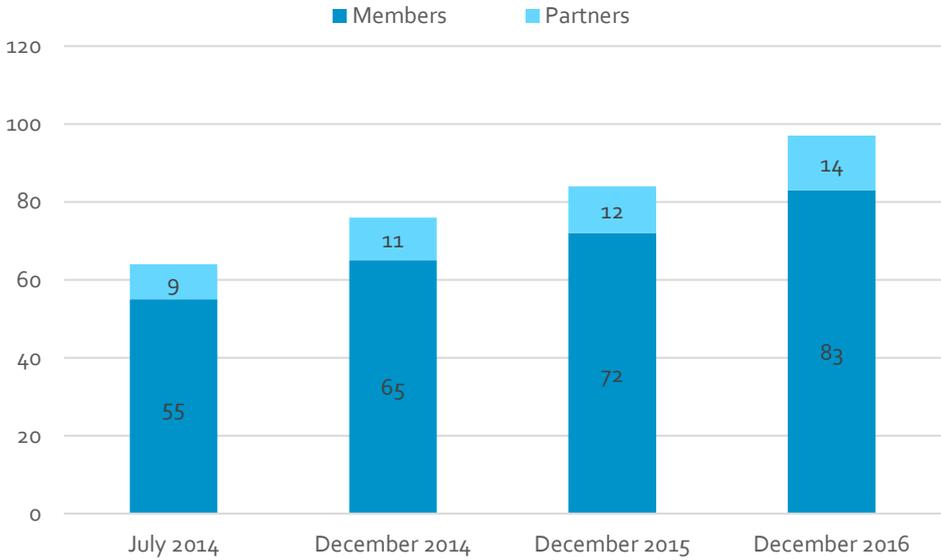
Jean-Daniel Gerber, President of Swiss Sustainable Finance

2 SSF in numbers

SSF had 97 members and network partners by Dec. 2016



Continuous growth of SSF member and network partner base



5 SSF workgroups met frequently involving many active members

SSF led 5 workgroups during 2016*	Meetings in 2016	SSF members actively involved in workgroups
	26	60

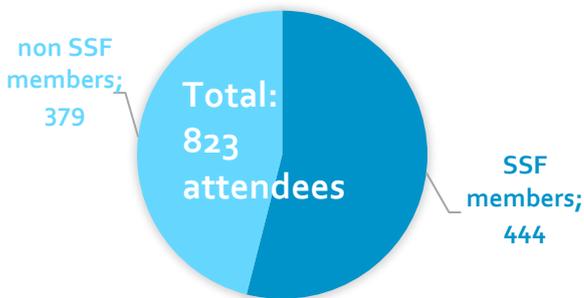
*see page 6 for further information on workgroups

SSF's successful event track record in 2016



91% of 150 surveyed attendees to SSF events, said they are likely or extremely likely to recommend SSF events to a friend or colleague

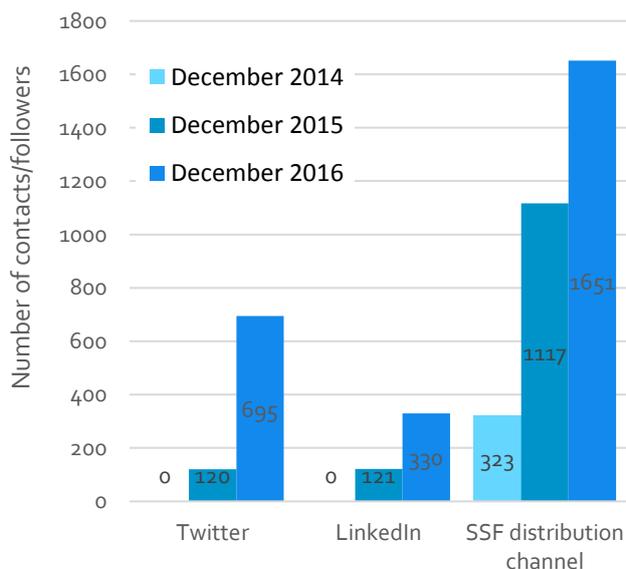
10 SSF events* in 2016 attract large share of non-members



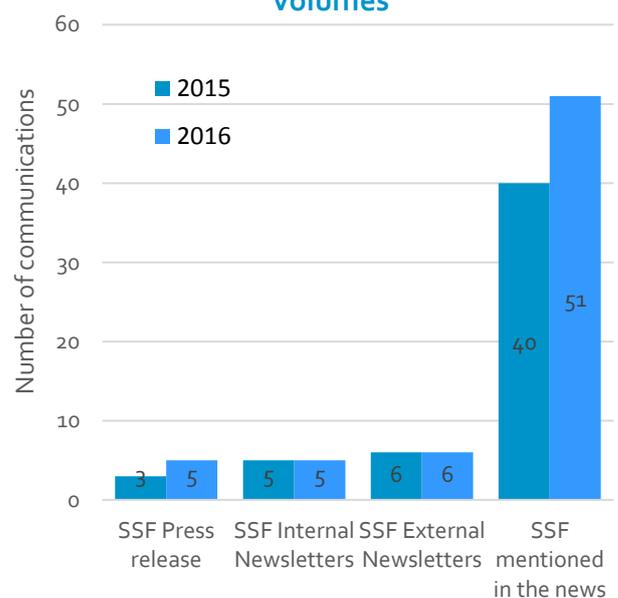
*SSF organized or co-organized

SSF's communication activities result in strong media presence

Growth in SSF's media channels



SSF Communication channels and volumes



3 Activities in 2016

In this section, we outline the most important activities SSF realized in 2016, grouping them according to the priorities defined in the SSF strategy (approved by the board in December 2015).

The figure below illustrates the nine strategic priorities of SSF as outlined in its strategy 2016/2017. Those appearing in light blue represent priorities for which SSF has an active member-led workgroup in place. Those coloured in dark blue are activities that are driven by the SSF management team.



3.1 Sustainable cooperation with members

As a member-led industry association, SSF depends on active member involvement and support to define and reach its goals. In September 2016, SSF carried out an in-depth half-day internal workshop on measures to deepen member relations and address the following points: improving member involvement within SSF workgroups, increase outreach within SSF member organisations and better communicate SSF member benefits. Examples of these measures are:

- Organise webinars for members
- Publish factsheets on topical subjects
- Plan joint events with other organisations
- Develop practical tools for members in workgroups
- Realise some quick wins to better communicate activities and benefits to members

During 2016, SSF and Sustainable Finance Geneva (SFG) held a joint workshop with both the SSF and SFG management teams present. The objective of the workshop was to define key strengths and USPs of each organisation and, on this basis, better identify the synergies and differentiation of the two organisations and build on this in communication and activities.

During 2016, SSF also rounded out its workgroups through the appointment of workgroup leaders to all workgroups that did not previously have a workgroup leader. A short description of each workgroup and bios for the workgroup leaders can be found on the SSF website. The minutes of all workgroups are available in the members' section of the SSF website.

3.2 Involvement of institutional asset owners (IAO)

In 2016, SSF's main project regarding institutional asset owners was the publication of a Handbook on sustainable investments targeted towards institutional asset owners in Switzerland. The handbook was officially launched on 28 November 2016 and is available in German and French. The idea for the handbook was developed in the Institutional Asset Owner workgroup, headed by Ulla Enne, Nest Collective Foundation. The publication is the result of a close collaboration with over 30 expert authors and contributors from the SSF network. With the target audience being pension funds, foundations, insurance companies, family offices and other institutional asset owners, the publication contains a comprehensive overview of the various available sustainable investment strategies. In addition, it contains concrete tips helpful in implementing a sustainable investment policy.

Gaining the support of three prominent Swiss asset owner associations (ASIP, Swiss Insurance Association and SwissFoundations) helped to ensure that the handbook will reach a wide network outside of the SSF network to deepen the discussions with asset owners about different forms of sustainable investment strategies as well as their risks and opportunities.

Based on discussions and feedback on the handbook, SSF aims to identify areas where our members require further insights and will organise practical workshops for asset owner representatives in 2017.

2016 also saw the signing on of two asset owner associations as network partners - SVVK, and the Swiss Insurance Association (SIA) - as well as the "Fondazione per il Il pilastro", a Ticino-based pension fund. With these new partners, SSF has ensured greater outreach within the asset owner community.

3.3 Sustainable finance knowledge building

3.3.1 Events

SSF continued to organize high quality and relevant events throughout 2016 in all 3 language regions of Switzerland. In addition to the six events organized by SSF and four co-organized events in 2016, SSF was involved in 26 third-party events, serving as guest speakers or moderators. Once again, the co-organisation of events proved valuable to reach new circles and professionals not yet convinced of the benefits of sustainable finance, or not yet having been exposed to the main ideas (approximately 46% of SSF event attendees were non-members). SSF focused on a diverse range of topics during 2016 influenced partly by its own publications and partly by growing attention within certain areas of sustainable finance. Topics ranged from Investments for Development and regulatory issues in sustainable finance to natural resource risks for lending and investment decisions and sustainable investing for institutional asset owners.

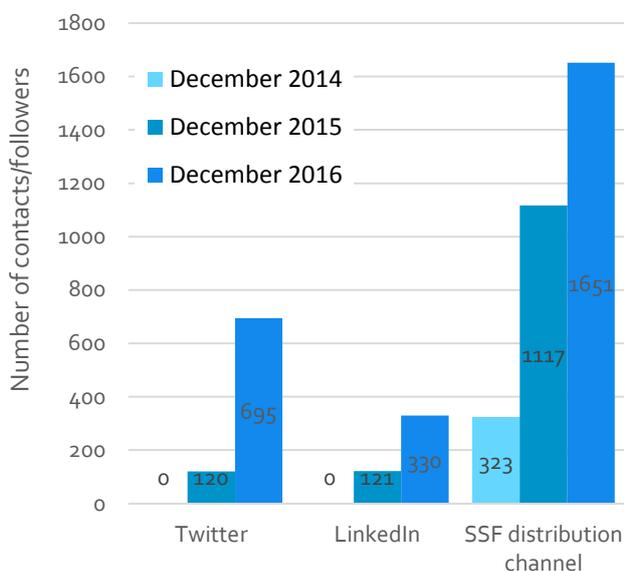


For the second year in a row, SSF witnessed extremely high satisfaction levels from those attending our events (90% of surveyed individuals said they are likely or extremely likely to recommend SSF events to a friend or colleague for two consecutive years).

3.3.2 Media Work

In addition to SSF’s five multi-language press releases in 2016, SSF continued to work with various media partners to bring the topic of sustainable finance into mainstream media channels. SSF has also built up a network of journalists who recognize SSF’s expertise in the field and are in regular personal contact.

Growth in SSF's media channels



In 2016, SSF was mentioned in notable media from all language regions in Switzerland over 50 times. These include Neue Zürcher Zeitung, Finance und Wirtschaft, finews, L'Agefi, Le Temps, Corriere del Ticino, Schweizer Monat, RTS, SRF, Swiss Radio (Echo der Zeit), as well as numerous specialized Media platforms. Throughout 2016, SSF was furthermore invited to give interviews or contribute guest articles to prominent media channels, such as, Corriere del Ticino, Die Volkswirtschaft, Finews, Le Temps, Schweizer Bank and Schweizer Monat.

SSFs media channels continued to grow in 2016 (see figure: growth in SSF's media channels) ensuring an even wider distribution of SSF communications.

3.4 Swiss market intelligence

3.4.1 IFD Market Survey

Building on an independent market survey, SSF, together with partner organisations Symbiotics and Center for Microfinance (University of Zurich) prepared the first market survey on Swiss investments for development. "Swiss investments for a Better World" was published in April 2016 and launched at an event in Geneva. The report offers a detailed overview of the structure and dynamics of the Swiss market for investments in development. The survey of asset managers, banks and institutional investors made it possible to analyse the asset allocation (incl. the structure of the portfolios), the investment characteristics (currencies, portfolio quality, regional allocation and socio-economic and environmental indicators), as well as the financial returns (incl. risk and liquidity). The report also presents four case studies showcasing innovative approaches to the financing of education, agriculture, and SMEs in different sectors in developing countries.

3.4.2 FNG/SSF Swiss sustainable investment market report 2016

During the first half of 2016, SSF worked closely with Forum Nachhaltige Geldanlagen (FNG) to administer, prepare and publish the Swiss Sustainable Investment Market Report. It was the first year that SSF cooperated with FNG for this study, taking over responsibilities such as expanding the sample, engaging with Swiss organisations to increase survey participation, organising the Swiss event for the presentation of the report, as well as organising the Swiss media dialogue. 2016 was the first

year that self-managed investments of asset owners were recorded, providing valuable input from this important market segment.

The survey focused on the general market growth, specifying volumes according to the sustainable investment approach (e.g. exclusions, best-in-class, ESG integration), asset classes and investor type. A number of qualitative questions gave further insight into the climate strategies of ten study participants, as well as main drivers and barriers that shape such strategies. Furthermore, the report includes two special insight boxes. The first highlights last year's study of the FOEN regarding the climate risks of institutional investors in Switzerland. The second, addresses the theme of investments for development included in the SSF study, focusing on investments in developing countries, with market return, and a potential to reduce climate risks.

3.4.3 New website section: Swiss market essentials

In 2016, SSF introduced a new section on our website, "Swiss Market Essentials" to capture important developments in the Swiss sustainable finance market. SSF updates this section regularly, posting regulation & policy announcements on the federal, cantonal and industry level, as well as key Swiss reports. This section of the website provides a comprehensive overview for those who want to stay informed about past and recent activities in the Swiss market.

3.5 Facilitation of sustainable finance education

3.5.1 Workgroup Sustainable Finance Education

The Sustainable Finance Education Workgroup, headed by SSF member Kate Cacciatore from Edmond de Rothschild, finalised training materials in the form of a slide pack with the following four modules:

- What is sustainability & what are the implications for the finance sector?
- The driving role of Asset Owners and Asset Managers in the sustainable value creation process
- Enhancing the value proposition for private banking clients through Sustainable Investment
- The Integration of Sustainability in company business models & strategy, and the implications for company analysis and valuation

The presentation will be adapted into an e-learning tool and available at no cost to all SSF members.

3.5.2 SSF Training activities

SSF made active contributions to several sustainable finance courses:

- University of St. Gallen (HSG), Guest lecture in course on sustainable finance by Prof. Rolf Wüstenhagen on practical insights into sustainable investments
- University of Zurich, Lectures in CAS Course on sustainable finance by the Center for Micro-finance on Swiss market development and on engagement

- At the Centro di Studi Bancari in Lugano in the courses for the Federal Diploma in Banking+Finance SSF contributed the module „Sostenibilità nel banking“ (Sustainability in Banking) consisting of a total of 16 hours
- University of St. Gallen, SSF-led an interactive workshop on sustainable investing for students involved in IGNITE (organisation for purpose-driven business ideas) and CEMS (Global Alliance in Management Education)
- University of Fribourg, SSF lecture on sustainable finance organized by Institute for Value-based Entrepreneurship (IVE) and BSU (Student Trading Contest)
- Business School Lausanne (BSL): contribution to the Masters in International and Sustainable Finance.
- EPFL, Lausanne, Master of Technology, : Lecture on Sustainable Finance
- HEC, Lausanne, Lecture on Sustainable Finance within a master course
- HEG, Geneva, CAS/DAS Sustainable Management, Lectures on Sustainable Finance
- In cooperation with CFA Association, SSF gave a conference on Sustainable Finance and performance in Lausanne.
- In cooperation with AZEK (the Swiss Training Centre for Investment Professionals), SSF held two Seminars on short-termism and long term investing in 2016.

3.5.3 Other education-related activities

SSF took part in an expert roundtable of the CFA institute on the integration of ESG factors into the CFA curriculum. Furthermore, SSF provided input on the curriculum of the newly offered CAS in sustainable investments and on a Massive Open Online Course (MOOC) of Haute Ecole de Gestion (HEG) in Geneva. SSF also gave input on the design of a new CAS on sustainable investments at the "Institut für Finanzdienstleistungen Zug, IFZ at the Lucerne University of Applied Sciences and Arts.

3.6 Political dialogue

3.6.1 Regular informal dialogue with different federal authorities

The State Secretariat of Economic Affairs (**SECO**) is an official network partner of SSF. SECO representatives are actively involved in the Investments for Development workgroup of SSF which guarantees a regular exchange of thoughts on this topic as well as the alignment of joint activities to promote such investments.

SSF closely cooperated with the Federal Office for the Environment (**FOEN**) for the publication of the report "Proposals for a Roadmap towards a Sustainable Financial System in Switzerland". The report was launched at a public side event to the SSF Members' Assembly. Furthermore, SSF met with FOEN for an exchange of thoughts on methods to assess carbon intensity of portfolios.

SSF was invited by the Swiss Agency for Development and Cooperation (**SDC**) to represent the private sector in the Swiss delegation for the first High Level Political Forum (HLPF) on the Sustainable Development Goals (SDGs) in July 2016 (further information see next section). As a follow-up on this

involvement, SSF met SDC representatives to discuss the SDG country indicators and the possible uptake of financial sector activities in these indicators.

With the State Secretariat for International Financial Matters (**SIF**), SSF coordinated a Swiss private sector input into the G20 Green Finance Study Group (GSFG). The result of this process was still under review at the time of the publication of this report.

3.6.2 Formal dialogue with different federal authorities

SSF provided formal input on the public consultation of the Climate Policy of Switzerland post 2020.

The SSF Board decided in 2016 that SSF should organise a member-workshop on political dialogue, an activity which was planned for early 2017. In the workshop selected SSF member representatives should identify political issues and actors relevant for SSF and draft a formal process for SSF taking part in public consultation.

3.7 International representation and recognition

The High-level Political Forum (HLPF) on Sustainable Development is the United Nations' central platform for the follow-up and review of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, adopted at the UN Sustainable Development Summit on 25 September 2015. SSF was invited by the Swiss Agency for Development and Cooperation (**SDC**) to officially represent the private sector in the Swiss delegation for this international conference, where Switzerland presented its report "Switzerland's initial steps towards the implementation of the 2030 Agenda for Sustainable Development." Sabine Döbeli (SSF) was asked to give private sector feedback to the presentation of the Swiss report presented by Manuel Sager, Director-General of the Swiss Agency for Development and Cooperation (SDC) in the plenary session of the conference. The private sector feedback acknowledged the strong link to existing policies and programs outlined in the Swiss report as well as the emphasis on partnerships and the clear plan for the transition phase. Yet, SSF encouraged the Swiss Federation to put a stronger focus on the role of innovation and opportunities for the private sector, as further private sector involvement would aide a faster and more effective implementation of the SDGs, and stressed the pivotal role of the financial sector as an intermediary to catalyse change.

Linked to this event, the Government of Kenya, the Government of Switzerland and the UN Global Compact (UNGC) held a side event on "Sustainable Finance to achieve the SDGs: accelerating implementation of the 2030 Agenda through private-sector action", discussing the role of private sector finance in achieving the SDGs. Sabine Döbeli presented the results of the SSF report on Swiss

Investments for Development and illustrated, how promoting sustainable development and achieving market returns can go hand in hand.

SSF was a partner for the RI workshop Decarbonise 2.0 in Frankfurt, an event addressing institutional asset owners with the objective of discussing latest methods to assess carbon risks in portfolios.

3.8 Sustainable investments in private wealth management

The private wealth management workgroup under the leadership of Stefano Montobbio from BSI (elected as workgroup leader in September 2016) concentrated its efforts in 2016 to draft 10 arguments for relationship managers to promote sustainable investments and accompanying elements (i.e. short film, condensed slide-pack) to make these arguments more accessible to client advisors and interested parties. SSF will release this publication jointly with the film (produced in 3 languages) as well as further supporting documents in March 2017 at a launch event.

3.9 Investments for development

The workgroup Investments for Development, led by Frederic Berney from BlueOrchard, successfully launched a market survey of Swiss investments for development (described in section 3.4.1). Symbiotics, with their already well established data collection and analysis infrastructure supplied their know-how and systems for the survey and University of Zurich was chosen as a partner for the data analysis. In Q1 2016, University of Zurich performed an analysis of the data and SSF prepared the publication, which was presented in April at a public event in Geneva.

Following this publication, SSF also submitted two additional pieces based on the research to specialised platforms. The first being an article submitted for a special issue to an international journal (Journal of Sustainable Finance and Investment: The Practice of Positive Impact Investing). The second as a chapter in an anthology on the topic of "Positive Impact Investing and Organizational Culture". The book will be part of a series called "Sustainability, Ethics & Governance", which is published by Springer International. Publication of these two documents is expected in Q2/Q3 2017.

3.10 Local workgroup Ticino

The Ticino Workgroup, led by SSF team member Alberto Stival, was established in early 2016 and offers Ticino-based member representatives a network to exchange know-how and experiences in sustainable finance. It is mandated with organising Ticino-based SSF activities such as events and

seminars, which focus on issues of importance to the region. In 2016 the workgroup organized two of SSF's ten events. The first event was organised in cooperation with BSI Gamma Foundation and covered the topic of the Paris Climate Conference and its consequences. The second event addressed sustainable finance and the fashion industry. The latter being of particular importance in the Ticino region due to how the local economy in Ticino, with more than 300 fashion companies, collects more tax revenues from this industry than from banks.

The workgroup also gives input through the workgroup leader to a Cantonal working group focused on Corporate Social Responsibility (CSR) and meeting on a monthly basis. Other representatives in this group include AITI (Industry Association), CC-Ti (Chamber of Commerce), SUPSI, ABT (Banking Association) and the Office for Business and Economic Development of the Canton.

A continued dialogue with local business schools and associations is also carried out through the workgroup. During the year SSF had the opportunity to present its activities on several occasions in Ticino at events focusing on students (in particular at the Università della Svizzera Italiana and at the High School of Bellinzona) and professionals (Lions Club Lugano).

4 SSF as an organisation

4.1 SSF members and network partners

At the end of 2016, SSF was supported by a total of 97 organisations (83 members and 14 network partners).

The following 15 members and network partners joined SSF in 2016:

Amundi AM	Obviam
APC Group SA	On Finance SA
AXA Winterthur	Partners for Sustainability AG
BSD Consulting	SVVK-ASIR
Fondazione Ticinese per il II Pilastro	Swiss Insurance Association SIA
GES Investment Services Switzerland GmbH	Van Daalen & Cie S.A.
Kieger AG	VP Bank AG
MSCI ESG Research Inc.	

The following 9 members left the organisation by the end 2016 due to various reasons, such as mergers/acquisitions, change of regional focus, or change of strategic focus:

Aberdeen Asset Management Switzerland AG	ForestFinance Ltd.
Bamboo Finance	Impact Finance Management SA
Café Europe Textagentur GmbH	South Pole Group
Clarmondial	Vescore AG
Emerald Technology Ventures Inc.	

Members as of December 2016

Aberdeen Asset Management Switzerland AG	Helvetia Insurance
Adveq Management AG	Impact Finance Management SA
AlphaMundi Group Ltd.	Inrate Ltd
Alternative Bank Schweiz AG	Julius Baer Group Ltd
Amundi AM	Kieger AG
APC Group SA	LGT Group
AST FEE Anlagestiftung für erneuerbare Energien i.G.	MIRABAUD et Cie SA
AXA Winterthur	MSCI ESG Research Inc.
Bamboo Finance	Nest Collective Foundation
Bank J. Safra Sarasin	Oberson Abels
Banque Bonhôte & Cie SA	Obviam
Banque Lombard Odier & Cie SA	On Finance SA
Banque Pâris Bertrand Sturdza SA	OnValues GmbH
Baumann & Cie	Partners for Sustainability AG
BHP - Bruggler and Partners Ltd.	Partners Group
BlueOrchard Finance S.A.	Pictet Group
BSD Consulting (B&SD Business and Social Development GmbH)	Prakriti Projects Ltd.
BSI SA	PwC
Café Europe Textagentur GmbH	Raiffeisen Switzerland
CANDRIAM INVESTORS GROUP	RepRisk AG
Clarmondial	responsAbility Investments AG
CONINCO Explorers in finance SA	RobecoSAM AG
Conser Invest SA	South Pole Group
Contrast Capital	suva
Covalence EthicalQuote	Swiss Investment Fund for Emerging Markets (SIFEM)
Credit Suisse AG	Swiss Mobiliar Cooperative Company
De Pury Pictet Turrettini & Co Ltd.	Swiss Philanthropy Foundation
E2 Management Consulting AG	Swiss Re
EBG Investment Solutions	Symbiotics SA

Edmond de Rothschild (Suisse) S.A.	SYZ Group
EIC Partners AG	Thurgauer Kantonalbank
Eltaver AG	UBS AG
Emerald Technology Ventures Inc.	Unigestion SA
Ethos Foundation	Valeur Fiduciaria SA
FINANCEcontact Ltd.	Van Daalen & Cie S.A.
Fondation Guilé	VELUX STIFTUNG
Fondazione Ticinese per il Il Pilastro	Vietnam Holding Asset Management
Forma Futura Invest Inc.	Vontobel
Fundo SA	VP Bank AG
GES Investment Services Switzerland GmbH	Zürcher Kantonalbank
Global Infrastructure Basel Foundation	Zurmont Madison Private Equity
Globalance Bank	

Network partners as of December 2016

Business School Lausanne
 Center for Corporate Responsibility and Sustainability (CCRS)
 Center for Microfinance, Department of Banking and Finance, University of Zurich
 Center for Responsibility in Finance, Department of Banking and Finance, University of Zurich
 Centro di Studi Bancari
 Economic Development, City of Zurich
 ETH Sustainability - ETH Zürich
 Geneva Finance Research Institute - University of Geneva
 Office for Economy and Labour, Canton of Zurich
 State Secretariat for Economic Affairs SECO
 Sustainable Finance Geneva
 SVVK-ASIR
 Swiss Insurance Association SIA
 WWF Switzerland

4.2 SSF Board

The Board is responsible for the strategy of the association and the supervision of the implementation of the SSF work program. It represents different member types as outlined in the Articles of Association.

4.2.1 Board members

By June 2016 Philipp Aeby, Nicola Battalora, David Bresch, Jean-Philipp de Schrevel and Klaus Tischhauser stepped down from the SSF Board due to changes in their professional roles or a new

geographical focus of their organisations. They were replaced by Roland Dominicé, Patrick Fankhauser, Pierin Menzli, Rochus Mommartz and Andreas Spiegel.

As of December 2016, the SSF Board was made up of 14 members (see table below) representing different member types and regions. Jean-Daniel Gerber is the independent President of the SSF Board.

President:



Jean-Daniel Gerber, SSF President

Board members:



Caroline Anstey, Global Head UBS and Society, UBS



Eric Borremans, Sustainability Specialist, Pictet Asset Management



Ladina Caduff, Head Sustainability, Raiffeisen Schweiz Genossenschaft



Angela de Wolff, Founding Partner, Conser Invest and Co-Founder, Sustainable Finance Geneva



Roland Dominicé, CEO, Symbiotics



Patrick Fankhauser, Head Sales and Business Development, Inrate



Béatrice Fischer, Head of Communication & Marketing, Swiss Universal Bank at Credit Suisse AG



Pierin Menzli, Head of Sustainable Investment, J. Safra Sarasin



Rochus Mommartz, CEO, ResponsAbility



Hubert Niggli, Head of Finance Department, Suva



Andreas Spiegel, Head of Group sustainability Risk, Swiss Re



Daniel Wild, Head of Sustainability Investing Research and Development, RobecoSAM



Beatrice Zwicky, Board member and member of the investment committee, Nest Collective Foundation

SSF is very thankful to its voluntary board members in driving its mission and vision forward. Please see SSF website¹ for the CVs of all Board members as well as the Appendix 5.1 for the attribution to different member types, regions and gender.

4.2.2 Board activities

The Board regularly meets to discuss the strategy and activities of the association. In 2016, the Board met three times in Lugano, Zurich and Bern, respectively, and held one telephone conference. During 2016, the Board defined the Rules of Procedures for SSF, established the governance principles for Board elections, approved new members and network partners and gave input on various activities of SSF.

4.3 SSF team

In 2016, SSF could build on the support of six team members governing the activities of the association based in three different locations - Zurich, Geneva and Lugano. The SSF CEO, Sabine Döbeli, is responsible for all activities and builds the link to the Board of the association. She is supported by Jean Laville, deputy CEO based in Geneva. Kelly Hess, project manager based in Zurich coordinates workgroups, carries out research and manages member requests. Alberto Stival represents SSF in

¹ http://www.sustainablefinance.ch/en/the-board_content---1--1061.html

Ticino and coordinates all activities in the region. SSF is further supported by a 20% office manager, Marietta Caprez. In January 2016, SSF was able to expand its team with an internship position. Ivo Mugglin was SSF's first intern, completing the internship over the course of 2016, providing valuable support to the team.

The team had a total workforce of 3.6 full time equivalents in 2016 (as compared to 2.6 FTEs at the end of 2015).

SSF team:

		
Sabine Döbeli, CEO	Jean Laville, Deputy CEO	Kelly Hess, Project Manager

		
Alberto Stival, Representative Ticino	Marietta Caprez, Office Manager	Ivo Mugglin, Intern

5 Appendix

5.1 List of Board members by member type, region and gender

Table 1: List of Board members by member type

Current Board members	Company	Member Type									
		Global Bank	Bank	General AM and PE manager	Specialised Asset Manager	Service Provider	Insurance Company	Pension Fund and other Asset Owner	Foundation and Family Office	Sustainable Finance Geneva	Independent
Jean-Daniel Gerber	SSF President										
Caroline Anstey	UBS										
Eric Borremans	Pictet										
Ladina Caduff	Raiffeisen										
Angela de Wolff	SFG, Conser										
Roland Dominicé	Symbiotics										
Patrick Fankhauser	Inrate										
Beatrice Fischer	Credit Suisse										
Pierin Menzli	J. Safra Sarasin										
Rochus Mommartz	responsAbility										
Hubert Niggli	Suva										
Andreas Spiegel	Swiss Re										
Daniel Wild	RobecoSAM										
Beatrice Zwicky	Nest Collective Foundation										
Sub-Total		2	3	1	2	1	1	2	0	1	1
Total		14									

Table 2: List of Board members by region and gender

Current Board members	Company	Region			Gender	
		Swiss German	Swiss Romand	Swiss Italian	Male	Female
Jean-Daniel Gerber	SSF President					
Caroline Anstey	UBS					
Eric Borremans	Pictet					
Ladina Caduff	Raiffeisen					
Angela de Wolff	SFG, Conser					
Roland Dominicé	Symbiotics					
Patrick Fankhauser	Inrate					
Beatrice Fischer	Credit Suisse					
Pierin Menzli	J. Safra Sarasin					
Rochus Mommartz	responsAbility					
Hubert Niggli	Suva					
Andreas Spiegel	Swiss Re					
Daniel Wild	RobecoSAM					
Beatrice Zwicky	Nest Collective Foundation					
Sub-Total		11	3	0	9	5
Total		14				

5.2 Glossary

ASIP	Swiss Pension Fund Association
CAS	Certificate of Advanced Studies
CFA	Chartered Financial Analyst
DAS	Diploma of Advanced Studies
ESG	Environmental, Social, Governance
FNG	Forum Nachhaltige Geldanlagen
FOEN	Federal Office for the Environment
FTE	Full time equivalent
GSFG	Green Finance Study Group
HLPF	High Level Political Forum
IfD	Investments for Development
MOOC	Massive open online course
RI	Responsible Investments
SDC	Swiss Agency for Development and Cooperation
SECO	State Secretariat of Economic Affairs
SFG	Sustainable Finance Geneva
SIA	Swiss Insurance Association
SIF	State Secretariat of International Financial Matters
SSF	Swiss Sustainable Finance
SVVK	Schweizer Verein für verantwortungsvolle Kapitalanlagen
UNGC	United Nations Global Compact
USP	Unique Selling Proposition

Swiss Sustainable Finance (SSF) strengthens the position of Switzerland in the global marketplace for sustainable finance by informing, educating and catalysing growth. The association, founded in 2014, has representation in Zurich, Geneva and Lugano. Currently SSF unites over 90 members and network partners from financial service providers, investors, universities and business schools, public sector entities and other interested organisations.

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