



ESG4BOARDS

Integrating Sustainability and
Diversity in Boards

Annual Report 2025

Switzerland





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ESG4BOARDS

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Foreword

Introduction from the Board

What if Nature had a seat at the boardroom table?

This question sparked a powerful and timely conversation at the ESG4Boards Summer Event 2025 “Planet Earth – the Missing Board Member”, co-hosted with ClimateHack Zurich. The session was overbooked, clear proof that this dialogue is resonating at a critical time.

As biodiversity loss accelerates and planetary boundaries are breached, nature-related risks are becoming financially material. Boards and executive teams can no longer treat nature as a silent externality. Nature is:

- a **strategic concern**,
- a **systemic risk**,
- and a **wellspring of future value**.

Simon Berthoud reminded us that even Switzerland is not safe: Glaciers are melting, and the country has already warmed by 2.9°C. Yet alongside these alarming facts lies a major opportunity: nature-positive business models represent an estimated **\$10 trillion global** potential.

Boards can no longer wait. *“Nature is becoming a regulatory, fiduciary, and strategic priority for boards, whether we’re ready or not.”*

What can be done? One step is for boards to give nature a voice in governance:

- Expanding the mandates of sustainability committees
- Creating board seats with a nature-focused mandate
- Engaging external experts through advisory boards
- Aligning with new frameworks like the Rights of Nature

During the discussions, we also explored the shift from **intention to transformation**:

- Rethinking governance
- Using science-based tools like **TNFD**, **SBTN**, and the **ACT-D Framework**
- Making biodiversity core to decision-making

Nature is not just another stakeholder. She is the foundation of life, resilience, and long-term value. The question is no longer whether boards should act but **how quickly they will do so**. Let’s give her the voice and the vote she deserves.

Barbara Dubach

Managing Board ESG4Boards





ESG4BOARDS

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About ESG4Boards



About ESG4Boards

Our Call to Action

Sustainability expertise has become essential for responsible, forward-looking corporate leadership, yet it remains underrepresented on many boards of directors.

With rising expectations from regulators, investors, and society, companies are now expected to approach sustainability as a strategic opportunity rather than solely as a compliance obligation. Nevertheless, many boards lack the competencies necessary to effectively oversee complex environmental, social, and governance (ESG) challenges.

The widening gap between increasing stakeholder expectations and existing boardroom capabilities affirms the need for practical action.

ESG4Boards was established to address this challenge by strengthening sustainability expertise at the highest level of corporate decision-making. The initiative brings together experienced leaders with substantial industry knowledge and ESG expertise, preparing them for board mandates and committee roles. As illustrated in Figure 1, ESG4Boards connects members, partners, and companies to accelerate the integration of ESG into governance structures.

Within the ESG4Boards framework, ESG refers to the integration of sustainability into corporate strategy and oversight. This includes managing ESG risks and opportunities, strengthening governance, improving reporting and transparency, and fostering business models that generate long-term environmental, social, and economic value.

Through these efforts, ESG4Boards facilitates the transition from reactive compliance to proactive, value-driven leadership by mobilising sustainability expertise at the board level, where strategic decisions are made.



Figure 1: Ecosystem Diagram

Vision and Mission



Our Vision

We envision a future where ESG competence is a standard on Swiss corporate boards, strengthening sustainability expertise at the highest levels of decision-making. ESG4Boards aims to be the leading Swiss Partner for organizations and their value-chain partners seeking to build ESG capabilities across boards, committees, and board education.

Our Mission

ESG4Boards is a fast-growing initiative that brings together experienced leaders with sustainability and industry expertise to position them for corporate board mandates and committee roles. By mobilising ESG competence at the point where strategic decisions are made, we support boards integrate sustainability into governance and long-term value creation.

Expertise

We are a network of highly qualified experts with extensive industry and leadership experience. Our expertise spans law, finance, regulation, strategy, communications, human resources and the core fields of sustainable corporate governance. We also support organisations with governance questions and contribute as thought leaders.

2030 Target

By 2030, 80% of Swiss companies headquartered in Switzerland with more than 250 employees will have integrated ESG competencies into their boards, enabling resilient, sustainable and future-oriented decision-making.

Responsibility

Sustainability must be embedded at all levels of corporate leadership, for a future that is both resilient and sustainable. Companies that integrate ESG principles early secure not only long-term competitiveness but also actively contribute to the stability of the economy, environment, and society.

About ESG4Boards

Our Ecosystem

At the centre of the ESG4Boards ecosystem stands the association itself, led by the Managing Board, supported by the ESG4Boards Team, and guided by the Advisory Board. Together, they provide strategic direction, governance oversight, and institutional continuity.

Surrounding this core is an active community of members. Individual members, corporate members, education partners, and supporters contribute expertise and strategic perspective. This dynamic layer fosters peer exchange, collaboration, and the practical integration of sustainability into board practices.

Beyond its immediate community and partners, ESG4Boards engages a wider network of stakeholders, including company boards, associations, academic institutions, investors, and federal authorities. By connecting these actors, ESG4Boards promotes alignment across the governance landscape and strengthens sustainability competence across sectors.

This multi-layered structure enables ESG4Boards to bridge expertise and decision-making. Through structured dialogue, partnerships, and targeted initiatives, we integrate ESG competence into governance and support boards to move beyond compliance toward long-term value creation. By strengthening each layer, from organisational leadership to national stakeholders, ESG4Boards helps establish ESG competence as a standard of effective corporate governance in Switzerland.



Figure 2: Stakeholder Ecosystem Model

About ESG4Boards

Governance

The ESG4Boards Association is overseen by an Advisory Board chaired by five distinguished leaders elected in 2024. Together, they bring extensive expertise spanning industrial leadership, the energy transition, entrepreneurship and SME governance, mobility transformation, and technology-driven sustainability, thereby ensuring strategic guidance, strengthens the institutional positioning and alignment with the association's mission and long-term objectives.

The Managing Board, under the leadership of President Saskia Günther, brings together a multidisciplinary group of professionals with expertise in environmental sciences, sustainability and ESG, finance, law, philanthropy, governance, strategy, and business leadership. This multidisciplinary composition enables ESG4Boards to address sustainability challenges from scientific, financial, governance, and strategic perspectives. In April 2025, Kaspar Hess (Migros Bank) and Lucrèce Foufopoulos (Sika) joined the Board, further strengthening its collective expertise. Alongside the actively engaged founding members, the Board remains dedicated to advancing ESG4Boards' mission. Day-to-day operations are overseen by Sofia Jordan, who is responsible for community development, financial management, and event coordination.

In October 2025, the Managing Board established a dedicated focus group to advance fundraising, partnerships, and communications. This group consists of three Managing Board members and selected ESG4Boards community members.

These initiatives are further supported by strategic partner Deloitte AG, financial contributor SECO, and an extensive network of experts and collaborators.

Our Advisory Board



Martin Hirzel
President Swissmem



Antje Kanngiesser
CEO Alpiq



Karin Lenzlinger
President Zurich Chamber of Commerce



Helmut Ruhl
CEO AMAG Group



Tanja Vainio
Country President Switzerland
SchneiderElectric

Our Managing Board & Team



Saskia Günther
President ESG4Boards | Swisscom



Franziska Barmettler
digitalswitzerland



Christine Crosby
NovaTasteGroup



Barbara Dubach
engageability | Innovate 4 Nature



Stéphanie Engels
Signium | Zurich Innovation Park



Ursula Finsterwald
LGT Private Banking



Lucrèce Foufopoulos
Sika | Amcor



Kaspar Hess
Migros Bank



Katrin Muff
The Institute for Business Sustainability



Christine Wiederkehr
Kühne+Nagel



Anne Wolf
Swisspower



Sofia Jordan
ESG4Boards Team

About ESG4Boards

The Strength of Our Community

The ESG4Boards community reflects a cross-sector, governance-oriented profile, with members representing over 15 industries, including finance, insurance, energy, consulting, ICT, manufacturing, retail, public administration, and sustainable finance.

Members bring diverse and advanced academic credentials: Executive MBAs, PhDs, and engineering qualifications from leading institutions such as ETH Zurich, EPFL, the University of St. Gallen (HSG), Oxford, and other internationally recognised institutions. Legal, financial, and governance certifications further strengthen the network's professional credibility.

Collectively, ESG4Boards members hold over 70 board mandates across sectors. 75% serve on at least one supervisory or advisory board, while 27% hold two or more mandates and 27% hold three or more, reflecting active governance engagement across the community.

Members expertise spans the full governance and sustainability agenda:

- **ESG strategy and reporting** – Corporate Sustainability Reporting Directive (CSRD), European Union Deforestation Regulation (EUDR), and Corporate Sustainability Due Diligence Directive (CSDDD)
- **Climate strategy** – decarbonisation, and nature-positive transformation
- **Sustainable finance** – responsible investment
- **Corporate governance** – risk management, and ethics
- **Digital transformation** – AI and innovation management
- **Operational domains** – supply chains, agriculture, energy systems, and industrial operations

This diversity ensures that sustainability is addressed both from a compliance perspective and as a strategic board-level capability integrated into business transformation.

Network

A curated platform connecting sustainability leaders, executives and board members across sectors and geographies

Sustainability Expertise

Members bring senior-level, hands-on ESG and industry expertise, positioned for board roles and strategic oversight.

Knowledge Transfer

Practical sustainability intelligence flows directly into board formats, closing the gap between sustainability knowledge and boardroom decision-making.

Regulation

Hands-on experience navigating evolving sustainability regulations and governance frameworks.

Diversity

A cross-sector, multilingual community with varied governance and leadership backgrounds and disciplines

Future-Ready

Empowering organisations to become fit for the future and seize emerging opportunities that drive decision that shape for the long term.



Core Portfolio



Placement of Board Mandates

- Matching experienced sustainability leaders with boards as board members or chairs of Sustainability Advisory Boards
- Senior members mentoring and preparing the next generation of ESG leaders
- Inclusive access to experts and members from the network.



Strategic ESG Inputs for Boards

- 1:1 Coaching for board members
- Challenging and sharpening board-level ESG literacy
- Regular exchange on current ESG topics between ESG4Boards and board members
- Inclusive access to community networking events



Talks & Expert Contributions

- Talks and impulse sessions for leadership conferences, workshops, and events
- Contributions to board training programs delivered by education partners to strengthen the ESG competence of existing board members



Community Networking Events

- Inclusive access to community networking events
- Regular exchange of experience among members
- Input talks on current ESG topics for boards
- Events with sustainability insights exclusively for boards



ESG4BOARDS

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2025 in Review



A Year at a Glance

Over the course of 2025, ESG4Boards has further solidified its position as a leading Swiss platform for advancing sustainability expertise at the board level. Under the leadership of its Managing Board, the initiative expanded activities, deepened partnerships, and further cultivated a growing community of sustainability and governance leaders.

Throughout the year, the association facilitated collaboration across its ecosystem, bringing together diverse stakeholders to address emerging governance challenges in sustainability, regulation, and long-term value creation. This approach further reinforced the organization's reputation as a trusted platform for dialogue, knowledge exchange, and board-level engagement.

A defining strength of ESG4Boards remains the diversity of expertise within its ecosystem. Members contribute experience from sectors in technology, energy, logistics, food, and banking, alongside deep functional knowledge in strategy, business development, communication, education, risk management, and compliance. By integrating these perspectives, ESG4Boards addresses governance challenges holistically and advances its strategic objectives with focus and measurable impact.

Guided by its commitment to responsible leadership and sustainable corporate governance, ESG4Boards continued in 2025 to support boards and executives in embedding ESG

principles into strategic decision-making, strengthening the foundation for long-term value creation.

Key milestones in 2025 included:

- **50+ ESG experts and board members** actively engaged in the ESG4Boards community, influencing the strategic direction of numerous companies through their board mandates
- **Funding support from SECO** strengthened ESG4Boards' operational capacity and long-term sustainability
- **Launch of a White Paper mini-series** in collaboration with Deloitte, contributing to forward-looking discussions on sustainability and corporate leadership
- **A 20% full-time equivalent (FTE) position** was established to support day-to-day operations
- **Expansion across German-speaking Switzerland**, deepening the organisation's national presence
- Funding support from SECO strengthened the organisation's operational capacity and long-term sustainability
- **New cross-sector collaborations** across corporate, academic, and public-sector ecosystems, reinforcing ESG4Boards' role as a cross-sector connector

Together, these developments strengthened ESG4Boards' ecosystem and reinforced its role as a credible and growing force in advancing ESG competence at the highest levels of corporate governance.

Highlights in numbers

Governance & Structure

- ✓ 1 General Assembly
- ✓ 10 Managing Board Members advancing ESG integration across governance
- ✓ 2 Advisory Board sessions
- ✓ 12 Board Meetings guiding the organization's strategic direction
- ✓ Preparations for launching a Swiss Romandie Chapter
- ✓ 1st operational lead hired to professionalise operations
- ✓ Launch of a Focus Group focusing on marketing, partnerships and acquisitions

Community Engagement

- ✓ 50+ active members across industries and geographies in Switzerland
- ✓ Presence and speaking engagements on several Swiss renowned industry stages
- ✓ 4 curated gatherings across the year
- ✓ +100 participants at our co-hosted summer event with ClimateHack Zurich
- ✓ 70+ board mandates represented across the ESG4Boards network
- ✓ Members representing 15+ industries

Thought Leadership

- ✓ Launch of a White Paper mini-series in collaboration with Deloitte
- ✓ Relaunch of the ESG4Boards website (www.esg4boards.org)
- ✓ 2 strategic collaborations established:
 - 1 supporting corporate (Deloitte)
 - 1 federal governmental funding partner (SECO)
- ✓ LinkedIn community grew to over 1,000 followers

ESG4Boards at Key Events

In 2025, we were honoured to contribute to a range of high-profile events across the business and policy landscape:

- **Building Bridges** – *“Strengthening Financial Institutions Corporate Governance to promote respect for Human Rights”*
- **Villars Summit** – *“Rethinking the Sustainability & ESG Landscape”*
- **Bern University of Applied Science** - Certificate of Advanced Studies (CAS) for Board Members
- **Board-level workshops** across the energy, infrastructure, and aviation sectors
- **Executive Education keynotes** for Deloitte’s Board Member Training

→ Through these engagements, we were able to showcase the relevance of ESG topics directly to hundreds of business leaders, policy makers, and stakeholders.

Thought Leadership

In 2025, ESG4Boards reinforced its thought leadership with the launch of a White Paper mini-series in collaboration with Deloitte, providing Swiss boards with actionable insights on navigating sustainability transformation. The series combines Deloitte's advisory perspective with the practical governance experience of ESG4Boards members.

The first publication, *"Sustainability at a Crossroads: The Board's Pivotal Role in Sustainability Leadership"* was co-authored by Deloitte and ESG4Boards members Saskia Günther and Anne Wolf. The paper explores how boards can move beyond compliance to strategically integrate sustainability into corporate decision-making.

In the second half of the year, ESG4Boards released the second publication,

"Demystifying ESG Regulation: What Swiss Board Members Need to Know". Developed by Deloitte together with ESG4Boards members Dr Barbara Dubach and Dr Pamela Ravasio, the paper equips Swiss board members with practical guidance on integrating ESG into the heart of governance and strategy, reframing fiduciary duty as forward-looking leadership.

Through this joint initiative, ESG4Boards and Deloitte support board members in translating rising stakeholder expectations into strategic leadership. By embracing this moment of transformation, organizations can position themselves for long-term success in a rapidly evolving environment. We invite board members and senior executives to explore these insights and lead with foresight, responsibility, and purpose.

 [Explore the White Paper Mini-Series](#)



2025 in Review

Spring Edition: General Assembly

The 2025 General Assembly of ESG4Boards, chaired by President Saskia Günther, combined statutory business with a substantive evening discussion on boards and sustainable transformation. Members approved the 2024 Annual Report and Financial Statements, elected Kaspar Hess (Migros Bank) and Lucrece Foufopoulos-De Ridder (Sika) to the Board, endorsed the 2025 budget, and confirmed Arthur Braunschweig (öbu) as auditor.

The keynote was delivered by Valérie Berset Bircher and Alex Kunze from the State Secretariat for Economic Affairs (SECO). Their message was clear: despite advances in international sustainability frameworks, ESG expertise remains the exception in boardrooms rather than the rule. One question from the discussion cut to the heart of the issue *"How many board*

members have actually read, analysed, and asked critical questions about the sustainability report?" Against this backdrop, ESG4Boards was described as *"coming at exactly the right time"* to make ESG competence a boardroom standard.

A panel with Oliver Brunschwiler (EBP Ventures), Bastien Girod (Deloitte), Lara Mogge (IKEA), and Tanja Vainio (Schneider Electric) surfaced several recurring themes: financial performance and sustainability are increasingly inseparable; purpose-driven organisations attract more talent and drive more innovation; and boards must actively create space for rethinking business models, from products to services, from linear to circular. The risk of standing still, the panel agreed, is itself becoming a strategic risk.

The evening closed on a clear note of consensus: companies that fail to integrate sustainability into their core will struggle to compete in the decade ahead.

Circularity and decarbonisation are no longer just obligations, they are emerging as sources of competitive advantage.

The night ended with a plant-based apéro hosted by Deloitte, with local basket gifts from Jucker Farm AG, represented by Martin Jucker, marking their transition to regenerative agriculture.



Explore the Impressions



2025 in Review

Summer Edition: Planet Earth – The Missing Board Member

In July 2025, ESG4Boards co-hosted its largest event to date together with ClimateHack Zurich, the Swiss chapter of a global network of founders, investors, and operators accelerating scalable climate and nature startups.

With over 100 participants, this Summer Edition marked an important milestone for ESG4Boards. For the first time, we expanded beyond our core community, welcoming entrepreneurs, investors, sustainability experts, governance leaders and board members for an open exchange across sectors. The evening revolved around a fundamental question: *Who is speaking for nature in the boardroom?*

Through a panel discussion featuring Dr Philipp Staudacher (Innovate 4 Nature), Dr Barbara Dubach (engageability), Helle Bank Jørgensen (Competent Boards), and Simon Berthoud (Climate Alliance Switzerland),

alongside 30-second pitches and a lively cross-sector dialogue, participants explored how boards can move beyond short-term ESG checklists toward long-term, nature-positive governance.

While climate and carbon are increasingly integrated into corporate strategies, nature, including biodiversity, forests, oceans, and ecosystems, remains underrepresented at the highest levels of decision-making. The discussion proved a growing need for board-level expertise to address nature-related risks and opportunities.

The discussion made clear that future-ready companies will depend on boards that understand and actively champion nature in strategic decision-making. Ultimately, the conversation pointed to a simple truth: nature must have a voice at the board table.



Read the Panel Dialogue



2025 in Review

Autumn edition: Only Impact Counts – Rethinking Sustainability

The Autumn Event 2025 brought together the ESG4Boards community to explore a central question: *How can real sustainability impact translate into tangible business value?*

In his keynote, Andreas Sommer (former Co-CEO Weleda) showed that sustainability creates real impact when it becomes part of a company's core strategy, rather than remaining a chapter in a report. Drawing on practical examples, he illustrated how companies turn environmental and social challenges into business opportunities. One striking example was Ecolab which transformed the global water crisis into a scalable and profitable business model.

These ideas were further explored in a panel discussion with Andreas Sommer, Liza Engel (Deloitte), Susanne Giger (Coop AG) and Kalina Oroschakoff (NZZ). The panelists openly debated the opportunities and challenges

companies face when translating sustainability ambitions into concrete actions.

A recurring theme throughout the evening was the importance of authenticity and courage in leadership. Organisations cannot wait for perfect solutions, they must be willing to take clear positions, communicate transparently, and continuously improve their practices.

One message resonated strongly with participants: *“It's not about being flawless, it's about being fearless.”* Authenticity, courage, and credibility remain key drivers of meaningful change.

For boards, the takeaway was clear: sustainability is no longer only about managing risks. It is increasingly about shaping resilient, future-ready business models and unlocking new sources of value.



[↓ Explore the Impressions](#)

2025 in Review

Winter edition: Year-End Celebration 2025

The Winter Edition of our gathering took a different turn from the other events throughout the year. Instead of a formal program or panel discussion, the evening was designed as a moment to pause, reconnect, and exchange ideas in a more informal setting, over Glühwein at the Zurich Christmas Market near the Opernhaus.

Members of the ESG4Boards community, together with the Managing Board and Advisory Board, came together to reflect on the past year, share insights, and strengthen personal connections across the network.

It was also a moment to celebrate the progress made throughout the year, acknowledge the community's collective efforts, and look ahead to the opportunities and initiatives ahead.

More than anything, the gathering reinforced one of the core strengths of ESG4Boards: a collaborative and engaged network committed to advancing responsible leadership and sustainability competence at the board level.



Explore the Impressions





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Financial Overview



Annual Financial Statements 2025



The financial statements are currently under review by our auditor.



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Looking Ahead



From Strategy to DNA

2026 is unfolding in a time of profound global uncertainty, placing new demands on business leaders. Geopolitical tensions, policy shifts in major economies, and growing societal polarization are reshaping the environment in which companies operate.

Against this backdrop, one thing is becoming clear: sustainability is no longer ideological baggage. It is what it should have been all along: a pragmatic, strategic driver of long-term value, strengthening resilience, innovation and trust. Companies that have embedded ESG into their leadership practices are better positioned today. They spot risks earlier, respond more robustly to disruptions, and are first to unlock new growth opportunities.

This year has confirmed what I have personally observed for a long time: sustainability only delivers real impact when it is anchored at the top. The saying “*the fish rots from the head*” is not merely a proverb. Mindset, priorities and credibility are shaped in the boardroom, or they are not shaped at all.

This is where ESG4Boards comes in. We support leadership bodies in embedding sustainability in a pragmatic, impact-focused way, bringing clarity to complexity, combining experience with innovative strength, and enabling decisions that stand the test of time. Our intergenerational approach is not a “*nice-to-have*”. It is a decisive competitive advantage: Combining the experience of today’s leaders with the agility, technological fluency, and perspective of the next generation.

We are also at a defining moment as an organisation. If we take our ambitions seriously, we need to strengthen our independence, further professionalize our structures, diversify our portfolio and build a foundation needed to scale our impact. This is not about growth for its own sake; it is essential to securing our core long-term mission: integrating a sustainable mindset at the heart of leadership.

We want to ensure that sustainable leadership is not only discussed but truly lived and practised. That we do not delegate responsibility but take it ourselves. And that we at ESG4Boards have the courage to act entrepreneurially, to continuously develop ourselves, and hold ourselves to the same standards we ask from others.

Ultimately, our goal is clear: if we succeed in embedding sustainability not just in strategies but in the very DNA of leadership, the economy will not only become more resilient; it will become the strongest lever for a future worth building. We are convinced we are only at the beginning of what is possible.



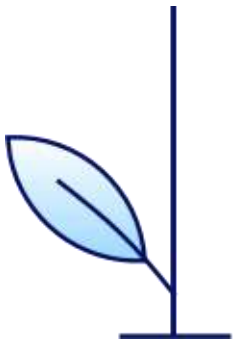
Kaspar Hess

Managing Board ESG4Boards

ESG4Boards is Growing Toward Its Goal

2023

- Foundation of the association



2024-25

- 50+ members
- 3 strategic partnerships
- Advisory Board established
- 6 networking events
- ESG service portfolio developed



2026

- 100+ members, 5 corporate members, 5 partners
- Launch of the Swiss Romandie Committee
- Regular community and board-level events
- Expansion & professionalisation of the service offering



2027

- 200+ members, 10 corporate members, 10 partnerships
- Curated events and active collaboration within the ESG ecosystem
- Active presence in national and international governance forums
- Intergenerational ESG community, supported by mentoring and coaching



2030

- 800+ members
- ESG expertise embedded as a standard competency in Swiss boardrooms
- Recognized active voice across the DACH region
- Switzerland's go-to reference for organizational governance and sustainability



Looking ahead

Our Outlook into 2026 (I)

Following a year of consolidation that reinforced ESG4Boards' presence in Switzerland and laid the groundwork for new initiatives, 2026 is the year of execution with a clear focus on measurable impact, scalability, and long-term institutional resilience.

1. Sustainable Funding

Our first priority is to secure diversified, recurring funding to ensure operational stability and support the expansion of key initiatives. This includes deepening company memberships, structuring scalable service offerings (board search & profiling, executive coaching, board training) and exploring funding from family business foundations and potential public partners. Strengthening our financial base is essential to sustaining independent, high-quality ESG governance dialogue. A stronger financial foundation will enable the scaling of regional chapters and national initiatives.

2. National Expansion - Suisse Romande

One of the defining milestones of 2026 will be the official launch of the ESG4Boards Comité Suisse Romandie, based in Geneva. This expansion marks the evolution of ESG4Boards from a strong regional presence in German-speaking Switzerland toward a truly national platform. The Romande chapter will operate with regional execution capacity while remaining strategically aligned with the national governance structure. A joint Advisory Board composed of senior representatives from both linguistic regions will ensure coherence, shared positioning, and strategic unity. This expansion will strengthen our credibility, broaden our reach among French-speaking decision-makers, and reinforce ESG4Boards' ambition to shape sustainable governance across Switzerland.



Looking ahead

Our Outlook into 2026 (II)

3. Portfolio Development & Community Impact

We will sharpen our offering around what matters most to our members: access, expertise, and peer connection. Through curated formats and focused peer exchange, we will continue to build ESG competency at board level. At the same time, we will create direct pathways for members to access corporate board mandates and to form strategic partnerships in which ESG expertise shapes governance decisions from the inside out.

4. Ecosystem & Partnerships

ESG4Boards will further strengthen its position within Switzerland's governance ecosystem and beyond. We will deepen collaborations with leading corporates and executive education institutions, including IMD, and expand our presence at key national and international platforms, including the World Economic Forum in Davos, the Climate Week in Zurich, and Building Bridges in Geneva. Through these forums, we aim to strengthen our role within the broader sustainability ecosystem and governance discourse.

5. Thought Leadership

The next phase of our joint White Paper series with Deloitte Switzerland will address the governance questions boards are grappling with right now: strategic ESG oversight, risk and organisational resilience, performance incentives, and the role of AI in advancing sustainability. By showcasing credible, implementable solutions already transforming boards and value chains, we aim to inspire responsible leadership and provide leaders with the frameworks to act and accelerate the transition toward a resilient, regenerative, and inclusive economy.





ESG4BOARDS

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Supporters and Acknowledgements



Supporters and Acknowledgements

Over the past year, ESG4Boards has grown through the commitment and contributions of its community. We would like to sincerely thank all members and partners who have supported this journey, in particular Deloitte and SECO. Their trust and collaboration have played an important role in advancing our shared mission.

Throughout the year, the ESG4Boards network continued to evolve. We welcomed new members, expanded our activities, and created space for meaningful exchange through events and collaborations. These interactions have strengthened a community of leaders committed to integrating sustainability into governance and decision-making.

We are also grateful to our Advisory Board for their guidance and perspectives, which continue to shape the direction of ESG4Boards.

Looking ahead, we aim to build on this momentum. Our focus remains on strengthening sustainability competence at board level and supporting leaders in navigating increasingly complex environmental, social, and governance challenges. Together with our members and partners, we look forward to another year of exchange, learning, and shared progress.

On behalf of the ESG4Boards Managing Board and Team.




ESG4BOARDS

Reporting Scope:

This Annual Report reflects activities carried out throughout 2025. Published in April 2026.


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 ESG4Boards

Our Supporters

 Schweizerische Eidgenossenschaft
Confédération suisse
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Confederaziun svizra

Eidgenössisches Volkswirtschaftsdepartement EVD
Staatssekretariat für Wirtschaft SECO

Deloitte.

