





# Corporate Responsibility – At a Glance 2017



# Corporate Responsibility at Credit Suisse

**As one of the world's leading banks, we are committed to delivering our financial experience and expertise to corporate, institutional and government clients and to ultra-high-net-worth individuals worldwide, in addition to affluent and retail clients in Switzerland.**

Founded in 1856, Credit Suisse today has a global reach with operations in around 50 countries. We believe that our responsible approach to business and the dedication and expertise of our over 46,000 employees are key factors determining our long-term success. We have a broad understanding of our duties as a financial services provider, member of the economy and society and employer. This approach is also reflected in our efforts to protect the environment.

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For the purposes of this report, unless the context otherwise requires, the terms "Credit Suisse Group", "Credit Suisse", the "Group", "we", "us" and "our" mean Credit Suisse Group AG and its consolidated subsidiaries. The business of Credit Suisse AG, the direct bank subsidiary of the Group, is substantially similar to the Group, and we use these terms to refer to both when the subject is the same or substantially similar. We use the term the "bank" when we are referring only to Credit Suisse AG and its consolidated subsidiaries.

# Credit Suisse Annual Reporting Suite

We regard our reporting on corporate responsibility as an important basis for our dialogue with stakeholders and welcome any feedback on our activities:

[responsibility.corporate@credit-suisse.com](mailto:responsibility.corporate@credit-suisse.com)



## Annual Report

The Annual Report is a detailed presentation of Credit Suisse Group's company structure, corporate governance, compensation practices and treasury and risk management framework, and it includes a review of Credit Suisse Group's operating and financial results accompanied by its annual financial statements.

[credit-suisse.com/ar](https://credit-suisse.com/ar)



## Corporate Responsibility Report

The Corporate Responsibility Report describes how Credit Suisse Group assumes its various responsibilities in banking, in the economy and society, as an employer and towards the environment. The report is complemented by the publication "Corporate Responsibility – At a Glance".

[credit-suisse.com/crr](https://credit-suisse.com/crr)



## Corporate Responsibility – At a Glance

The publication "Corporate Responsibility – At a Glance" provides an overview of the most important processes and activities that reflect our approach to corporate responsibility in banking, in the economy and society, as an employer and for the environment. In addition, it contains the cornerstones of our strategy and the key figures for the financial year 2017.

[credit-suisse.com/crr](https://credit-suisse.com/crr)



# Foreword

## Dear Reader

As a global bank, our business is founded on trust. We aim to be a reliable and professional partner to our clients and to generate attractive returns for our shareholders over the long term. A bank's reputation is as important as its performance – and we are thus committed to operating with integrity and ensuring we have effective governance structures, as well as maintain a rigorous compliance and control framework. As part of these efforts, all employees and members of our Board of Directors are obligated to adhere to our Code of Conduct.

At Credit Suisse, we have a broad understanding of our responsibilities that goes beyond banking. For example, we work with selected partner organizations across our regions to facilitate projects that produce a positive economic or social impact in areas such as financial inclusion, microfinance and education. In addition to receiving funding, these partners benefit from the skills and expertise of our employees through volunteering activities. 2017 also marked the 15th anniversary of impact investing at Credit Suisse – a field in which we have long played a pioneering role.

We further strive to conduct our business in an environmentally sustainable manner. This includes applying internal policies and guidelines for certain sensitive industries when assessing potential transactions and client relationships or developing products and services focusing on green finance. At an operational level, we promote the efficient use of resources through our global environmental management system. We have been operating on a greenhouse gas neutral basis at all our locations around the globe since 2010.

We believe that an active dialogue is essential to build relationships of trust. We listen to the views of our clients and other stakeholders, and we



cultivate an ongoing exchange of views to gauge the topics that matter to them and to present our own viewpoint. This new publication – featuring key facts and figures about our approach to corporate responsibility at Credit Suisse – is designed to give you an informative overview of our activities in this area.

Best regards

Urs Rohner  
Chairman of the Board of Directors

Tidjane Thiam  
Chief Executive Officer

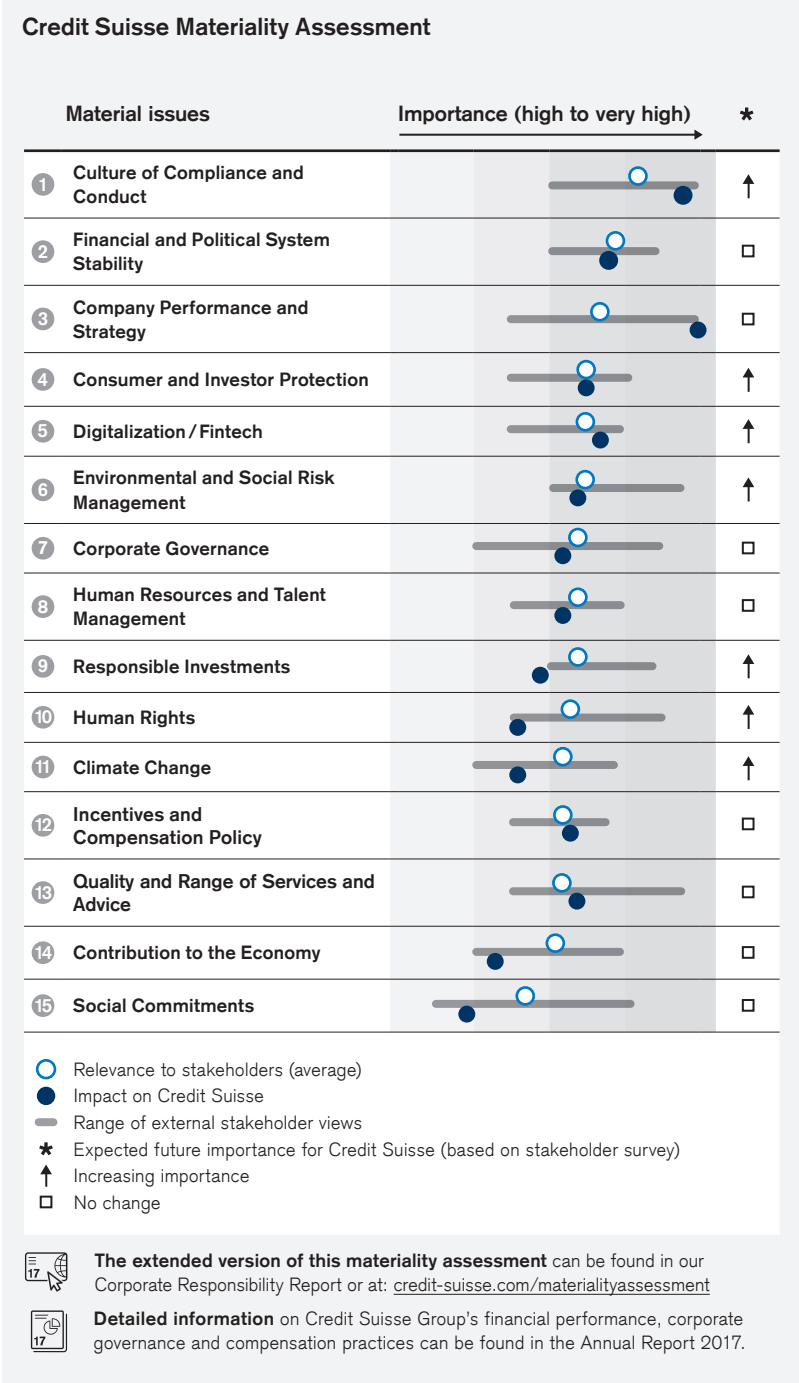
# Our Understanding of Corporate Responsibility

**At Credit Suisse, we believe that a responsible approach to business is a key factor determining our long-term success.**

For us, corporate responsibility is about creating sustainable value for our clients, shareholders, employees and other stakeholders. We do so based on our broad understanding of our duties as a financial services provider and employer and as an integral part of the economy and society. This approach is also reflected in our efforts to protect the environment.

### Credit Suisse Materiality Assessment

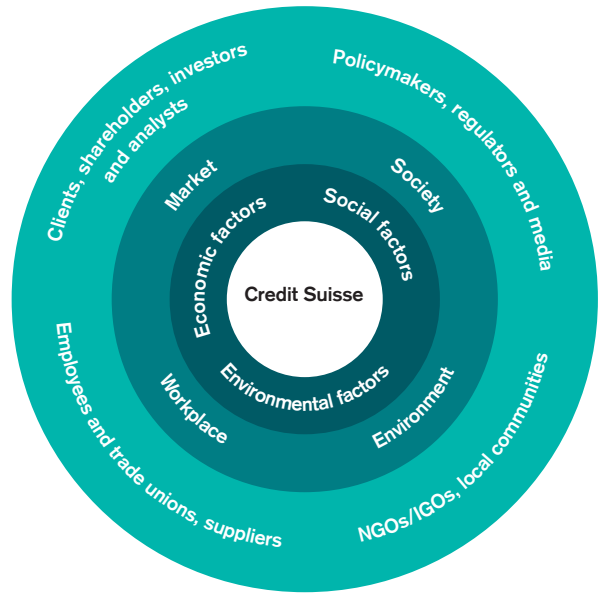
We aim to focus our corporate responsibility reporting activities on topics that are relevant to our business as well as to our stakeholders. We therefore regularly conduct a materiality assessment that helps us identify critical economic, environmental and social issues. The materiality assessment is based on our ongoing dialogue with stakeholders across all parts of our business such as clients, employees, investors, analysts, policymakers, academia and NGOs. In 2017, we expanded our reach and engaged with our stakeholders through a structured survey complemented by independent research and a dedicated media analysis, among other measures. The findings reflect average values of importance based on the assessment methodology.





# Credit Suisse and the Sustainable Development Goals

The 17 Sustainable Development Goals (SDGs) adopted by the UN in 2015 form a core element of the UN Agenda 2030 for Sustainable Development. As they are based on a participatory process, responsibility for achieving them will be shared between states, the private sector, the scientific community and civil society. Credit Suisse contributes to the realization of the SDGs in various ways, including in our role as a financial intermediary and employer. Further examples of how we aim to support the realization of the SDGs include our impact investing activities across the bank and our corporate citizenship initiatives (see pages 9 and 10–13). At the same time, our focus on sustainability risk management can help us to reduce potential negative impacts of certain business activities on the realization of the SDGs (see page 8).



## Engaging with Our Stakeholders

**Our business works on the basis of trust: Our long-term success depends to a significant extent on our ability to inspire confidence in our stakeholders.**

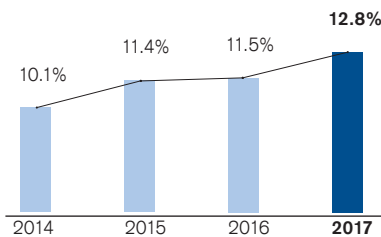
At Credit Suisse, we regularly engage in a dialogue with our stakeholders (see chart). This dialogue – combined with the insights we gain through our involvement in initiatives, associations and professional bodies – strengthens our understanding of the different, and sometimes conflicting, perspectives of our stakeholders. This approach helps us to identify their interests and expectations at an early stage, to offer our perspective and to help develop solutions to address current challenges wherever possible.

More information can be found online at [credit-suisse.com/responsibility/dialogue](https://credit-suisse.com/responsibility/dialogue)



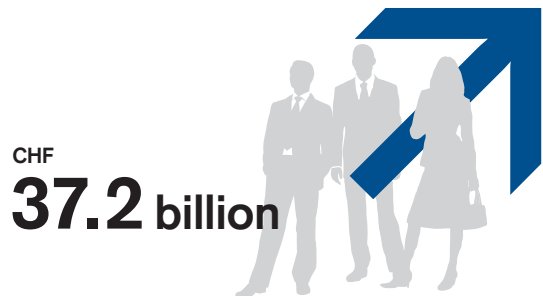
# Responsibility in Banking

We offer our clients high-quality service and advice, support efforts to increase financial stability, and strive to maintain a rigorous compliance and control culture to inspire trust in our bank.



We have transformed our capital position. At end-2017, our look-through common equity tier 1 (CET1) ratio was 12.8%.

[credit-suisse.com/responsibility/banking](http://credit-suisse.com/responsibility/banking)



is the volume of net new assets<sup>1</sup> generated in our Wealth Management businesses in 2017, underscoring the high level of client confidence in Credit Suisse.

<sup>1</sup> Combined net new assets for SUB PC, IWM PB and APAC PB within WM&C.



**Detailed information** can be found in our online Corporate Responsibility Report



transactions or client relationships were assessed for potential environmental and social risks.

[credit-suisse.com/riskmanagement](http://credit-suisse.com/riskmanagement)



people benefited from our activities in the area of financial inclusion in 2017.

[credit-suisse.com/financialinclusion](http://credit-suisse.com/financialinclusion)





## Spotlight on Client Satisfaction

It is vital for Credit Suisse to gather unbiased and representative feedback from existing and prospective clients. This provides us with valuable insights into how we can improve our service in all aspects of the client experience such as personal advice, digital channels and the customer service center. As part of our continuing commitment to maintaining a strong dialogue with our clients about their needs and expectations, we are planning a client satisfaction survey in selected markets in 2018.

### Challenge and Response

#### **Challenge: What is Credit Suisse's response to the advance of digitalization?**

Response: Digitalization is fundamentally altering our industry and is therefore an important topic for Credit Suisse. For example, the evolving digital landscape is one of several factors transforming the way clients interact with their bank. We recognize that innovative concepts are essential to ensure we can continue to offer clients excellent products and

services in the future via the channels they prefer. At the same time, we recognize the potential of digital solutions to drive cost efficiencies across our organization and to support labor-intensive processes. Going forward, we expect the use of digital technology will help the bank to further increase efficiency, to strengthen client loyalty, to simplify global access to the bank, and to address reputational and conduct risks at an early stage.

## Focus on Integrity

We are committed to conducting our business with integrity. At Credit Suisse, Compliance and Regulatory Affairs operates as an independent Executive Board-level function, underscoring the high level of importance we assign to this topic. Its specific mandate is to oversee all compliance and regulatory matters across the Group as a proactive and independent partner to support our businesses in our efforts to effectively manage compliance risk.

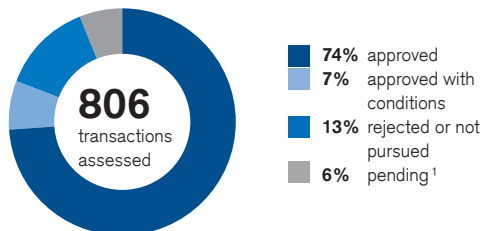
Recognizing the critical role of employees in helping to preserve integrity at the bank, we aim for the highest standards of personal accountability and ethical conduct from each member of our workforce, as stated in our Code of Conduct. In early 2017, we launched a globally consistent approach to Conduct and Ethics with a set of six standards – Client Focus, Meritocracy, Stakeholder Management, Accountability, Partner and Transparency – to further embed expectations of good conduct in our employees.

## Assessment of Sustainability Risks within the Reputational Risk Review Process

Credit Suisse carries out a series of measures to review business risks. If there are grounds to believe that a potential transaction or client relationship could pose an unacceptable risk or is not compatible with our existing agreements or internal guidelines, Credit Suisse conducts a Group-wide standardized Reputational Risk Review Process. Potential risks may arise due to the nature and purpose of a proposed transaction or service, the identity or activities of a potential client or the regulatory or political context in which the business will be transacted. Environmental and human rights-related risks are some of the aspects considered in this process. Our internal specialist unit Sustainability Affairs evaluates whether the potential client's activities are consistent with the relevant industry standards and whether the transaction is compatible with Credit Suisse's policies and guidelines for sensitive sectors.

[credit-suisse.com/riskmanagement](https://credit-suisse.com/riskmanagement)

### Transactions assessed on the basis of potential environmental and social risks in 2017



These statistics exclude potential transactions that were not formally reviewed as part of the risk review process because they were immediately identified by the relationship manager as being non-compliant with the bank's requirements and guidelines.

<sup>1</sup> As of January 31, 2018.



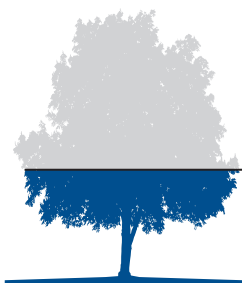
## Sector Policies and Guidelines

Certain industries are particularly sensitive from a social or environmental perspective. They include oil and gas, mining, power generation, and forestry and agribusiness, which covers pulp and paper as well as palm oil production. To assess potential transactions with clients in these industries, Credit Suisse has defined specific global policies and guidelines, taking account of standards developed by international organizations such as the UN and the World Bank.

The topics covered in our sector policies and guidelines include: Compliance with industry-specific, internationally recognized standards on the environment and human rights; measures to assess and reduce the environmental impact of operations; the protection of the health and safety of company employees and surrounding communities; respect for the human rights of the local population; and business areas and practices that Credit Suisse explicitly will not finance. Credit Suisse also follows the Equator Principles – a voluntary framework for the management of environmental and social risks that is based on standards defined by the International Finance Corporation.

Our sector policies and guidelines are regularly reviewed and updated to reflect the latest developments and challenges.

[credit-suisse.com/sectorpolicies](https://credit-suisse.com/sectorpolicies)



CHF  
**22,791 million**

is the volume of assets invested according to sustainability criteria<sup>1</sup>

## 15 Years of Impact Investing at Credit Suisse

2017 marked the 15th anniversary of impact investing at Credit Suisse. The bank has played a pioneering role in this area, which is expected to grow significantly in the future. Impact investing is about actively placing capital in enterprises that generate a financial return and make a measurable, positive impact on society and/or the environment. To mark our 15th anniversary of operating in this sector, we held around 40 events around the globe.

To facilitate projects and initiatives that have a positive economic and social impact as well as generating a financial return, we established the Impact Advisory and Finance Department (IAF) in 2017. IAF reports directly to the CEO and directs and coordinates activities across the Group. By enabling and advancing impact investing and sustainable business activities across the Group, IAF seeks to benefit wealth management, institutional and corporate clients.

<sup>1</sup> Includes assets that meet sustainability, or environmental, social and governance (ESG), criteria, including positive and/or negative screening, and that consider social and/or environmental impacts.

## Key Figures

Around USD

**3.3 billion**

of assets under administration<sup>1</sup> in the area of impact investing at Credit Suisse

Over CHF

**114 million**

distributed to over 2,600 charitable initiatives worldwide by our Swiss umbrella foundations

More than

**200**

employees in client-facing roles or relevant specialist units trained in sustainability risk management

<sup>1</sup> Assets in investment funds and vehicles administered by Credit Suisse.

### Challenge and Response

**Challenge: To make more balanced and sustainable use of the world's natural resources, there is a clear need to access new sources of energy, raw materials and clean technologies. The financing of investments that support environmentally sustainable development – a sector known as green finance – is thus gaining in importance and scale. How does Credit Suisse contribute to green finance?**

Response: Our green finance solutions cover a wide range of asset classes designed to positively impact the transition to a low-carbon and climate-resilient economy, drawing upon the expertise of various specialist departments across our divisions. In the area of wealth management, for example, our offering comprises a number of funds focused on sustainability, green bond investments and sustainable real estate as well as products and services in conservation finance. In investment banking, we provide advice for buy-side and sell-side clients across various areas of renewable energy such as solar, wind, geothermal, biomass, biofuels, fuel cells and energy efficiency. Furthermore, we supported clients on a number of green bond issuances in 2017. Finally, Credit Suisse Energy Infrastructure Partners, an investment manager specialized in investments in the European energy sector, focuses on direct investments in the capital-intensive elements of the value chain, such as energy transmission, generation, storage and efficiency.



# Responsibility in the Economy and Society

At Credit Suisse, we strive to conduct our business responsibly and efficiently to create value for our clients and shareholders, and we support the functioning of the economy. We also work with global partners to facilitate social and humanitarian projects and drive inclusive growth.

Around CHF

**158 billion**

was our volume of loans outstanding in Switzerland at end-2017, including mortgages and loans to private companies, the public sector and private clients.

[credit-suisse.com/responsibility/banking](https://credit-suisse.com/responsibility/banking)

Around CHF

**5.9 billion**

Credit Suisse makes a contribution to the economy as a client and contractual partner. In 2017, we purchased around CHF 5.9 billion of goods, services and licenses from suppliers globally.

[credit-suisse.com/responsibility/society](https://credit-suisse.com/responsibility/society)

**18,410**

of our employees around the world volunteered their time to help charitable causes in 2017.

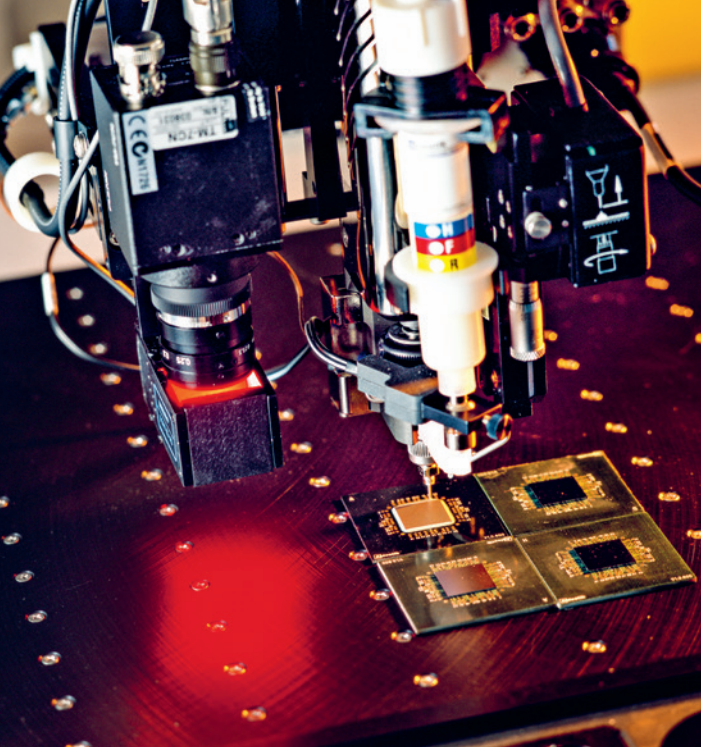
[credit-suisse.com/volunteering](https://credit-suisse.com/volunteering)

**94,246**

adolescent girls worldwide have benefited from financial education and life skills classes.

[credit-suisse.com/responsibility/education](https://credit-suisse.com/responsibility/education)





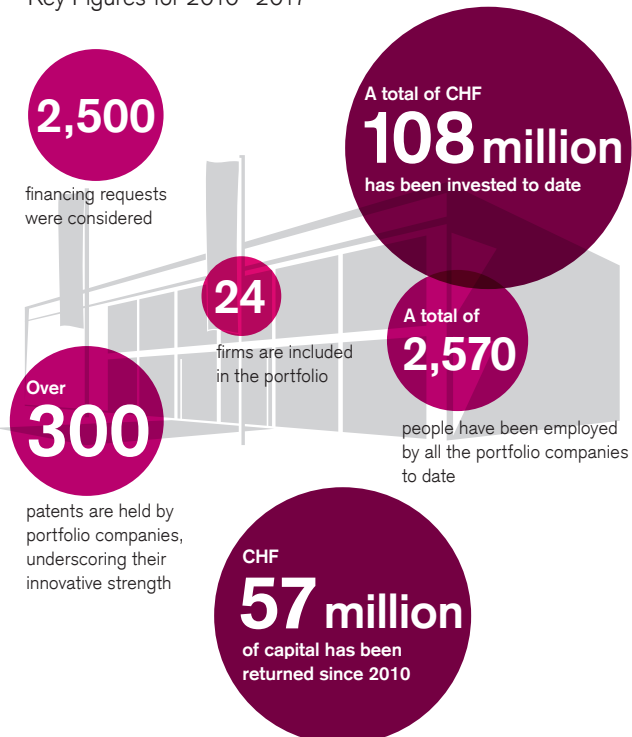
## Risk Capital for Growth and Innovation

Founded by Credit Suisse and the Swiss Venture Club in 2010, SVC – Ltd. for Risk Capital for SMEs invests venture capital in innovative businesses with growth potential. By end-2017, it had provided a total of CHF 108 million of venture capital to 44 SMEs in Switzerland, helping them to preserve and create jobs. Recent success stories include the fintech specialist lender TradePlus24 Ltd. and ScanTrust, which has developed a copy-proof QR code for product authentication.

[svc-riskcapital.ch](http://svc-riskcapital.ch)

## SVC – Ltd. for Risk Capital for SMEs:

Key Figures for 2010–2017



### Challenge and Response

**Challenge:** How does Credit Suisse help to tackle social challenges such as youth unemployment in the communities where it operates?

**Response:** We launched the association Check Your Chance together with the SVC Foundation for Entrepreneurship and six non-profit organizations in Switzerland in 2015 to continue the successful work of Credit Suisse's Youth Unemployment Initiative. In 2017, Check Your Chance – which is also supported by the Swiss State Secretariat for Economic Affairs – helped around 1,100 young adults who were unable to find first-time employment after completing an apprenticeship or a degree or had not yet obtained initial professional training. Check Your Chance also launched the first national helpline 0800 GO4JOB to establish early contact with young people at risk of unemployment and with their parents and teachers.

[check-your-chance.ch](http://check-your-chance.ch)



## Global Citizens Program

Our Global Citizens Program (GCP) offers suitably qualified employees the opportunity to share their expertise with our education and financial inclusion partners around the world, particularly in developing countries and emerging markets. Assignments in this leadership development program last from one week to three months and are part of Credit Suisse's formal talent development offering.

[credit-suisse.com/responsibility/gcp](https://credit-suisse.com/responsibility/gcp)

## Supporting the Swiss Political System

In our home market, we actively support the functioning of the Swiss "militia" system of politics, where citizens assume roles in political bodies alongside their regular professions and parties do not receive state funding. We help to strengthen this system of politics and to promote political diversity by offering financial contributions to all political parties that are eligible to request funding. Each year, a maximum of CHF 1 million of politically neutral financial support is made available for this purpose. In addition, around 380 Credit Suisse employees held an elected public office in Switzerland in 2017.



## Our Social Commitments

Companies can only achieve long-term success if they operate in an economically stable and socially cohesive environment. To create a sustainable impact, we have established strategic partnerships to contribute to the achievement of the United Nations' Sustainable Development Goals through our global and regional initiatives. We make effective use of our social and financial capital to not only have a positive impact on society but also on employees and our core business.

### Inclusive Growth through Education and Access to Financial Services

We regard education and access to financial services as key drivers of growth and an effective means of empowering people to help themselves. We also have the potential to increase our impact beyond the funding of long-term partnerships with selected organizations through our most valuable asset – our employees. As a result, we have defined three focus themes for our social commitments: Education, financial inclusion and employee engagement.

### Employees: Expertise, Development, Commitment

Our employees play an integral part in our social commitments. As part of the bank's Human Capital Strategy, we allow each employee to devote up to four days per year to support our partners globally in the communities where we live and work. In 2017, we continued to place an emphasis on volunteering programs that promote the transfer of skills and knowledge between employees and partners. This enables our employees to use their expertise in order to make a difference and gives them the opportunity to enhance their own skills and development.

### Increasing Impact through Our Core Business, Clients and Partners

2017 marked the 15th anniversary of impact investing at Credit Suisse, a field in which the bank has long been a pioneer. Through impact investing, we give clients access to alternative investments that not only generate a financial return but also produce a social and/or environmental impact – such as in the areas of financial inclusion and education. Moreover, we are increasingly involving our clients in volunteering and awareness-raising programs.

[credit-suisse.com/responsibility/society](https://credit-suisse.com/responsibility/society)



## Financial Inclusion

Credit Suisse is a leader in the field of financial inclusion and microfinance and, at end-2017, had around USD 2.9 billion of assets under administration<sup>1</sup> used for the financing of microfinance institutions. In addition to capital, microfinance institutions also need additional talent and know-how to be able to scale up their activities responsibly with diverse products and services. Since 2008, our Financial Inclusion Initiative (formerly the Microfinance Capacity Building Initiative) has focused on strengthening the ability of these institutions to serve the financially excluded through the development of financial products and services.

[credit-suisse.com/financialinclusion](https://credit-suisse.com/financialinclusion)

<sup>1</sup> Assets in investment funds and vehicles administered by Credit Suisse.

## Key Figures for 2017

**4,150** local employees of microfinance institutions have been trained

Over **110** microfinance institutions and fintech start-ups have benefited from our support

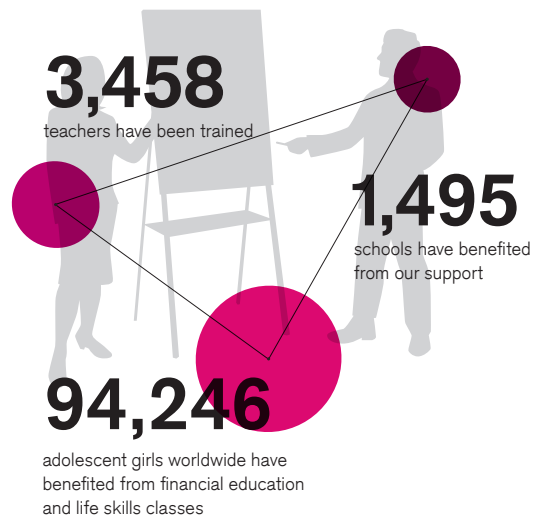
Over **228,100** people have access to new or improved products and services

## Education

Education drives economic empowerment and social mobility. Our Global Education Initiative and our regional education activities support programs that improve access to and the quality of educational opportunities. Our Financial Education for Girls signature program aims to improve the financial education and life skills of approximately 100,000 adolescent girls in Brazil, China, India, Rwanda, Sri Lanka and Tanzania, and to encourage them to transition through secondary school.

[credit-suisse.com/responsibility/education](https://credit-suisse.com/responsibility/education)

### Spotlight on Financial Education 2014–2017



### Challenge and Response

**Challenge: How does Credit Suisse make sure its activities have positive social impacts where they are needed most and, at the same time, are relevant to the bank and its clients?**

Response: In a rapidly changing industry and society, we not only adapt to shifting requirements but also aim to play an active role in shaping them. For example, that means identifying trends at an early stage, designing our

programs accordingly, and fostering thought leadership on key topics such as financial education. In 2017, for example, we joined forces with Pro Juventute to publish the first Swiss research study on pocket money in the context of the launch of a new product. We also conducted a global project to examine the most effective approach to improving the financial education and life skills of girls in particular, thus further strengthening our programs and advancing knowledge-sharing on this topic.

# Strategy and Key Figures

**Our strategy is to be a leading wealth manager with strong investment banking capabilities. We believe this will create significant value for our shareholders and clients.**

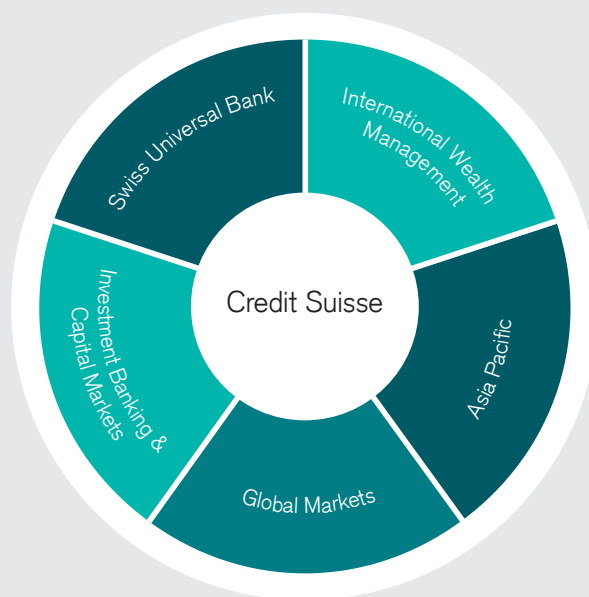
## Strategic Areas of Focus

**We aim to capture the opportunities available to us as a provider of integrated solutions** for the increasingly complex wealth management and business needs of ultra-high-net-worth individuals and successful entrepreneurs around the globe.

**We seek to follow a balanced approach to wealth management** with the aim of capitalizing on both the large pool of wealth in mature markets and the significant growth in wealth in Asia Pacific and other emerging markets.

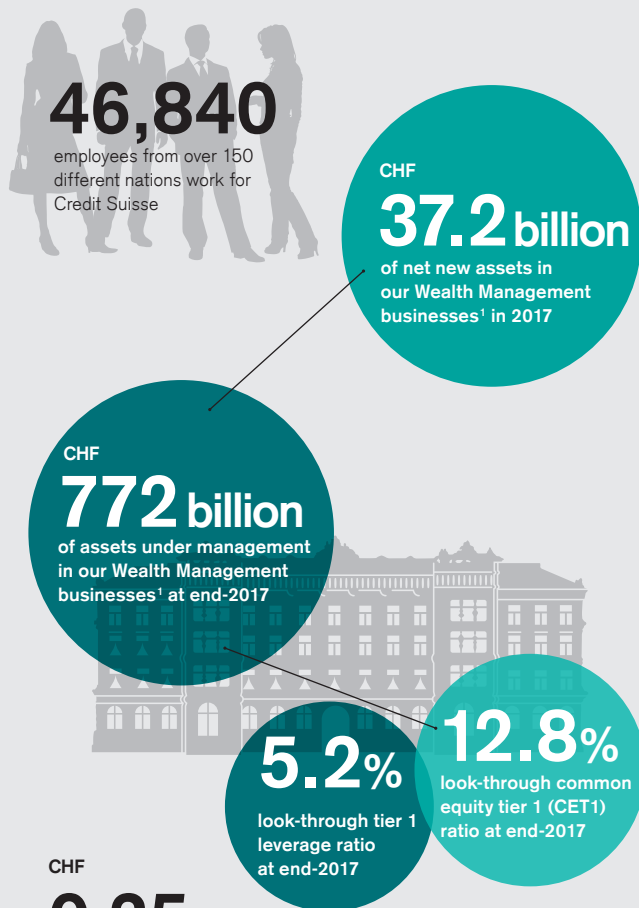
**We want to grow our position in Switzerland** with a specific focus on becoming the “Bank for Entrepreneurs” and we plan to further expand our business with Swiss private, corporate and institutional clients.

## Our Business Divisions



## Facts and Figures

As one of the world's leading banks, we are committed to delivering our financial experience and expertise to corporate, institutional and government clients and to ultra-high-net-worth individuals worldwide, in addition to affluent and retail clients in Switzerland. Founded in 1856, Credit Suisse today has a global reach with operations in around 50 countries.



CHF

**0.25**

is the distribution per share out of capital contribution reserves for the financial year 2017<sup>2</sup>

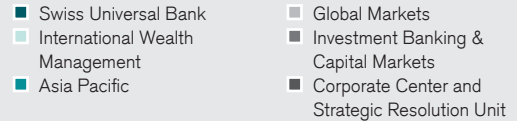
<sup>1</sup> Combined net new assets and assets under management for SUB PC, IWM PB and APAC PB within WM&C.

<sup>2</sup> To be proposed by the Board of Directors to shareholders at the Annual General Meeting on April 27, 2018.

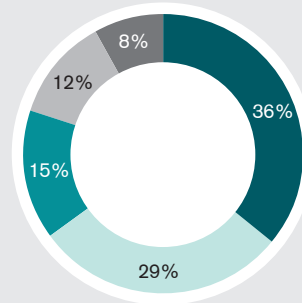
<sup>3</sup> Adjusted results are non-GAAP financial measures. For a reconciliation of adjusted results to the most directly comparable US GAAP measures, see "Reconciliation of adjusted results" in II – Operating and financial review – Credit Suisse in our Annual Report 2017.

## Balanced Business Portfolio

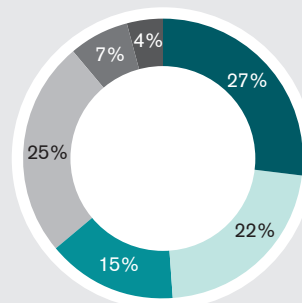
Our balanced business portfolio encompasses three regionally focused divisions, two divisions specializing in investment banking and one for businesses and positions that do not fit our strategy and that we expect to wind down by the end of 2018. Our business divisions cooperate closely to provide holistic financial solutions, including innovative products and specially tailored advice.



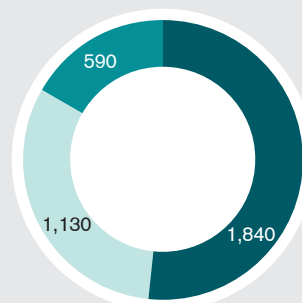
### 2017 adjusted pre-tax income<sup>3</sup> excluding Corporate Center and SRU



### 46,840 employees as of end-2017

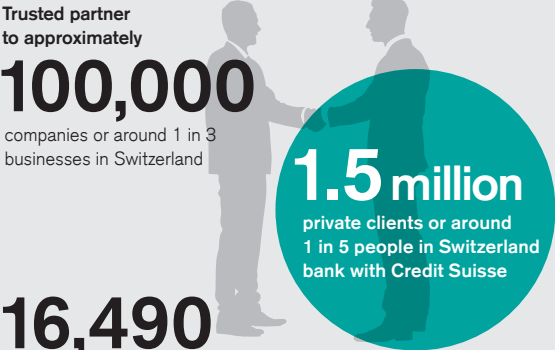


### 3,560 relationship managers as of end-2017



# Spotlight on Our Swiss Home Market

Our home market of Switzerland has always been a key pillar of Credit Suisse's success and remains of central importance to our overall strategy.

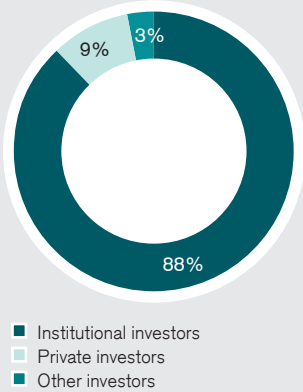


**16,490**  
people are employed by Credit Suisse in Switzerland – making it one of the country's largest employers

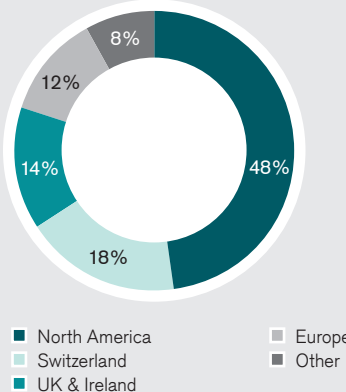
## Shareholder Base

Credit Suisse shares are listed on the SIX Swiss Exchange and on the New York Stock Exchange in the form of American Depositary Shares. We have a broad shareholder base, with the majority of shares owned directly or indirectly by institutional investors outside Switzerland. At end-2017, 112,139 shareholders were registered in our share register, representing 57% of the total shares issued.

### Group shares by investor type



### Institutional investors by region



# Switzerland's Oldest Big Bank: Milestones

## 1856

Alfred Escher founds Switzerland's first commercial bank "Schweizerische Kreditanstalt" (today's Credit Suisse) in order to finance the construction of Switzerland's railroad network.



## 1857

Alfred Escher and the "Kreditanstalt" establish the Swiss Life Insurance and Pension Company (today's Swiss Life).

## 1876

The "Kreditanstalt" moves into its new headquarters at Paradeplatz. The architect is Jakob Friedrich Wanner, who also designed Zurich's main railway station.



## 1882

Opening of the Gotthard Railroad. The "Schweizerische Kreditanstalt" is the leading Swiss bank for the financing of this Alpine transit route – an epic feat of engineering.

## 1895

The "Kreditanstalt" launches the "Effekten-Kursblatt der Schweizerischen Kreditanstalt" (today's Credit Suisse Bulletin), the world's oldest banking magazine.

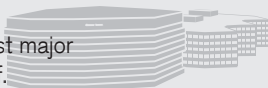


## 1940

The "Schweizerische Kreditanstalt" opens its first foreign branch in New York, followed by a second in London in 1954.

## 1980

The "Kreditanstalt" moves into its first major administrative building at the Uetlihof.



## 2016

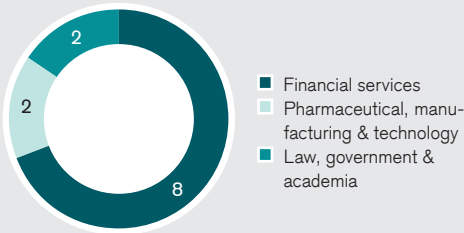
Credit Suisse establishes "Credit Suisse (Schweiz) AG".

# Corporate Governance

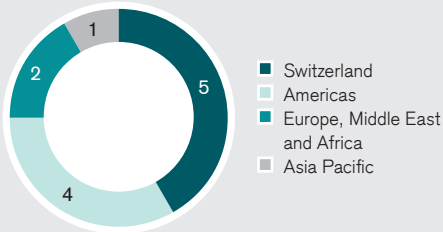
Credit Suisse's corporate governance complies with internationally accepted standards. We are committed to safeguarding the interests of our stakeholders and recognize the importance of good corporate governance. We strive to act with integrity, responsibility, fairness, transparency and discretion at all times in order to secure the trust of our stakeholders.

## Board of Directors composition as of December 31, 2017

### Industry experience



### Geographical focus<sup>1</sup>



<sup>1</sup> Geographical focus represents the region in which the Board member's professional activities have mainly been focused. This may differ from the nationality of that individual.



# Responsibility as an Employer

Our ability to inspire trust and generate client satisfaction is a basic prerequisite for our long-term success. We can only achieve this if we have skilled, responsible and motivated employees.

More than  
**4,100**

employees moved to a different role internally.



Detailed information can be found online in our Corporate Responsibility Report

**48%**

of our leadership roles (Managing Directors and Directors) were filled internally.

[credit-suisse.com/responsibility/employer](https://credit-suisse.com/responsibility/employer)

**17 hours**

of training were completed per employee in 2017 (average).

**20%**

is the proportion of women in senior management positions (Managing Directors and Directors).

[credit-suisse.com/responsibility/mentoring](https://credit-suisse.com/responsibility/mentoring)





## Conduct and Ethics Standards

The way we interact with clients, external stakeholders and each other is of key importance for the delivery of our strategy. Therefore, we implemented a new governance framework that defines how we manage conduct and ethics at Credit Suisse. In early 2017, we introduced a set of six Conduct and Ethics Standards (see page 7) to the broader organization to ensure a common understanding and consistent expectations in respect of our culture and conduct. The initiative is sponsored by the Board of Directors and the Executive Board of Credit Suisse, underscoring its strategic importance to the bank. Our Conduct and Ethics Standards are embedded in our core HR processes, such as performance management, recruitment, promotion, development and the disciplinary process.

## A Culture of Performance and Development

Our employees' performance objectives are aligned with the bank's strategy, which places clients at the center of all that we do. We measure our employees' performance based on their contribution to the achievement of our business goals. In 2017, we replaced the existing competency model with the new Conduct and Ethics Standards to ensure employee performance is measured against our expectations in respect of conduct and culture. Our globally consistent performance management process better enables line managers to assess the performance, behavior and development potential of employees on an annual basis.

## Leadership Development

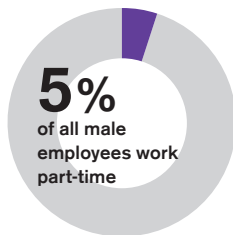
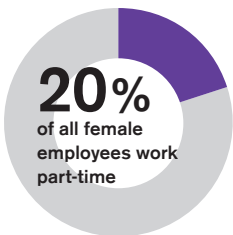
Leading by example is of key importance when it comes to promoting a strong corporate culture and achieving our business objectives. In 2017, we introduced a new approach to developing our leaders. One of its key components is the Management Excellence Program, a mandatory program for all new managers at the bank. In addition, a global and cross-divisional curriculum provides targeted leadership development opportunities for experienced managers. All new programs are based on the Conduct and Ethics Standards and our Credit Suisse-specific leadership model, the Leadership Code. Both curriculum components provide a framework for expected leadership behavior, helping to build the leadership culture at Credit Suisse and fostering the development of leadership skills.

# Employee Facts and Figures

As of December 31, 2017

**46,840** employees with permanent contracts (full-time equivalents)

**38%** proportion of female employees (number of employees)



## Proportion of Women: Board of Directors/Executive Board

**2 of 12** members of the Board of Directors

**1 of 11** members of the Executive Board



## Diversity and Inclusion

The diversity of our workforce, including the different skills, mindsets, knowledge and experience of our employees, gives us a better understanding of our clients' expectations, cultural backgrounds and regional markets. Credit Suisse today employs people from 179 different countries. We are committed to providing and promoting equal opportunities, regardless of ethnicity, nationality, gender, sexual orientation, gender identity, religion, age, civil or marital status, pregnancy, disability, or any other characteristics protected by law. Our internal experts work closely with our businesses across the globe to ensure that a diversity and inclusion framework is firmly embedded in our corporate culture.

We also consider it important to engage in a dialogue with external partners in the area of diversity and inclusion. A list of the organizations, initiatives and events we supported in 2017, as well as further information, can be found at:

[credit-suisse.com/responsibility/partnerships](https://www.credit-suisse.com/responsibility/partnerships)

## Investing in Young Talent

We provide a wide range of attractive opportunities for young professionals and graduates who are interested in pursuing a career at Credit Suisse.

Junior hires receive specific training, mentoring and career advice, aiding their transition to full-time employment. An example is our award-winning Steps to Success program, now in its fifth intake, which offers university scholarship funding for UK and US students from underprivileged and underrepresented backgrounds.

Credit Suisse collaborates with leading universities around the world to source graduate talent. We deliver university courses including the Financial Risk Analytics and Business Management course at BITS Pilani, India, and we run interactive webinars such as case studies on impact investing and sustainable investments delivered by experts from our Asia Pacific division to prospective campus recruits studying at universities globally. Additionally, we develop and support our youngest employees. Credit Suisse apprentices went on assignment to Wroclaw, Shanghai and New York in 2017 to work on projects and to increase their multicultural competencies.

In 2017, we also ran coding competitions around the globe to encourage the best developers to embark on a career in financial technology. In our Swiss home market, where Credit Suisse is one of the country's biggest employers, we offer opportunities for a large number of young people who are interested in starting a career in banking.

### Population of Young Talents and Campus Recruits in Our Swiss Home Market in 2017



- 315** students in a Career Start Program
- 222** internships (from 12 weeks to 6 months)
- 601** Young Talents<sup>1</sup> (commercial and IT apprentices, HMS and Junior Bankers)
- 68** high school graduates
- 533** commercial and IT apprentices<sup>1</sup>

In total

# 1,138

young people in education benefited from a structured training program<sup>2</sup>

<sup>1</sup> incl. Neue Aargauer Bank

<sup>2</sup> incl. Career Starter, internships, Junior Bankers and apprenticeships

## Internal Mobility

Internal mobility is an essential part of building a career at Credit Suisse. We encourage our employees to explore opportunities in new business areas, to expand their knowledge of the bank by taking on new roles, or to move to a different country to continue developing their skills and interests. We strive to reward employees who are committed to our diverse cultural values, have a proven track record and are willing to take on new challenges.

## Talent Development in 2017

<b>64,300</b>	participants in instructor-led courses
<b>51,100</b>	classroom-delivered training days
<b>580</b>	classroom leadership training sessions
<b>81%</b>	level of satisfaction among course participants (average)
<b>741,400</b>	participants in e-learning courses

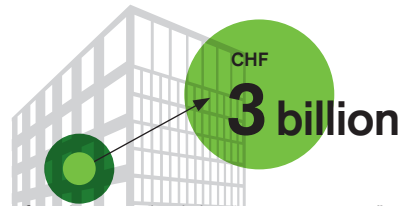


# Responsibility for the Environment

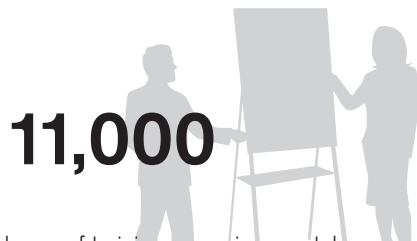
We take environmental impacts into account in our risk management and when developing products and services. We also implement operational measures to improve our environmental performance.



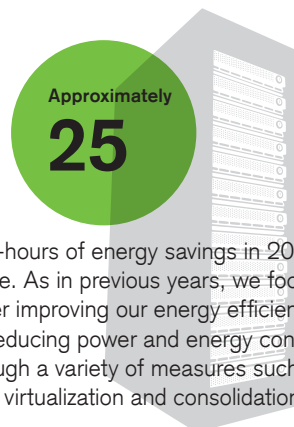
reduction in our net greenhouse gas emissions (CO<sub>2</sub> equivalents in metric tons) over the past two years. Credit Suisse has been greenhouse gas neutral globally since 2010. Thanks to our four-pillar strategy, we made further progress in reducing our environmental footprint in 2017.



of real assets had the “greenproperty” quality seal applied at the end of 2017. In 2009, Credit Suisse Global Real Estate developed its own sustainability rating and quality seal for sustainable real estate called “greenproperty”, which includes environmental, economic and social aspects.



hours of training on environmental management as well as on health and safety. It is important to us to raise employees awareness of environmental issues. Each year, we provide several training courses in environmental management and on health and safety together with various service providers.



gigawatt-hours of energy savings in 2017 worldwide. As in previous years, we focused on further improving our energy efficiency and on reducing power and energy consumption through a variety of measures such as IT server virtualization and consolidation.

[credit-suisse.com/responsibility/environment](https://credit-suisse.com/responsibility/environment)



# Biodiversity

For Credit Suisse, the protection of biodiversity is an integral part of our sustainability commitments. We consider biodiversity-related issues in our risk management processes and cover them in our sector-specific policies and guidelines (see page 8). Our policy requirements for the forestry and the agribusiness industry are aligned with sustainability initiatives for the relevant sectors, including the standards of the Roundtable on Sustainable Palm Oil (RSPO) – of which we are a member – and the Forest Stewardship Council (FSC). In 2017, we took part in discussions and workshops on sustainable land use around the world and organized events such as the Asia Pacific Land Use Forum (APLUF) in Bangkok. Additionally, we expanded our role as an advisor to the Sustainable Palm Oil Transparency Toolkit (SPOTT), joining the Technical Advisory Group for the SPOTT Timber, Paper and Pulp tool development.

[credit-suisse.com/responsibility/biodiversity](https://credit-suisse.com/responsibility/biodiversity)



## Challenge and Response

**Challenge: The Paris Agreement is a milestone in the global effort to mitigate the effects of climate change. It aims to limit the rise in global temperature to well below 2° Celsius above pre-industrial levels. Since the agreement entered into force in 2016, the need for climate action is not only included in the UN's Sustainable Development Goals as SDG 13 (climate action) but has also been acknowledged by the private sector. What is Credit Suisse's approach to addressing the challenge of climate change?**

Response: At Credit Suisse, we believe that our role as a financial intermediary is to act as a reliable partner in the transition to a low-carbon and climate-resilient economy. In addition to operating on a greenhouse gas neutral basis at all our locations around the globe since 2010, we are continuously strengthening our activities in

the area of green finance (see page 9). Our principles and our approach to climate protection are set out in our "Statement on Climate Change", and they are also reflected in our bank-wide, standardized Reputational Risk Review Process (RRRP) (see page 8). We recently introduced restrictions on the financing of new mining projects to extract thermal coal and on new coal-fired power plants. We support the work of the FSB Task Force on Climate-related Financial Disclosures (TCFD) and have now established a work plan and a cross-functional team to start implementing its recommendations over the next few years. The implementation of the TCFD recommendations across diverse industry sectors is expected to lead to more comprehensive information about the financial impacts of climate change, which we in turn expect to allow for more informed investment, credit and insurance underwriting decisions.

## Raising Awareness

Approximately

**1,900**

employees were signed up to our regional Sustainability Networks

**118,566**

kilometers were cycled by 79 employee teams in Switzerland during the "bike to work" campaign

**48**

Credit Suisse offices in all regions had their lights switched off for one hour as part of the Earth Hour campaign

**19,314**

hours were spent by volunteers cleaning and revitalizing parks, gardens and public spaces



Detailed information can be found online in the Corporate Responsibility Report or at: [credit-suisse.com/responsibility/environment](https://credit-suisse.com/responsibility/environment)

## Global Real Estate

We are confronted with the challenge of climate change not only when managing our operational premises but also in our capacity as a real estate investment manager with a global portfolio of properties worth over CHF 44.6 billion at the end of 2017. To enhance energy efficiency and to reduce CO<sub>2</sub> emissions, Credit Suisse Global Real Estate (formerly Real Estate Investment Management) systematically analyzes and optimizes its real estate portfolio. Jointly with its long-term partner Siemens Switzerland AG, it implements specific building optimization measures. As a result of Global Real Estate's systematic approach, the portfolio's CO<sub>2</sub> emissions have globally been reduced by 12.5% since 2010. In 2016, Global Real Estate was recognized by the Global Real Estate Sustainability Benchmark (GRESB) as "Global Sector Leader" and "Regional Sector Leader".

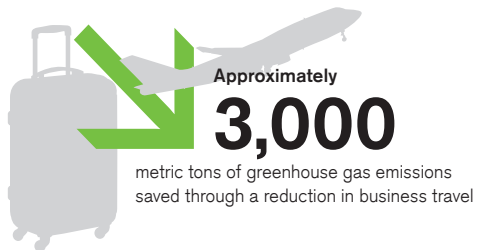
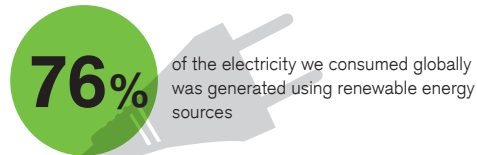
## Conservation Finance

Credit Suisse has long been a pioneer in the conservation finance space. Conservation finance focuses on the creation of new, long-term and diversified sources of revenue that can play a major role in ensuring biodiversity conservation and the health of natural ecosystems. In 2016, we co-founded the Coalition for Private Investment in Conservation (CPIC), which we led through 2017 in collaboration with the CPIC Steering Committee. It aims to contribute to the preservation of ecosystems through the development of investment blueprints for new return-oriented investment products in the sector. For five years, we have hosted the Credit Suisse Annual Conservation Finance Conference in New York, where specialists discuss innovative solutions for the further development of the conservation finance sector.

[credit-suisse.com/responsibility/biodiversity](https://credit-suisse.com/responsibility/biodiversity)







## NYC Carbon Challenge

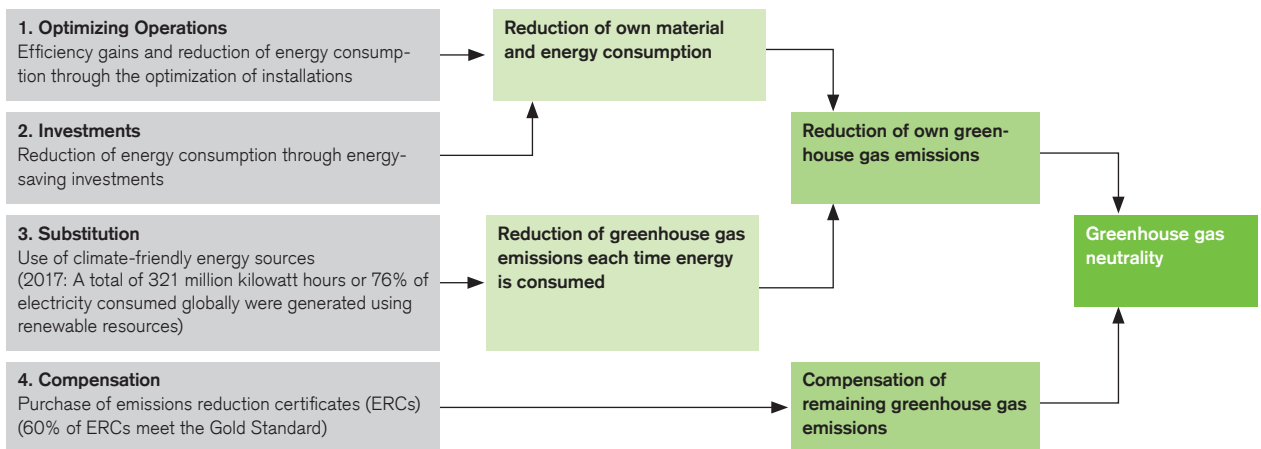
Credit Suisse accepted the NYC Carbon Challenge, an initiative launched by the Mayor of the City of New York, for its commercial offices in 2013. We have committed to reduce the emissions intensity of our New York City campus located in the Flatiron District of Manhattan by 40% compared to 2006 levels by 2023. In 2016, Credit Suisse met the Challenge's goal early thanks to our continuous reduction of carbon intensity throughout the previous ten years. We achieved this result by maintaining a consistent downward trend in greenhouse gas emissions: Since 2006, we have reduced our New York City campus's CO<sub>2</sub> emissions and our cumulative energy consumption, and our renovation program included measures such as the complete conversion to LED lighting with integrated daylight controls.

## Environmental Management

Credit Suisse strives to make more efficient use of natural resources and to reduce greenhouse gas emissions. Our efforts are focused on energy management because energy consumption is the area in which our operations have the greatest direct impact on the environment. In that context, we continuously implement a variety of measures through our environmental management system, which is certified globally in accordance with ISO 14001. Furthermore, Credit Suisse has been greenhouse gas neutral globally

since 2010. Our four-pillar strategy to achieve this is based on operational efficiency improvements, investments, the substitution of existing energy sources through climate-friendly energy and renewable energy certificates (RECs). The remaining emissions are compensated through the purchase of emissions reduction certificates (ERCs).

[credit-suisse.com/4pillarstrategy](http://credit-suisse.com/4pillarstrategy)



# Abbreviations

APAC – Asia Pacific;  
APAC PB within WM&C – Asia Pacific Private Banking within Wealth Management & Connected;  
FINMA – Swiss Financial Market Supervisory Authority FINMA;  
IBCM – Investment Banking & Capital Markets;  
IWM – International Wealth Management;  
IWM PB – International Wealth Management Private Banking;  
SRU – Strategic Resolution Unit;  
SUB – Swiss Universal Bank;  
SUB PC – Swiss Universal Bank Private Clients;  
UHNWI – Ultra-High-Net-Worth Individuals;  
WM&C – Wealth Management & Connected

# Disclaimer

## Cautionary statement regarding forward-looking information

This publication contains statements that constitute forward-looking statements. In addition, in the future we, and others on our behalf, may make statements that constitute forward-looking statements. Such forward-looking statements may include, without limitation, statements relating to the following:

- our plans, objectives, ambitions, targets or goals;
- our future economic performance or prospects;
- the potential effect on our future performance of certain contingencies; and
- assumptions underlying any such statements.

Words such as “believes,” “anticipates,” “expects,” “intends” and “plans” and similar expressions are intended to identify forward-looking statements but are not the exclusive means of identifying such statements. We do not intend to update these forward-looking statements.

By their very nature, forward-looking statements involve inherent risks and uncertainties, both general and specific, and risks exist that predictions, forecasts, projections and other outcomes described or implied in forward-looking statements will not be achieved. We caution you that a number of important factors could cause results to differ materially from the plans, objectives, ambitions, targets, expectations, estimates and intentions expressed in such forward-looking statements.

These factors include:

- the ability to maintain sufficient liquidity and access capital markets;
- market volatility and interest rate fluctuations and developments affecting interest rate levels;
- the strength of the global economy in general

and the strength of the economies of the countries in which we conduct our operations, in particular the risk of continued slow economic recovery or downturn in the US or other developed countries or in emerging markets in 2018 and beyond;

- the direct and indirect impacts of deterioration or slow recovery in residential and commercial real estate markets;
- adverse rating actions by credit rating agencies in respect of us, sovereign issuers, structured credit products or other credit-related exposures;
- the ability to achieve our strategic goals, including those related to cost efficiency, income/ (loss) before taxes, capital ratios and return on regulatory capital, leverage exposure threshold, risk-weighted assets threshold, return on tangible equity and other targets, objectives and ambitions;
- the ability of counterparties to meet their obligations to us;
- the effects of, and changes in, fiscal, monetary, exchange rate, trade and tax policies, as well as currency fluctuations;
- political and social developments, including war, civil unrest or terrorist activity;
- the possibility of foreign exchange controls, expropriation, nationalization or confiscation of assets in countries in which we conduct our operations;
- operational factors such as systems failure, human error, or the failure to implement procedures properly;
- the risk of cyberattacks on our business or operations;
- actions taken by regulators with respect to our business and practices and possible resulting changes to our business organization, practices and policies in countries in which we conduct our operations;
- the effects of changes in laws, regulations or accounting or tax standards, policies or practices in countries in which we conduct our operations;
- the potential effects of proposed changes in our legal entity structure;
- competition or changes in our competitive position in geographic and business areas in which we conduct our operations;
- the ability to retain and recruit qualified personnel;
- the ability to maintain our reputation and promote our brand;
- the ability to increase market share and control expenses;
- technological changes;
- the timely development and acceptance of our new products and services and the perceived overall value of these products and services by users;
- acquisitions, including the ability to integrate acquired businesses successfully, and divestitures, including the ability to sell non-core assets;
- the adverse resolution of litigation, regulatory proceedings, and other contingencies; and

- other unforeseen or unexpected events and our success at managing these and the risks involved in the foregoing.

We caution you that the foregoing list of important factors is not exclusive. When evaluating forward-looking statements, you should carefully consider the foregoing factors and other uncertainties and events, including the information set forth in “Risk factors” in I – Information on the company in our Annual Report 2017.

## Important information about this publication

Information referenced in this publication, whether via website links or otherwise, is not incorporated into this publication.

As of January 1, 2013, Basel III was implemented in Switzerland along with the Swiss “Too Big to Fail” legislation and regulations thereunder (in each case, subject to certain phase-in periods). As of January 1, 2015, the Bank for International Settlements (BIS) leverage ratio framework, as issued by Basel Committee on Banking Supervision, was implemented in Switzerland by FINMA. Credit Suisse’s related disclosures are in accordance with its interpretation of such requirements, including relevant assumptions. Changes in the interpretation of these requirements in Switzerland or in any of Credit Suisse’s assumptions or estimates could result in different numbers from those shown herein.

Unless otherwise noted, leverage exposure is based on the BIS leverage ratio framework and consists of period-end balance sheet assets and prescribed regulatory adjustments. The look-through BIS tier 1 leverage ratio and CET1 leverage ratio are calculated as look-through BIS tier 1 capital and CET1 capital, respectively, divided by period-end leverage exposure. We may not achieve all of the expected benefits of our strategic initiatives. Factors beyond our control, including but not limited to the market and economic conditions, changes in laws, rules or regulations and other challenges discussed in our public filings, could limit our ability to achieve some or all of the expected benefits of these initiatives.

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