



**THOMAS ROBISCO**  
Head Group Environment,  
Health & Safety, Sulzer



**DR KERSTIN TORGLER**  
Head of Sustainability Reporting,  
Zurich Insurance Company Ltd

# 7 ANSWERS

**1** Trust is something that is built over time and that could be lost in a snapshot. It requires ethics, a very high say-do ratio (delivering on promises), honesty, and mutual respect.

**2** Company's values frame the way people work at Sulzer and are framed around TEAM and LEAD. This drives trust in what the company commits to and delivers on, a fundamental principle in reporting: "we act with integrity, honesty and fairness" or "we are accountable".

**3** Sustainability reporting is, back to your first question, based on trust. It is therefore required that both transparency, honesty and accuracy are provided while protecting the company. The dilemma is to be able to know, manage and disclose data throughout the whole value chain in good faith while not exposing companies playing on the global scale to unfair practices.

**4** We remain flexible as the ESG reporting is still an emerging topic and our business partners' requirements are different depending on their own priorities. Overall, we build our own analysis of what could be material for our customers namely, anticipating their requirements and structuring our approach. Ultimately, our own understanding of the ESG reporting helps us determine what the key areas of concerns or investigations are, helping both the company to address them and answer any request.

**5** Being a listed company, Sulzer primarily targets to provide information to its business partners. The set of disclosed information is also very important for us to share and make a synthesis of all actions are our employees deliver along the years, bringing them this overview.

Needless to say that this is also a very good way to share our ambition and results with the talents we want to attract.

**6** As Sulzer designed its sustainability strategy in 2021 and made it clear that it is an imperative, it made an obvious decision to link management compensation connected to Esg criteria. As we started in 2021, it is reasonable to expect that part to get more and more importance as we move towards a more integrated approach, meaning ESG and financial health are heavily linked.

**7** Sustainability criteria is a must in our decision process. We limit our travels to what is reachable within max 8 hours by ground transportation with the lowest CO<sub>2</sub>eq emissions possible (e.g.: train whenever possible or fully loaded car). We also choose destinations that will offer us a wide range of outdoor activities and soft mobility (eg: biking, hiking ...). Last, local food plays an important role to please ourselves and have a direct access to the best quality food, directly from the producers.

**1**

**What does trust mean to you?**

**2**

**How do you go about integrating your company's values into corporate reporting, especially sustainability reporting?**

**3**

**What currently concerns you most about sustainability reporting (and why)?**

**4**

**How do you cope with the ever-increasing demands on sustainability reporting?**

**5**

**To whom is your company's sustainability reporting primarily directed?**

**6**

**In what way do sustainability criteria influence management compensation in your company?**

**7**

**To what extent do you take sustainability criteria into account when planning your vacations?**

**1** Trust is the basis of all and is part of our DNA as an insurer.

**2** As an insurer, a key component of our success is the trust built through doing the right things, in the right way, and measuring and reporting the effects of those actions. Therefore, we recognize and strongly believe in the need for transparency to disclose clear, comprehensive, and high-quality information on our performance on key non-financial and environment, social and governance (ESG) indicators.

**3** The almost daily increasing number of frameworks and inherent complexity is concerning. Meaningful reporting cannot be implemented in a short time frame and the forward looking reporting is also new to all which increases complexity.

**4** It is fascinating to be part of and I strongly believe in the power of finance: what gets measured gets done and it is important that progress is made on all aspects of sustainability.

**5** Our integrated sustainability disclosure is primarily addressed to our investors and includes, among other things, objective measurements, while the standalone sustainability report is more descriptive.

**6** E.g. short-term incentive plan awards includes both financial and non-financial targets and therefore sustainability is part of our compensation.

**7** Vacations are key to get some rest, and I think only taking it into account for the holiday season is not enough.