

Sustainability @ Liiip

Sustainability Report (2022 Data)

Overview



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Foreword

Creating long-term ecological, social, and economic value through digital human progress is the ambition and purpose of our company. With unabated climate change, massive loss of biodiversity, and global geopolitical disruptions and inequalities, this ambition becomes a duty for the business. After all, the economy is meant to serve us, not the other way around.

Companies exert a significant impact. Committed to the common good, they are part of urgently needed solutions for a liveable future for our current and upcoming generations. Political frameworks are crucial, of course. As long as the costs of environmental destruction do not necessarily have to be reflected in the prices of products and services offered by companies, the impact remains constrained. When the damages of economic activities can be imposed on the public, competition becomes unfair. However, this should not deter pioneering companies from laying the foundation for progressive business practices. Taking the lead with concrete solutions and bold experiments is of enormous importance.

Our credibility is built on 20 years of continuous work, not on the report presented here. We have never formally reported on it. Also, we are aware that there is no truly convenient and holistic system for a service-oriented SME (small and medium-sized enterprise). Therefore, the present report serves as a first attempt to contribute to that: knowing that it will remain incomplete, prone to errors, and unwieldy as such.

And after the first report, it's time for the next report. We stay tuned. In the meantime, enjoy reading!

Gerhard Andrey, co-founder & member of the board of directors

Introduction

What you have in your hands, or rather in front of you on your screen, we hope, is our first sustainability report. Although sustainability is in our nature, and we have been committed since we started in 2007, we have not reported it until now. We have also communicated relatively little on the subject, as we have always felt that it is not something to brag about. Yes, we may have been committed to sustainability a lot, more than others, and for longer. However, it is clearly not enough, given the situation at hand.

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This report and the data collection work involved enabled us to provide a comprehensive overview of our sustainability, which we transparently share with you. It shows where

we are in terms of sustainability, with facts and figures focusing on the year 2022, and data on previous years when available. But more than this retrospective view, it's about our sustainability vision for the future.

Finally, climate issues are given a lot of attention, which is to be welcomed. But holistic sustainable development also includes many criteria related to social and economic aspects. Here too, it is fair to say that we have done a lot as an employer in terms of favourable working conditions, diversity, equal pay, and physical and mental health.

After a global framing our impact ([Chapter 0](#)) and a description of our governance and company commitment ([Chapter 1](#)), [Chapter 2](#) focuses on our environmental footprint. The sustainability report then provides a comprehensive description of the social and financial aspects of sustainability in the past, present and future ([Chapter 3](#)).

Our focus has been on our environmental footprint, i.e. our internal impact, as well as the social and financial aspects of sustainability. However, since 2021, we have decided to fully integrate our handprint, meaning the impact of what we produce for our clients ([Chapter 4](#)).

For that, we developed the Progress Metric based on the UN's Sustainable Development Goals. Our client projects are at the heart of what we do, and it was important for us to fully introduce data related to the sustainability goals, alongside our financial results. This is also a tool to evaluate the progress of our portfolio shift to an even more positive output. To reach this portfolio shift, sustainability initiatives are needed ([Chapter 5](#)), as well as certifications to improve our sustainability monitoring and processes ([Chapter 6](#)). The report is a retrospective look at what we have done, but the final part is dedicated to the next steps and commitments to improve our sustainability in the next years ([Chapter 7](#)).

0. Framing our impact



0. Framing our impact

We are a mid-size IT company (224 employees at the end of 2022) based in Switzerland and mostly working with Swiss customers. Our main business is to sell work hours of highly performing teams of Liipers that are used to work together. These work hours are dedicated to building state-of-the-art apps, platforms or websites. We deliver and maintain about 250 digital products every year. The majority of them are built with open-source software. In most cases, we don't host these products; we just deliver their masterpiece, the code.

Our employees: With this introduction, you may already have identified that our employees are key. We believe in strong proximity between Liipers and our customers as a crucial success factor. So, almost all our employees are based in Switzerland. We contribute to local job creation and economic growth in Switzerland. Also, the well-being of our employees is important. You can read more about this in [Chapter 3](#).

Our customers: We don't consider ourselves a provider. We are a partner, and most of the time, a long-term partner. A strong, trustful relationship with our customers is also a key aspect of the value we deliver. This is why, from day

one, we have invested a lot of energy into building long-term relationships. This goes with efforts to continuously inspect and adapt every aspect of our collaborations. You can find more information on that in [Section 3.10](#).

Our planet: Our environmental footprint is quite low, as we don't manufacture or rely on heavy hardware. We basically only need a laptop per employee, offices and transportation, mostly within Switzerland. More on that in [Chapter 2](#).

Our shareholders: From day one, access to the shares of Liip has been limited to our employees only (more on this in [Section 3.7](#)). This restriction allows us to strengthen the relationship between the employees and the company. It also allows us to remain focused on our mission without having to compromise for outside financial requirements.

Our digital community: Since day one, we have mostly worked with open-source solutions. While we benefit from community work, we try to give back as much as possible by being active too. This includes open-sourcing code, participating in conferences, hosting community events, etc...

Our suppliers: The main suppliers are our landlords, public transport, local food providers, digital device and service providers, and financial institutions or pension fund. These suppliers are chosen consciously within the available options in the market (more on that in [2.7](#)).

Our products: We are developing end users' products. Most of our production will be used by millions of people. And this is the place where we have the most significant impact. While we have been spending years reducing our internal footprint and excluding clients in non-sustainable sectors like oil companies, we are now also focusing on increasing our handprint through digital products that enable the transition to a sustainable and resilient society. We are convinced that digitalisation has a massive role in supporting individuals and organisations towards more sustainability (more on this aspect in [Chapter 4](#)).

1. Governance and commitment



1. Governance and commitment

1.1 Governance

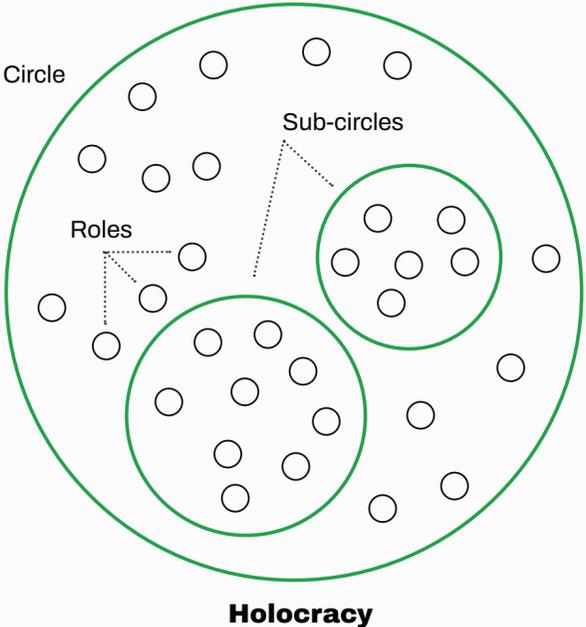
Our governance model is closely linked to our self-organisation model. Instead of a top-down organisation with a CEO and board on top, the company functions in a Circles model. Each Circle has a Lead Link, including the broadest Circle, the General Company Circle (GCC), which was renamed Liip Circle in 2023. In the purpose-driven company (see 1.3), the Lead Link of the GCC holds the Purpose of the overall Circle. Liip is a SA/AG, whose shareholders are employees only (see 3.7). The company has a board with eight members, five Liipers and three external members.

Self-organisation and the absence of a traditional management structure give every Liiper responsibilities and accountabilities based on their individual needs and skills. This provides self-determination. Self-organisation has a positive impact on employee satisfaction. Liipers are overall very satisfied, with 81% of respondents being satisfied. (SDGs: 8, 10)¹

1.2 Self-organisation

We function on self-organisation and adopted the Holacracy framework in 2016 as one of the pioneers in Switzerland (other notable companies such as Freitag and Qoqa have followed). Instead of a top-down organisation, the company is structured in circles.

Holacracy distributes authority and decision-making throughout the organisation. In a holacratic structure, teams or circles are formed around specific projects or tasks, and each team member has the autonomy to make decisions within their area of responsibility. This structure promotes agility and adaptability. (SDGs: 8, 9, 10)

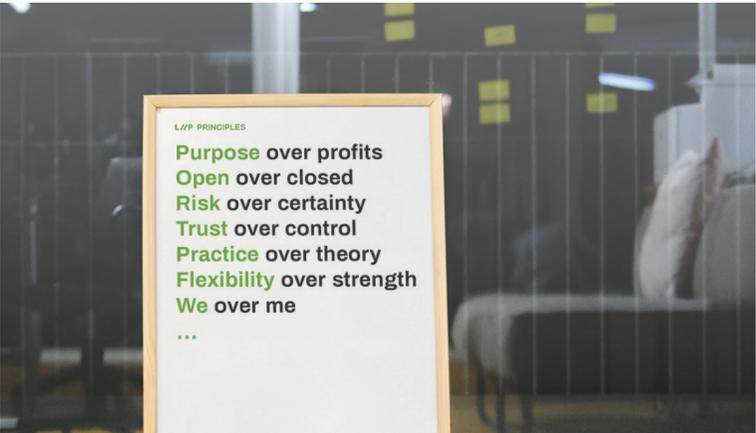


1.3 Purpose-driven company

We are purpose-driven, relying on the following: We want to create long-lasting social, environmental and economic value, by striving for digital, human progress. Sustainability is, therefore, not a side effect of what we do and aim at doing, but a main driver. (SDGs: all)

1.4 Our principles in our daily work

This focus on sustainability is also translated into our core principles. “Purpose over profits” explicitly states the priorities between our purpose and financial matters if those are in contradiction. Which we know for a fact is not always necessarily the case. (SDGs: 8, 12)



¹ For each section, we indicate the reference to the relevant Sustainable Development Goals (SDGs). For more information on the SDGs, see the [annex](#).

2. Environmental footprint



2. Environmental footprint

2.1 Our CO2 emissions

In 2022, with no more pandemic-related home office requirements, our internal ecological balance sheet was markedly higher than the previous year, with a total of 93.4t CO2e (compared to 78.5 t in 2021). Notably, for the first time, emissions from mobility were higher than those from heating. This is due in part to an increase in commuting after the pandemic. The bigger part is due to an improvement in how we gathered data (we used average numbers provided by myclimate before we gathered the actual data for 2022). More info on this aspect in [Section 2.4](#). With 591 kg CO2e per full-time equivalent, we are still exemplary in Switzerland's service sector. In the absence of more recent data, we can only compare the emissions in 2002 in the services sector, with emissions of 2.5 tons per FTE, according to the Federal Office of Environment².

We are supporting climate projects with the support of myclimate (50% in Switzerland, 50% abroad) in accordance with our emissions – something we have been doing since our founding. (SDGs: 13, 7, 11)

2.2 Electricity consumption

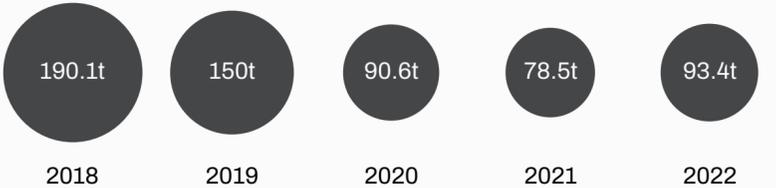
We consumed slightly more electricity in 2022 compared to the pandemic years. However, the figures are lower than pre-Covid (2019) even though we have increased our number of employees by +9.8% over all locations from 2019 to 2022 (+20% FTE in 2021, -1.9% FTE in 2020, +2% FTE in 2019).

More work from home means less consumption in the office. Still, it requires electricity consumption by our employees at home. We cannot track precisely the kWh this represents, but we integrate the number of hours worked at home in the CO2 balance sheet, as home office has a CO2 impact as well.

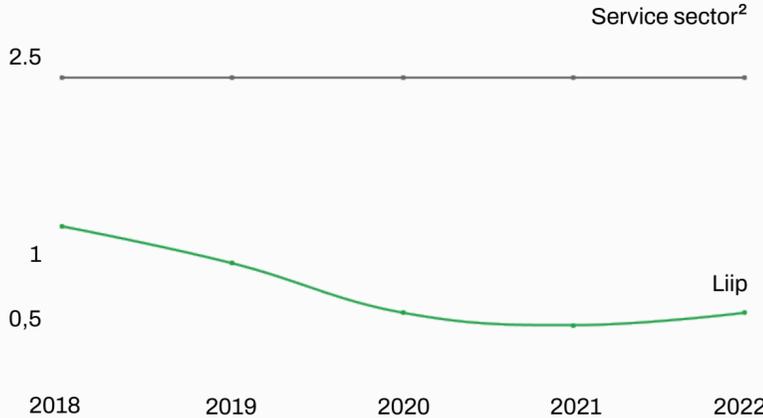
We only use certified green electricity to power our offices and servers. Given the current tense energy climate, there is even more need to monitor and reduce our electricity consumption.

In 2022, we increased the monitoring of our electricity consumption, creating dedicated Roles in our offices (more results on that in our next report).

As website developers, the question of hosting is also crucial. For our own website liip.ch, we rely on a host certified green by the [Green Web Foundation](#), and we recommend such green hosts to our clients. We are also improving our website in terms of energy consumption. In 2023 and early 2024, we worked on our website relaunch following more sustainable web development best practices. (SDGs: 7, 12, 13, 9)



Tons of CO2



Tons of CO2 per FTE

² Source: www.bfs.admin.ch

2. Environmental footprint

2.3 Heating

Our office space of 3,232 m² across our six locations requires heating. We rely on the heating source provided by our landlords. One of our offices relies on fossil fuel (Fribourg) and the other offices on district heating.

As tenants, it is easy to switch to electricity generated from renewable energies, but we don't have the same flexibility for heating. We rely on the heating source provided by our landlords, but we have been putting pressure on our landlords to get rid of oil heating.

Our Fribourg office in the city's centre is not yet connected to district heating. But that's the price to pay to have an office close to the centre and train station, which eases commuting for the Liipers. (SDGs: 7, 11, 13)

2.4 Mobility

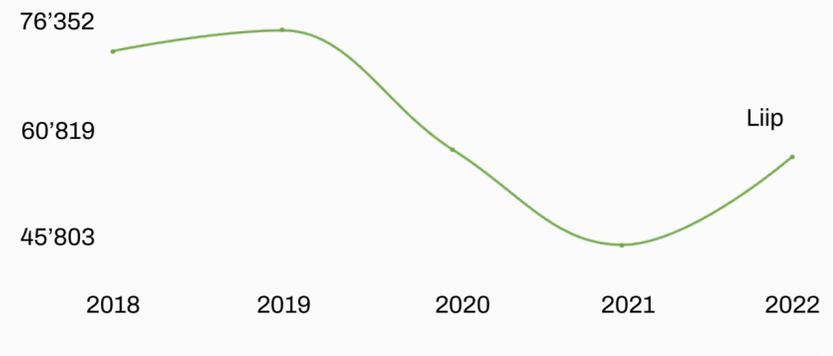
All our offices are located in city centres. Mobility has a significant environmental impact, and we actively promote public transport, cycling and walking to work. This is why all our offices are easily accessible by public transport. We support this transport financially by paying the half-fare card to all our employees. Flights are not needed for our activities and hence not allowed on company expense. (SDGs: 11, 13, 3)

96.64%

Commuting using public transportation

99.86%

Business trips using public transportation



Electricity consumption in kWh

Bike and Liip: a love story



Cycling is good for the body, the mind and the environment. It positively impacts 11 out of the 17 Sustainable Development Goals of the UN.

It is no surprise we find bicycles as crucial as our laptops. This is why we help by partially funding bicycle purchases for all Liipers (a CHF 500 subsidy every 5 years).

For several years, we participated in the Bike-to-Work challenge, a major national initiative to promote health in companies, bringing together more than 80,000 cyclists. Over 30 Liipers, divided into nine teams, participated in the 2022 edition and cycled to work in May and June. We cycled a total of 8,902 km.

Some Liipers pushed the bike even more by organising the Liip Bike Grand Tour, a bicycle tour through Switzerland, passing by our six offices in Lausanne to St Gallen in five days. It is a great way to discover and travel around our beautiful country. Participants were welcomed at each office stop of the tour. While some Liipers cycled one leg, a handful of die-hards did the entire 375 km of the tour.

It makes me proud to be part of an organisation that loves bicycles, with colleagues taking part in the Bike-to-Work challenge and the Liip Grand Tour. Biking is not only fun, it is an accessible sports activity good for the physical, and mental health. Not to mention its very low environmental impact.



Daniel Bensason,
Digital Analytics & Performance Consultant.

2. Environmental footprint

2.5 Electronic devices

As a software company, we depend on hardware. We have a bring-your-own-device policy to reduce the number of laptops and smartphones used. Liipers receive financial compensation if they use their personal devices for work, eliminating the necessity of purchasing a separate laptop or business phone. (SDG: 12)

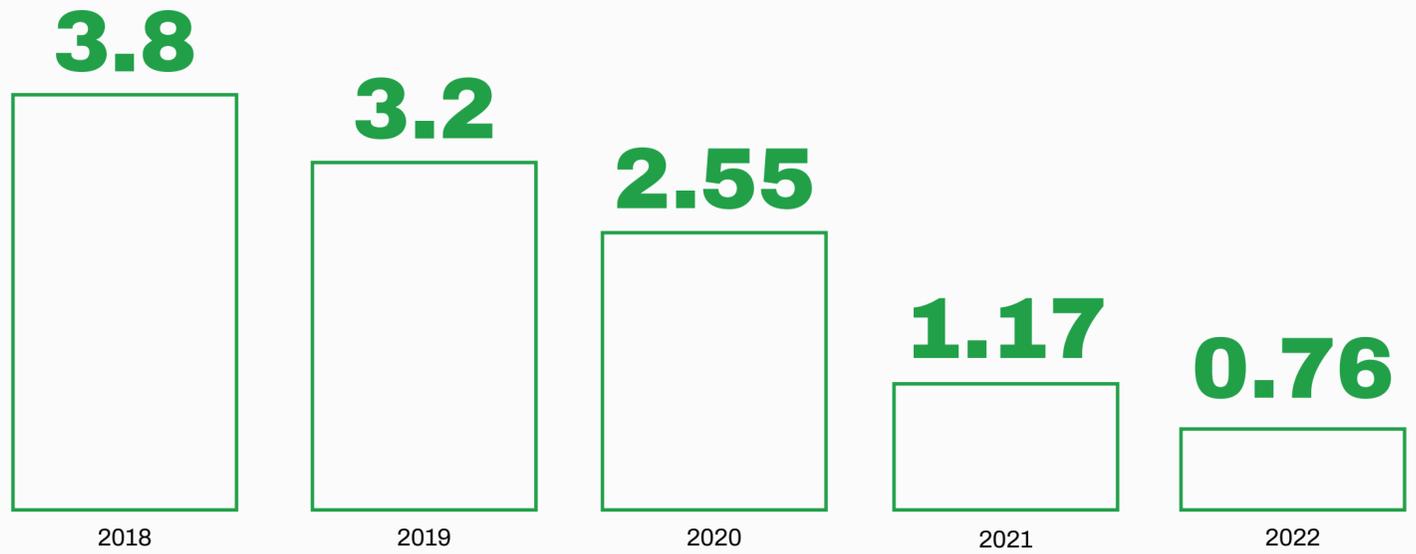


2.6 Waste and recycling

As a digital agency, we aim to minimise paper usage as much as possible. Company-wide, we used 57.5 kg in 2022, almost seven times less than in 2019 (and less printing means less toner use as well, six times less in 2022 compared to 2019). Of course, we recycle the paper we use. In terms of non-recycled waste, we also see a massive reduction through the years. (SDG: 12)

2.7 Fair trade and local suppliers

At Liip, a fuel we still really rely heavily on is coffee, and not the capsule farce that some call coffee. As you cannot (yet?) grow coffee in Switzerland, we at least rely on local coffee roasters who use organic and fair trade coffee. What is valid for coffee is also true regarding our suppliers in general. We compiled a list of local suppliers and/or fair trade/organic providers for all purchases. (SDGs: 8, 12, 15)



Non-recycled waste in tons

3. Social and economic impact



3. Social and economic impact

The UN’s Sustainable Development Goals not only include environmental aspects, but also include social and economic topics, that are crucial as an employer. Both elements are closely intertwined, which is the reason why we have them in one chapter.

3.1 Work-life balance

We offer easy access to part-time work, which 69% of our Liipers adopted in 2022 (with a possibility of changing their occupation rate up to two times a year). This part-time work has no negative impact on Liipers' benefits, and it is not a barrier to positions of responsibility. There is also a high flexibility in terms of work hours, and as mentioned, work location/mode, with overtime hours worked being financially reimbursed or compensated.

Since the beginning of Liip, we have offered four weeks of paternity leave. We have extended the statutory maternity leave to the same financial extent. There is also the opportunity for all Liipers (after one year) to get unpaid leave of up to six months, with total job security. (SDGs: 3, 5, 8)

32%
women at Liip

18%
women in tech³

“I took a six-month sabbatical, during which I was able to try my hand at a new activity. I re-started a community oven, making sourdough bread with ancient wheat flour. To do this, I trained with bakers, millers and farmers who follow responsible practices, with the aim of reviving old and sometimes forgotten know-how.”



Ludovic Turmel, Front-end Developer

3.2 Diversity in the workplace

The fact that we promote part-time work, paternity leave and flexible hours positively impacts our diversity. The tech sector is not a model when it comes to diversity, especially in Switzerland. Where qualifications are equal, we give preference to the less well represented gender.

Without a traditional hierarchical structure, the Lead Link Role of a Circle is the closest we have to managers and leading positions. Most Lead Link Roles are held by Liipers between 45-54 years old, seniority seeming to be an advantage to getting the Role. The Lead Link distribution across genders is relatively proportional to gender populations. (SDGs: 5, 8, 10)

3.3 Education and development

Education and training are crucial in our domain of activity, and we offer this to all Liipers. We invest in providing internal training, with a dedicated Circle focusing on training and education, as well as education provided by external partners. A large proportion of training sessions are directly related to our core business of development, design or analytics. But we also offer training on soft skills to improve our daily life, such as giving feedback or the art of saying no. In 2022, 13 apprentices were trained, two of whom completed their apprenticeship.

Liipers receive reviews on their work and performance and career development counselling. An internal Role called People Developer (Peer coach in 2023) has been created specifically to enable Liipers to mentor and counsel their peers and help them in their professional development. (SDG: 4)

54h

of training, on average, per year per employee

133,519.43

total spent on individual education

³ Source: www.ictjournal.ch

3. Social and economic impact

3.4 Employee health and happiness

We offer free sports activities and massages at each location. Since we spend the majority of our days sitting in front of a screen, we have also implemented a mandatory ergonomics training as part of our onboarding.

Workers' health goes beyond physical health, and we offer an occupational social consultancy partnership with Proitera to support all Liipers in case of social problems. Proitera is a neutral and external contact point, strictly confidential and free of charge for our Liipers.

Through regular employee surveys, we monitor the satisfaction and health of Liipers. In 2022, we conducted the general satisfaction survey for the second time and included the yearly psychological safety survey. Liipers are very satisfied overall; 81% of respondents are satisfied, and the general satisfaction has increased significantly since 2020. Overall, the psychological safety result was positive, and many aspects of it are rated better than in 2020 (the previous survey year). (SDG: 3)

3.5 Salary differences and transparency

The non-material benefits we offer contribute to our attractiveness as an employer. However, the salary dimension is very important on several levels.

We have a difference in salary between the highest and the lowest in the order of 2.5 (reading: the highest salary at Liip is no more than 2.5 times the lowest salary at Liip). Finding these figures for SMEs active in services and/or digital is difficult.

Large public companies provide this figure, and the average

The highest salary at Liip is no more than 2.5 times the lowest salary at Liip

for these was 1/139 in 2022⁴.

Those differences are for any Liipers to see, as salaries are internally transparently available. In 2022, we introduced our new, simplified salary system, which is better geared to self-organisation. (SDGs: 10, 8)

3.6 Equal pay

Equal pay is also important to us as an integral part of our diversity efforts. Since 2022, the Gender Equality Act has obliged companies with 100 or more employees to carry out an equal pay analysis, have it verified by an independent body, and inform the employees about the results. Since 2015, we voluntarily conducted this analysis annually and have always met the equality criteria. We did the most recent analysis in June 2022 (reference month: May 2022) and once more fulfilled the requirements.

The remaining wage difference, which can neither be explained by differences in personal qualifications nor by job-related characteristics, is statistically not significant. This means that, according to the standard analysis model, there is no statistically validated unexplained wage difference between women and men in the narrower sense. (SDGs: 5, 8)

women earn
-3.3%
than men at Liip⁵

women earn
-8.6%
than men in CH

⁴ Source: www.unia.ch
⁵ Taking into account the differences in qualifications and job-related characteristics

New salary system

As a self-organised company using agile working, we developed a salary system in our image. It puts employees front and centre, whilst remaining transparent.

It is simple, with just three criteria: expertise, impact and loyalty/age. As it uses the "Lohnrechner" salary calculator for the base salary, it is based on the market. However, it explicitly assigns much less importance to qualifications and traditional careers than what expertise and knowledge employees have to offer and how they actually use them within Liip.

The salary system is based on six levels. It starts with a self-evaluation, checked by three peer reviewers, and is finally confirmed in a salary conference. This means that all Liipers can build on their base salary and create their own individual salary from their expertise, the impact they have, their age and their loyalty. The system and salaries are transparent, and it is one system for all, including founders and partners.

The Liip Compensation Package

Salary System

The Base Salary

Equal for all Liipers

+ Your Expertise and your Impact

6 Expertise and 6 Impact level

+ Your Loyalty and your Age

Loyalty starts with your first year at Liip

= Individual monthly salary (13 salaries)

Benefits & Immaterial values

Bonus

14th monthly salary depending upon annual profit

“ **This system takes self-organisation and individual responsibility a step further. It is also simple in the sense that it does not differentiate according to function, area of activity or gender. It is also a system in which pay is non-negotiable, given that pay negotiations were subject to bias, and disadvantaged women.** ”



Nadja Perroulaz
Co-founder, Lead Link People

3. Social and economic impact

3.7 Bonus and access to shares

There are no individual bonuses at Liip. Depending upon annual profit, either all Liipers or nobody gets a bonus, ideally an additional, 14th salary.

The company is solely owned by employees, avoiding the trap of companies working for their shareholders' short-term benefits, to the detriment of their employees and long-term vision. At the end of 2022, 35% of the Liipers owned shares in the company; those wanting to own Liip shares can join a shareholders' pool. (SDGs: 8, 10)

3.8 Sustainable pension fund

An often overlooked element in the sustainability equation is pension funds. Funds are often invested in positive financial results, to the detriment of all ecological considerations, not to mention common sense. For our part, we call on Nest, a sustainable pension fund.

All their funds are invested with a view to how people and the planet are treated. Our pension fund shares the same belief that economic performance can go hand in hand with ecological performance. The Nest Ethical Fund goes one step further by excluding certain companies and products based on specific moral values and ethical concerns (e.g. weapons and mining), as we do when selecting clients.

Besides our sustainable pension fund, our insurance partner, La Mobilière, is committed to ecological and social projects. As one of the leading insurance companies in Switzerland, they are a significant owner of land and premises in Switzerland, which they manage sustainably with an investment in the transition to renewable energies. (SDGs: 8, 12)

Our pension fund shares the same belief that economic performance can go hand in hand with ecological performance

3.9 Role and place of sustainability

As a further improvement at all levels of our company, we created a dedicated sustainability Circle in 2022. The Sustainability Circle is part of the Liip (GCC) Circle, the broadest Circle in the company, preventing sustainability from becoming a standalone department, lost somewhere in the company organisation. More info on sustainability initiatives in [Chapter 5](#). (SDGs: all)

3.10 Long-term client relation

Long-term and local partnership is an essential aspect of economic sustainability. We are proud to count on the loyalty of many of our customers, some of whom have been clients for over 10 years. In these long-term collaborations, the relationship has evolved from customer-supplier to true partnerships. Even if we want to enable our customers to be independent (by using open-source solutions and creating no vendor lock-in), they usually decide to stay with us in the long run. (SDG: 8)

35%

of Liipers own shares of the company

314

total number of clients

5y

average length of client relationship*

15y

we have been working with our biggest client

* If we ignore the 98 new clients of 2022

4. Client work: our handprint



4. Client work: our handprint

4.1 From footprint to handprint

As a digital agency, our work has a low footprint. We use offices, laptops, servers, and mobility. To give a few examples, we have way less footprint impact than a manufacturer or food producer. Finally, being involved in various value chains, our major impacts are based more on what we build. Naturally, we also started to focus on assessing our impact through our client projects – developing our handprint. What matters most is not where we spend our money but how we earn it!

For more than 10 years, we have had an ethical check of our clients, with a dedicated Role, providing reasoned recommendations to our decision-makers. The ethical check has positively impacted the sustainability of our client and project portfolio. But we wanted a tangible overview, sustainability-wise, and the ability to see granularity in evaluating our handprint. (SDGs: all)

What matters most is not where we spend our money but how we earn it!

4.2 Progress Metric

We first looked for an existing solution and discovered that rating agencies were evaluating the sustainability of globally listed companies but not SMEs, representing many of our clientele. This is why we internally developed an evaluation methodology and platform called the Progress Metric.

The Progress Metric is based on the Sustainable Development Goals (SDGs) established by the UN in 2015. These cover 17 aspects of sustainability, such as climate protection or equality. Without an established standard, these goals seem to be the most comprehensive basis for assessment.

Liip's portfolio of projects and clients was thus assessed from the perspective of the SDGs. During 2022, we trained Liipers, who evaluated our then-current client portfolio and new potential clients, with a new process, adding a sustainability check to the existing ethics check.

We added the Progress Metric to the traditional financial metrics assessing the overall state of our company. Liipers have full access to weekly charts compiling the most relevant financial data, as well as a sustainability score, Liipwide, per location and Circle. (SDGs: all)

4. Client work: our handprint

4.3 Client portfolio today and tomorrow

Most projects are positively contributing to sustainable development goals, or at least aware of their challenges and tackling them.

Continuous improvement is key, and we aim to shift our client portfolio to an even more positive impact. The metric helps to identify how this shift happens over time. (SDGs: all)



Two examples of projects with a positive impact in 2022

Terre des hommes is the leading Swiss organisation for children’s aid; we worked on their new website, helping them reach younger and more digital native target groups with a clearer focus on online donations.

We are excited to work with the **Swiss Bike Park** Foundation, promoting the healthy and safe use of bicycles by children and young people and engaging in tourism and innovation around biking.

We worked on the relaunch of the app of the Swiss Bike Park, the biggest in Switzerland. Their app is the perfect biker companion, with “how to” videos, weather forecasts, timer functions and jump video integration.

5. Sustainability initiatives



5. Sustainability initiatives

5.1 Training and awareness

2022 has been the year of new initiatives around sustainability, triggered by the newly founded dedicated Circle (see [3.9](#)). One of our goals was to establish a common culture around sustainability and the environmental crisis. It has been proved that the first step towards change is becoming fully aware of the situation. As much as climate change and sustainability topics were all over the news, we felt it was necessary to have education in this area.

We started organising sustainability lunches, where we watch a short documentary or Ted Talk on a related topic and discuss it afterwards. This is while sharing some organic food or no-food-waste products. In 2022, we had four of those events at our six locations, with close to 100 Liipers joining.

The LiipConf is our annual gathering for input sessions and workshops provided by Liipers for Liipers. In 2022, the motto was courage and sustainability. We invited external speakers as part of our programme for expert insight on the climate crisis, including Professor Andreas Fischlin of EPFZ,

a member of the [IPCC](#). We also focused on the role digital can play in addressing the challenges of our times, with concrete examples of digital tools to help organic and local farming initiatives. (SDG: 4, 12, 13)

5.2 From awareness to more action

This shared culture and awareness are the foundation for taking action. Our sustainability lunches and "The Week" initiatives were the first steps in this direction. In 2022, we also initiated a Liipwide contribution project that is being implemented in 2023 called "Liipers' fund".

We have several forms of financial contribution, donations done by the company, or Liipers who can donate the amount of their birthday gift to the NGO of their choice. We have also done pro-bono work for NGOs and cultural institutions for several years.

With our new contribution project, we want to increase pro-bono work Liipwide. Every Liiper receives a number of hours, depending on the financial results of the previous months.

These hours can be directly contributed to a project, saved for later, or transferred to a project team by Liipers. This project was initiated by the Sustainability Circle, in collaboration with the Finance, People and Production Circles. (SDG: 4, 12, 17)

This shared culture and awareness are the foundation for taking action.

A week like no other

Frédéric Laloux and his wife Helene developed "[The Week](#)". Liipers have been happy testers of their prototype and provided them with feedback to finalise the programme.

As you might have guessed, the programme lasts a week and consists of four shared sessions. Participants go through the programme in small groups. Each session consists of watching a film followed by a discussion.

The four sessions follow a "U" shaped dramaturgy. In the first session, participants are confronted with the complete and depressing state of the climate crisis. The second session focuses on the root of the problem: What are the main drivers of the climate crisis? What has to change to stop the current developments? In the third session, participants follow the upward-facing direction of the "U": The Week's facilitators wish to motivate participants to transform negative emotions into constructive energy.

They provide participants with an overview of different ways to become active themselves – at work, at home, in their local community or in politics.

In the fourth session, Liip was the focus, and we discussed it in our company.

We adopted the programme and integrated it into our education and training offers. In 2022, dozens of Liipers participated, and connected around the programme.

The collective aspect of this experience is crucial as these societal and environmental challenges shouldn't be borne or dealt with alone. We think that companies have a role to play and can provide a place where these challenges are addressed. "The Week" is a good way to initiate the talks and the activities.



“Going through "The Week" led me to the decision to radically change my profile and dedicate myself completely to sustainability issues. The fact that I can continue my new path at Liip is my personal ‘Liip Deal’.”



Stephanie Grubenmann
Content Strategist & Business Developer

6. Certifications and affiliations

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6.1 ISO certifications

In 2022, we received our first ISO 14001:2015 certification in Environmental Management Systems. This specifies the requirements for an Environmental Management System that an organisation can use to enhance its environmental performance.

ISO 14001:2015 is intended for use by an organisation seeking to manage its environmental responsibilities systematically, which contributes to the environmental pillar of sustainability. The audit process was a good opportunity to get a systematic overview of what we do in our different offices. This ISO certification, directly relevant to sustainability, comes in addition to our existing ISO 9001 and 27001 certifications. (SDGs: 3,12,13)



6.2 Swiss Triple Impact

The Swiss Triple Impact is a unique national programme that allows Swiss companies to engage in sustainability through three well-designed workshops. The last step of the programme is to reach the STI directory, where each company publishes 3 to 6 ambitious goals and their related action plan. It will be a good opportunity for us to define concrete goals and formalise action plans.

We are currently in the phase of finalising these goals and related action plans, and we will publish them in 2024. (SDGs: all)



6.3 B Impact Assessment

B Corp Certification indicates that a business meets high standards of verified performance, accountability, and transparency on factors from employee benefits and charitable giving to supply chain practices and input materials. We are currently using the B Impact Assessment platform that helped us with this sustainability report structure, and we will work on the B Corp certification in 2023/24. We are confident that we will get the final certification in 2024. (SDGs: all)



6. Certifications and affiliations

6.4 Swiss Boards for Agenda 2030

To help companies address the sustainability challenges and strengthen Swiss businesses' international competitiveness, B Lab Switzerland and InTent have developed the Swiss Boards for Agenda 2030 (#SBA2030), an alliance of CEOs and board members committing their companies to take action by making credible commitments on the SDGs, making by-law changes and attending positive impact strategy training.

Liip was a founding member of this alliance in 2022, among other companies such as Banque Alternative and Roche. The #SBA2030 outlines the enhancements in governance,

strategy, and execution needed to ensure companies and their value chains deliver on the SDGs by 2030. Concretely, #SBA2030 companies commit to training their board members to better understand sustainability through IMD training. We also commit to enhancing our social and environmental legal responsibility, which we are doing in 2023, with our purpose being registered in the commercial register. We also agree to identify the main SDGs to reach according to our business, and to attend a yearly roundtable. (SDGs: all)



6.5 myclimate

We have been working with myclimate since our founding to assess our CO2 emissions (see [Chapter 1](#)). In 2022, they introduced the myclimate label “Engaged for Impact”, awarded to companies. The values taken into account for this new label are the relevant direct and indirect climate-altering emissions resulting from a company’s annual activities. According to the amount of CO2 emissions calculated, we give donations to several CO2 reduction projects from myclimate. These not only reduce greenhouse gas emissions, but also contribute to the social, ecological and economic development in the respective region. (SDGs: 13, 17)



7. What's next?

Outlook on 2024/2025



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Outlook on 2024/2025

As much as we achieved in 2022 and before, we know sustainability is not something we achieve but something we continuously work towards. In 2023, we have implemented the contribution programme “Liip contributes / Liipers’ Fund”, and we will dive into it in the next report. This programme’s goal is to support our employees as they move from awareness to action, and to help shift our portfolio towards more sustainability.

Having a Circle dedicated to sustainability has been a step in the right direction. However, we feel it is crucial to have sustainability culture and operations throughout the company structure, not only in a dedicated circle. This is why we recently changed the purpose of the circle to initiate a more in-depth Liipwide transformation, that should even allow us to remove our circle in the end. This work has started with Finance and Production in 2023 and will continue in coming years.

We know sustainability is not something we achieve but something we continuously work towards.

Maybe you have already heard about the new concept of the “[climate shadow](#)” that has started to be used to replace the widely used “climate footprint”. The idea is to enlarge the focus spectrum from the traditional footprint to other areas of impact (such as political leaning, active communication on sustainability or where your money is invested). Like many companies and individuals, we have spent years reducing our footprint and will continue doing so. But in the coming years, we are going to focus more on our production, on our handprint as well as on our shadow. Our two main focuses will be on WHAT we build and HOW we build it.

On the HOW, we will work closely with the new [Web Sustainability Guidelines](#) 1.0 provided by the World Wide Web Consortium (W3C). We plan to set up a series of training and sessions to start assessing the product we are crafting based on these guidelines. This will have the benefit of engaging all our colleagues with the topic. Combined with The Week training, this will strengthen the company-wide concern around sustainability even further.

Being good at developing sustainable digital products is definitely not enough. WHAT we develop is key as well, and we will continue to work on our portfolio diversification. This is being achieved with dedicated working groups on topics such as biodiversity, circular economy, energy supply, etc... Such a long-term objective is going to take time, but it is important for us to continue planting the seeds that will support our purpose in the long run.

The report you just read was also one of our very first steps into raising a public voice about sustainability. Even though a large part of the content consists of internal actions/efforts, we decided to go public. We are doing this for credibility, regulatory and reputation reasons. But also because we want to lead by example. We are convinced that more companies need to be involved. More SMEs, and not only the big corporations, need to speak up about the issues and challenges of society and what we can do about it.

David Jeanmonod, Sustainability Circle Lead Link

Annex

Methodologic aspects

For this first report, we analysed and benchmarked different frameworks and reporting standards, including SDGs, GRI and B Impact Assessment. We chose a topic based document. Its structure is partly based on the one suggested by the B Impact assessment platform, and indicates the correspondence of certain data with the SDGs.

Sustainable Development Goals (SDGs)

In 2015, the United Nations created 17 Sustainable Development Goals or SDGs, focusing on the interconnected environmental, social and economic aspects of sustainability. They are an integral part the 2030 Agenda for Sustainable Development.

