

Benchmark Report: AI Performance in Compliance & Ethics

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Neue Zürcher Compliance-Konferenz 2026



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Agenda

1. Why This AI Benchmark

The heating AI Race and the black box challenge for Compliance

2. Benchmark Methodology

How customers and partners helped ground the AI Benchmark in reality

3. Key Results & Insights

The big picture: What the results were found

4. Future Implications

What this means for Compliance roles and daily work

5. Where the general field of AI is heading

Will Models Keep Getting Smarter?

6. AI at EQS Group

We leverage AI in a responsible and sustainable way



Why This AI Benchmark

01



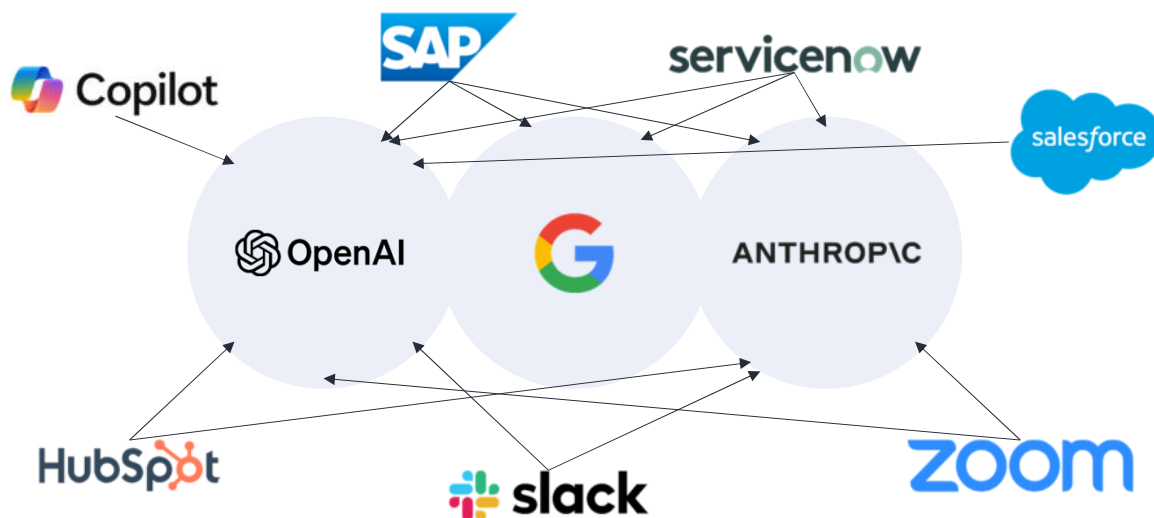
Let's start simple: ChatGPT

Hey, Moritz. Ready to dive in?

+ Ask anything



Why the performance of foundation models matters so much



- The intelligence level of leading models **determines the intelligence level in nearly all software and self-built systems**



Benchmark Methodology

02



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Our foundation to build the future of Compliance & Ethics

Real-world Challenges

- More than **20 documents** from our customers – actual policies, speak-up reports, data exports & more
- Germany's **biggest Compliance association** helped scoring

Broad set of tasks covering all relevant Compliance areas

Regulatory Analysis & Change Management	Risk Assessment & Ad-hoc Analysis	Controls Design & Monitoring	Policy Development & Review	Third Party Management
Speak-up & Investigation Support	Training & Awareness	Compliance Reporting & Documentation	Conflict of Interest / Gifts & Hospitality Management	Program Effectiveness Evaluation

Latest Leading Frontier Models tested



EQS AI Benchmark

A Standard for trustworthy AI in Compliance & Ethics

Assessment / Evaluation	Content Generation
Prediction / Forecasting	
120 Tasks	
Ranking / Prioritization	Decision Making
Gap Analysis	Categorization

Different types of tasks

Multiple Choice

Pick correct answer(s) for a question

Structured Output

Return ratings, red flags or other structured data

Open-ended

Create briefings, policies, reports

➤ Helps Compliance leaders understand **what AI can (and can't) do today** – and how to **responsibly deploy it** in your program

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Examples for Tasks/Challenges in all areas

Regulatory Analysis & Change Management	Risk Assessment & Ad-hoc Analysis	Controls Design & Monitoring	Policy Development & Review	Third Party Management
Based on my company profile, please assess the impact of this new regulation on my company	Assess this description of a Compliance risk and select the most suitable mitigation actions from this library	Which of the following options would NOT be sufficient evidence for control testing?	Analyze this policy and identify the departments that have the highest risk exposure towards this policy	Analyze these filled-out questionnaires from suppliers and assess the ABAC risk in comparison for each
Structured Output	Multiple Choice	Multiple Choice	Multiple Choice	Structured Output
Speak-up & Investigation Support	Training & Awareness	Compliance Reporting & Documentation	Conflict of Interest / Gifts & Hospitality Management	Program Effectiveness Evaluation
Analyze this speak-up report and identify any additional allegations that are mentioned, including classification and involved parties	Based on this policy, please generate three multiple-choice awareness quiz questions and select the correct answer	Given these past incidents, policy breaches and audit findings, what are the most likely emerging Compliance risk trends in the next 12-24 months?	Analyze this detailed Conflict of Interest Disclosure and assign a severity risk level on a scale of 5 (Very low - Very high)	Here are the results from our annual Ethical Climate survey, please analyze and tell me the three main areas for improvement of my program
Structured Output	Open-ended	Structured Output	Structured Output	Open-ended

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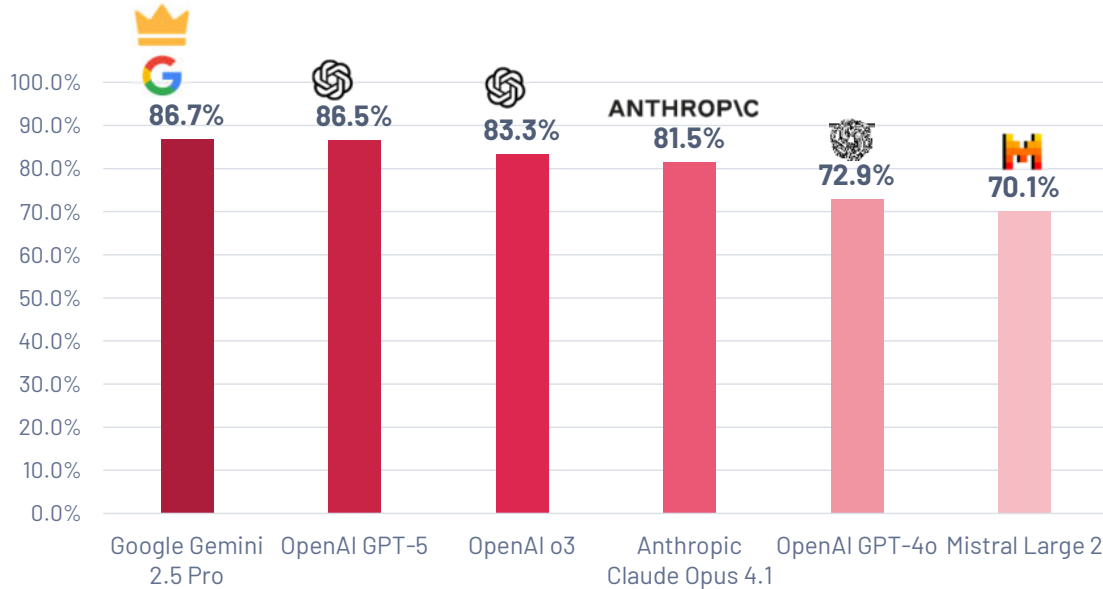
Key Results & Insights

03

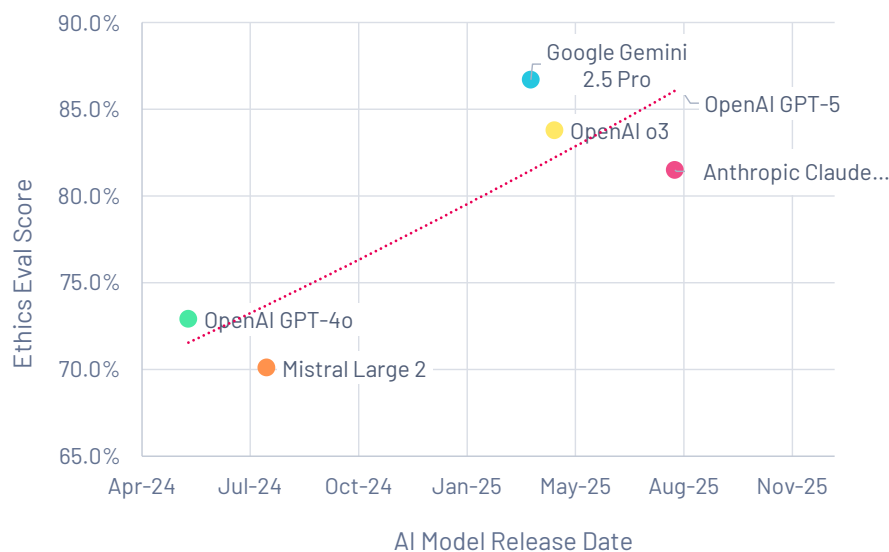
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And the winner is: Google Gemini 2.5 Pro (October 2025)



Today's models outperform last year's by a huge margin



Key Insights

- In just 9 months, **scores improved by ~16 percentage points**
- GPT-5 outperforms its predecessor GPT-4o** by a wide margin
- Multiple vendors **cluster around 80+ %**, showing that progress is industry-wide, not just one vendor

New models that were released after our benchmark



Google Gemini 3.0 Pro

Released November 8, 2025

- ARC-AGI-2: **31.1 %**
- LMarena: **1,492**

➤ Solid improvement, especially in reasoning and long-context tasks



GPT-5.2

Released December 11, 2025

- ARC-AGI-2: **43.3 %**
- LMarena: **1,441**

➤ Significant step up, on par/better than Gemini 3 on many benchmarks



Claude Opus 4.5

Released November 24, 2025

- ARC-AGI-2: **37.6 %**
- LMarena: **1,469**

➤ Meaningful quality improvement, good writing, often nuanced



Mistral Large 3

Released December 2, 2025

- ARC-AGI-2: **n/a**
- LMarena: **1,416**

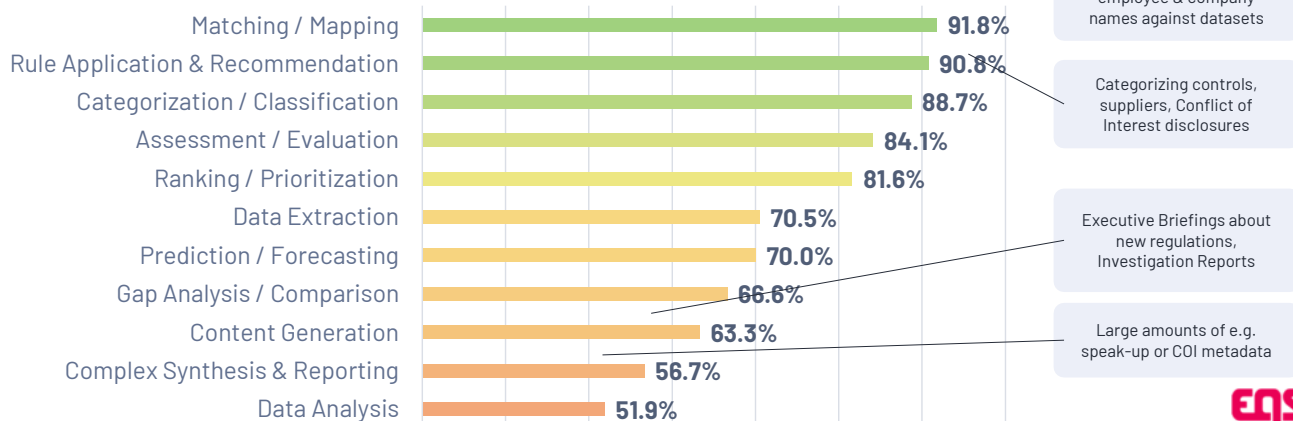
➤ Still not a top contender, focused on open-source competition

➤ We will re-run our AI Benchmark in Spring 2026, **taking all latest models into account**. General trends & insights should remain stable



Strengths and weaknesses of today's AI models

Average performance of tested models in specific task categories



Where individual models shine – and where they struggle

	Ranking / Prioritization	Data Extraction	Gap Analysis / Comparison	Matching / Mapping	Data Analysis	Content Generation
 Gemini 2.5	88.9 %	68.8 %	84.8 %	96.0 %	88.0 %	72.2 %
 GPT-5	82.6 %	85.7 %	71.6 %	95.3 %	62.0 %	74.5 %
 o3	87.8 %	83.6 %	76.4 %	95.0 %	50.0 %	61.0 %
ANTHROPIC	88.0 %	60.7 %	62.4 %	100.0 %	52.0 %	59.0 %
 GPT-4o	73.9 %	60.0 %	54.3 %	80.4 %	28.0 %	53.3 %
 Mistral	68.3 %	64.3 %	50.3 %	84.0 %	31.3 %	59.5 %

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Examples of the best- and worst-performing categories

Multiple Choice Pick correct answer(s) for a question		Open-ended Create briefings, policies, reports	
Matching / Mapping 91.8 %	Categorization/Classification 88.7 %	Content Generation 63.3 %	Data Analysis 51.9 %
Matching investigators based on competency profiles	Selecting the most suitable category for a Conflict of Interest disclosure	Drafting an Executive Briefing outlining impacts of new regulation	Analysis of processing times of G&E + COI disclosure data
Correctly identify involved employees based on incomplete names	Classification of existing controls for duplicate invoice check	Drafting a case conclusion report using the company's report template	Spotting substantiation rate trends in historic speak-up metadata
		Proposing relevant Reporting KPIs to demonstrate Compliance function's value based on corporate and Compliance profile	Identification of the biggest misconduct hotspots within an organization

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What today's results imply for agentic workflows

Example of a **consecutive process** consisting of individual benchmark tasks, of a Conflict of Interest being managed by AI Models



- The **potential for autonomous AI Agents in Compliance is high**.
This benchmark help us ensure the **right human in the loop checkpoints**



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Good AI means success – bad AI means flying blind

Task

Analyze these 200 HR datasets and identify possible cases of retaliation against whistleblowers (e.g. termination, demotion, undesirable transfer).*

* Prompt heavily shortened for better illustration



Best result

ANTHROPIC



ID: E025 | Demotion

Title dropped from Senior IT Manager (band 7) to IT Manager (band 6) after February 2024 report.



ID: E078 | Termination

Terminated for performance within 4 months of January 2024 report.



ID: E133 | Demotion

Title dropped from Finance Analyst (band 4) to Accounting Clerk (band 3) after report.



ID: E190 | Undesirable Transfer

Transferred from Operations in Germany to Operations in Poland, different business unit.

VS.



Worst result



ID: E007 | Termination

Exited the company within 12 months, reason cited as 'Retired' which may be a cover for forced exit.



ID: E009 | Termination

Exited the company within, reason cited as 'Accepted another offer' which may indicate a push out.



ID: E019 | Termination

Exited the company within 12 months, reason cited as 'Retired' which may be a cover for forced exit.



...plus 27 additional, irrelevant employee profiles

- Perfect result, saves dozens of hours of work

- Completely unusable, creates frustration and extra work



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GPT-5 vs. GPT-4o – Fast isn't always right

Task

Measure the impact of our 2023 Ethics awareness campaign by comparing the results from our Employee Engagement Survey before the campaign (FY 2022) and after the campaign (FY 2023), by aspect and region.*

* Prompt heavily shortened for better illustration. Actual customer data as context.

GPT-5 – Took 1 minute 29 seconds to answer

- ✓ 1 Question: Access to the speak-up system
Region: [X] Before: 55 % After: 92 % Improved by: **37 %**
Effectiveness rating: **10/10**
- ✓ 2 Question: Access to the speak-up system
Region: [Y] Before: 74 % After: 93 % Improved by: **19 %**
Effectiveness rating: **8/10**
- ✓ 3 Question: Access to the speak-up system
Region: [Z] Before: 83 % After: 97 % Improved by: **14 %**
Effectiveness rating: **7/10**
- ✓ ...plus 9 more correct effectiveness insights.

vs.

GPT-4o – Took 1 second to answer

- ✓ 1 Question: Access to the speak-up system
Region: [X] Before: 55 % After: 92 % Improved by: **37 %**
Effectiveness rating: **10/10**
- ✗ 2 Question: Access to the speak-up system
Region: [Z] Before: 83 % After: 97 % Improved by: **14 %**
Effectiveness rating: **7/10**
- ✗ 3 Question: Access to the speak-up system
Region: [Z] Before: 79 % After: 92 % Improved by: **13 %**
Effectiveness rating: **7/10**
- ✗ ...plus 9 more incorrect/partially correct effectiveness insights.

ENQ

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Full prompt for retaliation flagging task (without dataset)

You are a compliance analytics assistant.

Read the reporter list below. For every person who may have suffered retaliation after submitting a speak-up report, output a JSON object with:

employee_id – the ID from the table

retaliation_type – one of: "termination", "demotion", "undesirable_transfer", "other"

rationale – 1-3 concise sentences explaining what changed (title drop, forced exit, etc.)

Output format

```
{
  "potential_retaliation": [
    { "employee_id": "...", "retaliation_type": "...", "rationale": "..." }
  ]
}
```

Return nothing outside that single JSON object.

Heuristics to flag retaliation (guidance only)

Involuntary exit (termination, forced resignation) within 12 months of report.

Title or pay band decrease.

Transfer to clearly lower-status role or location.

Multiple negative moves combined (e.g., demotion + pay-cut).

If none of these apply, don't include the employee.

Full list of reporters:

```
employee_id | name | report_date | title_at_report | band_at_report |
dept_at_report | business_unit | country_at_report |
current_status | title_now | band_now | dept_now |
business_unit_now | country_now | exit_date | exit_reason
```

[...]

ENQ

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Three key learnings from the benchmark



1

Today's AI models are **much more capable** than what Compliance professionals expect

- In areas like pattern matching, classification or gap analysis, models perform on par with experienced practitioners



2

Differences between models matter – and can **change drastically within months**

- New generations of models can unlock a whole new set of Compliance-relevant use cases



3

Impactful and reliable AI Agents in Compliance are not far away

- Performance on end-to-end Compliance tasks is only few iterations away from real-world ready



Future Implications

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Six practical takeaways for Compliance professionals



Start small, start now

Pilot AI in 1-2 high-volume processes for quick wins and to gain experience.



Choose the right model(s)

No one model fits all – test, compare, and combine.



Prompt specifically

Precise prompts drive precise results – be specific.



Keep humans in the loop

Human oversight stays vital where judgment matters.



Stay up to date

AI evolves fast – revisit discussions on AI progression with your vendors.



Prepare for AI Agents

Start simple, monitor closely – Agents are the next big phase.



Where do we go from here?



AI in Compliance: The new normal

The question is not if, but how fast and where, and how Compliance teams embrace it



Guardrails are essential

Observability, Explainability & Transparency are non-negotiable



More progress lies ahead

Massive investments into AI development will likely drive further performance gains



Where the general field of AI is heading

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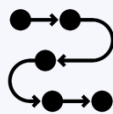
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The Evolution of Artificial “Thinking”



Regular AI Models

- Classical LLMs: prediction of the next words
- Example: **GPT-4o** (ChatGPT standard model until August 2025)



Reasoning Models

- Multi-step reasoning, Chain-of-Thought
- Example: **GPT-5** (new ChatGPT standard model since August 2025)



“Deep Thinking” Models

- Collaboration of multiple agents working in parallel
- Examples: **Google Gemini Deep Think, Grok 4 Heavy** (released August 2025)



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Developing AI Models Requires Massive Capital



- **Project "Stargate" by OpenAI:** a data center with **2 million chips**, estimated cost of **USD 500 billion** (planned completion: 2028)



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Will Models Keep Getting Smarter?

"Scaling Laws": the idea that AI technology continuously improves with more compute



Pre-Training

- Using ever more data to train new models
- Still scales, but **data and energy are becoming bottlenecks**



Post-Training

- RLHF / RLAIF (AI improves itself), reasoning
- **Greatest potential** to make models better and more reliable



Agency / Tool Use

- Web research, operating software, system integration
- AI evolves from a **language model** into a **colleague**



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AI at EQS Group

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Today's AI-powered functionalities in Compliance Cockpit

Machine Translation



Automate translations for
speak-up reports and
communication messages

Machine Transcription



Automate transcriptions for
voice recordings and phone
intake reports

Auto Assignment

AI selects the most
suitable topic
classification for
speak-up reports



Auto Anonymization

I would like to report what I believe to be serious financial misconduct involving John Richardson (john.richardson@company.com), Head of Finance, and Amanda Collins (amanda.collins@company.com), Senior Accountant, [REDACTED] in the London office. Over the past six months, I've observed irregularities in the accounting entries related to vendor payments. Specifically, payments to a company called "Singhisheth Solutions Ltd. [REDACTED]" (Vendor ID: 63745 [REDACTED]) seem inflated. I overheard a conversation between John and Amanda [REDACTED] where they discussed "adjusting" the invoices for personal gain. I've also noticed that these payments are often approved late at night, outside normal business hours. Last Friday, I accidentally received an email meant for Amanda [REDACTED]. It came from john [REDACTED]'s private Gmail account (john.financerep@gmail.com [REDACTED]), urging her to "ensure the transaction clears before the end of the month." I am concerned that this could indicate an attempt to hide these transactions before the quarterly audit. I'm hesitant to come forward directly, as I fear retaliation. However, I feel it is my duty to report this issue before it affects the company's financial standing. Please keep my identity confidential.

Automated anonymization of personal data
in speak-up cases

AI in Compliance Cockpit

Auto Summary

Report of Financial Misconduct

Automated summaries
of speak-up reports

Policy Buddy



I work in Procurement and would like to contract a new supplier, but my sister is part of their management. Is that a problem?

Yes, this situation could potentially be a problem due to the conflict of interest policies in place at EQS Group. According to the Group Conflict of Interest Policy, having a Related Person (in this case, your sister) who works for a supplier can raise concerns about security, confidentiality, and conflicts of interest.

You are required to disclose this relationship via the Approval Manager and seek approval before proceeding with any business transactions involving this supplier. This is to ensure that there is no conflict of interest and that all business dealings are conducted ethically and fairly.

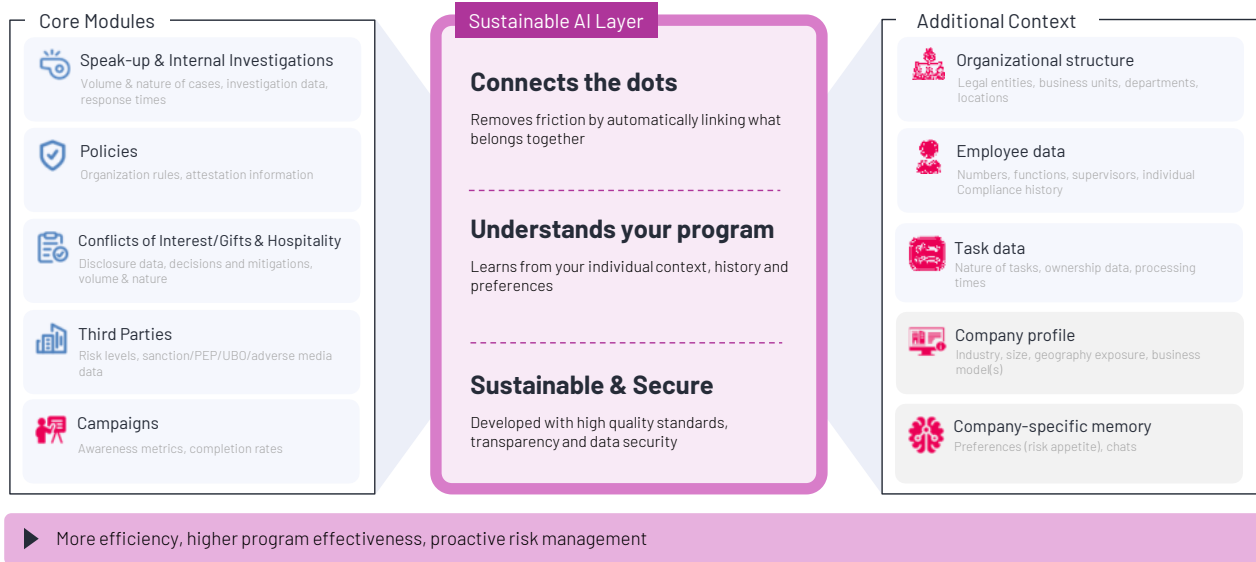
AI-powered chatbot answering employee questions
based on existing corporate policies

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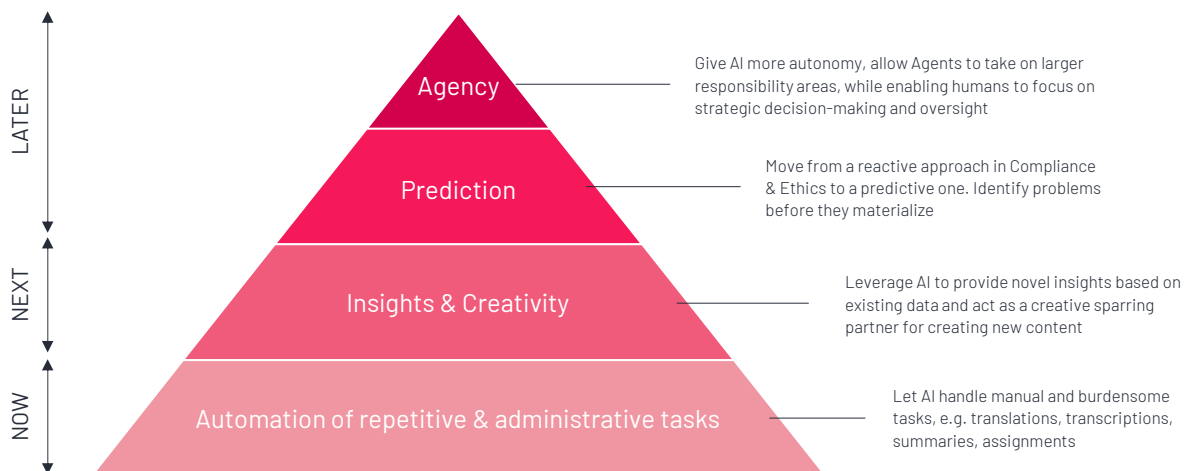
Our long-term strategy for AI in Compliance Cockpit



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Our four levels of AI capabilities for Compliance & Ethics



► Inspired by OpenAI's "Five Stages of AI Development", in: <https://www.forbes.com/sites/jodiecook/2024/07/16/openais-5-levels-of-super-ai-agi-to-outperform-human-capability/>



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Thank you for your attention

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Zoll-Compliance: Neue Risiken für Schweizer Unternehmen im Spannungsfeld von Handel, Regulierung und Reputation

Carina Nilles
Ba. Business Administration, CAMS, Partner
AlixPartners

ZOLL-COMPLIANCE

Neue Risiken für Schweizer Unternehmen im Spannungsfeld von
Handel, Regulierung und Reputation

22. JANUAR 2026

CARINA NILLES, PARTNER, ALIXPARTNERS

AGENDA

1	2	3
Zoll-Compliance: Ein Stresstest für Schweizer Unternehmen und deren Compliance-Funktionen	Reaktionsfähigkeit: Das Herzstück agiler Compliance (inkl. 3 Fallbeispielen)	Regulatorische Volatilität als neue Normalität: Zölle als exemplarisches Beispiel einer dynamischen Risikolandschaft

ZOLL-COMPLIANCE: EIN STRESSTEST FÜR SCHWEIZER UNTERNEHMEN

WAS PASSIERT, WENN REGULIERUNG SCHNELLER IST ALS UNTERNEHMERISCHE ENTSCHEIDUNGEN?



Mittwoch, 2. April 2025

Trump tariffs + Add to myFT

Switzerland in 'shock' at 39% US tariff blow

New duty level on Swiss goods one of highest in the world and exceeds 31% rate outlined by Donald Trump in April

Donnerstag, 7. August 2025



Dienstag, 4. November 2025

US agrees deal to slash Swiss tariffs to 15% after golden charm offensive

Freitag, 14. November 2025

UNITED STATES RETROACTIVELY IMPLEMENTS REDUCED TARIFF RATES FOR IMPORTS FROM SWITZERLAND



Montag, 8. Dezember 2025

Heute



Quellen: [KeyT](#), [Financial Times](#), [Trade Wind News](#), [BBC](#), [Thompson Hine](#), and [US Customs and Border Protection](#)

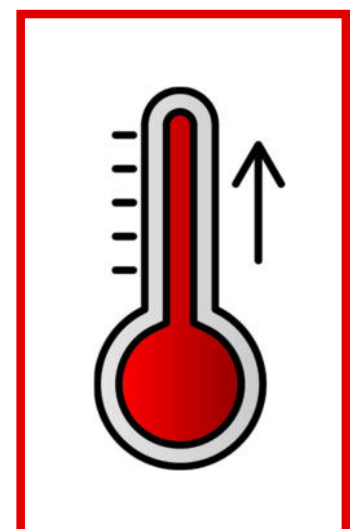
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ZÖLLE WIRKEN GESAMTHEITLICH AUF SCHWEIZER UNTERNEHMEN

WO TREFFEN ZÖLLE DAS UNTERNEHMEN TATSÄCHLICH – JENSEITS DER ZOLLABTEILUNG?

-  Geschäftsleitung und Strategie
-  Lieferkette und Operations
-  Steuer- und Zollbelange
-  Compliance (und Recht) Deep Dive
-  Finanzen und Controlling
-  Einkauf und Vertrieb
-  IT, Daten und Prozesse



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DER EINFLUSS VON ZÖLLEN AUF COMPLIANCE – PRAKTISCHE HERAUSFORDERUNGEN UND IMPLIKATIONEN

Deep Dive



Compliance



UNKLARHEIT

- Graubereiche bei Ursprung und Wertansätzen („substantial transformation“)
- Fehlende regulatorische Klarheit
- Abgrenzung legitimer Strukturierung vs. Umgehung



ZEITDRUCK

- Operative Entscheide notwendig
- Lieferketten lassen sich nicht kurzfristig risikofrei anpassen
- Eskalations- und Entscheidungswege langsam oder unklar



DOKUMENTATION

- Ex-post-Beurteilung früherer Entscheidungen
- Fehlende oder inkonsistente Entscheidungsbegründungen
- Dokumentation als Pflicht statt als Schutzmechanismus



GOVERNANCE

- Unklare Rollen zwischen Business, Tax, Legal, Compliance
- Keine explizite Mandatierung für Risikoakzeptanz
- Verantwortung implizit – nicht bewusst gesteuert

Zölle verschieben die Rolle von Compliance von regelbasierter Kontrolle hin zu zeitkritischer Entscheidungs- und Steuerungsfunktion.

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THE COST OF NON-COMPLIANCE STRAFZAHLUNGEN UND ENFORCEMENT

FINANZIELLE SANKTIONEN

- Nachverzollung + Strafzölle + Bussgelder
- „Treble damages“ (dreifacher Schadenersatz) unter dem False Claims Act (FCA)
- Übernahme von Anwalts- und Verfahrenskosten

FALSE CLAIMS ACT

- FCA wird aktiv für Zoll- und Handelsverstösse eingesetzt
- Kein Vorsatz erforderlich – fahrlässige Falschangaben genügen
- Whistleblower-System mit Anreizen bis zu 30 % der Vergleichssumme
- Hohe Durchsetzungsdynamik, auch ohne grosse Behördenressourcen

WEITERE KONSEQUENZEN

- Strafrechtliche Ermittlungen
- Ausschluss von Märkten oder öffentlichen Aufträgen
- Massive Reputationsschäden, insbesondere bei Luxus- und Markenunternehmen
- Mehrfachverfahren (Zoll, Sanktionen, AML, ESG)



USD 45 Mio. Falsche Ursprungsdeklaration

USD 22.8 Mio. Systematische Falschklassifizierung

USD 10 Mio. Unterfakturierung von Importwaren

USD 2.9 Mrd. Gesamte FCA-Rückforderungen 2024



Zoll-Compliance entscheidet nicht nur über finanzielle Folgen (inkl. Bussen), sondern auch über Haftung, Marktzugang und Reputation.

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NEUE ENFORCEMENT MECHANISMEN (1/2)

TRADE FRAUD TASK FORCE

PRESS RELEASE

Friday, August 29, 2025

Departments of Justice and Homeland Security Partnering on Cross-Agency Trade Fraud Task Force

- **29. August 2025:** Gründung der **Trade Fraud Task Force** durch DoJ und DHS zur gezielten Bekämpfung von Zoll- und Handelsbetrug – einschliesslich Zollumgehung

- **Priorisierung durch DoJ:** Verankerung von Handels-, Zoll- und Tarifbetrug als dauerhafte, zentrale Enforcement-Priorität – in Zusammenspiel mit FCPA Verstössen
- **Aktive Enforcement Pipeline:** Erste zivilrechtliche Vergleiche (teilweise > USD 50m) fokussieren auf Falschangaben zum Ursprungsland, Transshipment-Schemata, fehlerhafte Klassifikationen und Falschangaben in Zolldeklarationen

FALLBEISPIEL: PANALPINA (2010)



United States V. Panalpina World Transport (Holding)
Ltd. Court Docket Number: 10-CR-769

FALLBEISPIEL: CERATIZIT (DEZEMBER 2025)



Ceratizit USA LLC Agrees to Pay \$54.4M
to Settle False Claims Act Allegations
Relating to Evaded Customs Duties

Quellen: [DoJ: United States V. Panalpina](#), [DoJ: Ceratizit USA LLC](#)

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NEUE ENFORCEMENT MECHANISMEN (2/2)

DOJ DIVISION: NATIONAL FRAUD ENFORCEMENT

PRESIDENT DONALD J. TRUMP

The WHITE HOUSE

FACT SHEETS

Fact Sheet: President Donald J. Trump Establishes New Department of Justice Division for National Fraud Enforcement

The White House | January 8, 2026

FIGHTING CRIMINAL FRAUD NATIONWIDE: Today, the Trump Administration is announcing the upcoming creation of the Department of Justice's new division for national fraud enforcement.

- To combat the rampant and pervasive problem of fraud in the United States, the DOJ's new division for national fraud enforcement will enforce the Federal criminal and civil laws against fraud targeting Federal government programs, Federally funded benefits, businesses, nonprofits, and private citizens nationwide.

Quelle: <https://www.whitehouse.gov/fact-sheets/2026/01/fact-sheet-president-donald-j-trump-establishes-new-department-of-justice-division-for-national-fraud-enforcement/>
Quelle: [The White House](#)

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DAS HERZSTÜCK AGILER COMPLIANCE-SYSTEME: REAKTIONSFÄHIGKEIT

WAS UNTERSCHIEDET UNTERNEHMEN, DIE DAMIT UMGEHEN KÖNNEN, VON DENEN, DIE STRAUCHELN?

- Risiken entstehen **vor** regulatorischer Klarheit
- Entscheidungen sind **zeitkritisch** und (oftmals) **irreversibel**

KLASSISCHE COMPLIANCE

- Periodisch
- Kontrollierend
- Ex post



AGILE COMPLIANCE

- Ereignisgetrieben
- Entscheidungsfähig
- Ex ante



Compliance wird vom Regelhüter zum bewusst eingesetzten Steuerungsinstrument.

REAKTIONSFÄHIGKEIT OPERATIONALISIEREN

WELCHE FÄHIGKEITEN BRAUCHT COMPLIANCE IN EINEM VOLATILEN UMFELD?

Frühzeitige Risikoerkennung

- Systematisches Monitoring
- Übersetzung externer Signale in unternehmensrelevante Hypothesen



Klare Governance

- Definierte Risikotoleranz und Risikoverantwortlichkeiten
- Eskalationslogik
- Trennung von fachlicher Einschätzung und Management-Entscheid



Szenarienbasierte Bewertung statt Einzelfallprüfung

- Bewertung von Handlungsoptionen unter Unsicherheit
- Verständnis von Wechselwirkungen

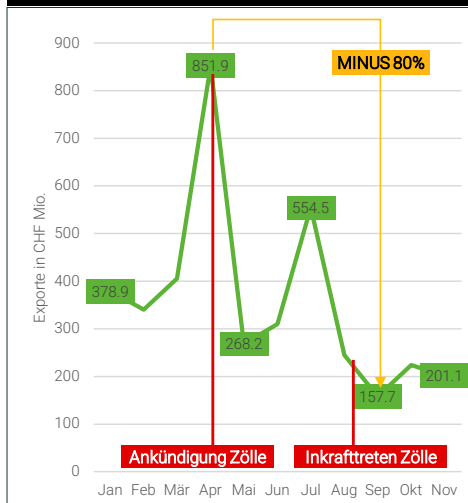
Belastbare Dokumentation

- Nachvollziehbare Begründung
- Fokus auf Entscheidungsprozess
- Vorbereitung auf Ex-post-Beurteilung

REAKTIONSFÄHIGKEIT IN DER PRAXIS (1/3)

LIEFERKETTENENTSCHEIDUNGEN IN DER SCHWEIZER UHRENINDUSTRIE

Schweizer Uhrenexporte in die USA
Jan-Nov 2025



Branchen-Reaktion und Compliance-Implikationen

Beobachtete Reaktion der Branche

- Vorzieheffekt der Exporte in die USA vor Inkrafttreten der Zölle
- Aufbau von Lagerbeständen bei US-Distributoren
- Sicherung von Margen und Marktanteilen

Compliance-relevante Implikationen

- Entscheidungen unter Zeitdruck und regulatorischer Unsicherheit
- Erhöhte Risiken bei Ursprung, Bewertung und Dokumentation
- Ex-post-Prüfbarkeit durch US-Behörden (inkl. FCA-Exposure)



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REAKTIONSFÄHIGKEIT IN DER PRAXIS (2/3)

LIEFERKETTENENTSCHEIDUNGEN IM SCHWEIZER MASCHINEN- UND ANLAGENBAU

Industrie Eckdaten

Quelle: *Swissmem*

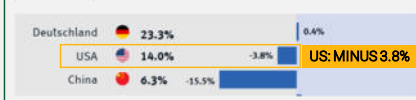
CHF 87 Mrd.

Jährlicher Branchenumsatz 2024

78%

Exportanteil

Exporte Jan – Sept 2025,
Delta in % ggü. Vorjahresperiode
(Auszug):



Branchen-Reaktion und Compliance-Implikationen

Beobachtete Reaktion der Branche

- Verlagerung einzelner Produktions- oder Montageschritte
- Anpassung von Vertrags- und Lieferbedingungen
- Re-Sequenzierung der Lieferkette
- Steuerung des Zollzeitpunkts

Compliance-relevante Implikationen

- Mögliche Graubereiche bei Ursprung und Wertansätzen
- Abgrenzung Strukturierung / Zollumgehung
- Entscheidungen unter Zeitdruck mit hoher Ex-post-Prüferelevanz



Daten- und Bildquelle: *Swissmem, Swissmem Statistik Q3/2025*

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REAKTIONSFÄHIGKEIT IN DER PRAXIS (3/3)

INDIREKTE IMPLIKATIONEN FÜR DIE SCHWEIZER FINANZBRANCHE

Veränderung der Risikolage <i>Schematische Darstellung - Illustrativ</i>			Branchen-Reaktion und Compliance-Implikationen	
Risikoart	Vor Zöllen	Nach Ankündigung		
Kreditrisiko			Beobachtete Reaktion der Branche • Intensivierte Monitoring US-exportabhängiger Kunden • Erhöhter Fokus auf Cashflow-Stabilität, Covenants und Working Capital • Zurückhaltendere Kreditvergabe bei exponierten Kunden Compliance-relevante Implikationen • Anpassung von Kundenrisikoprofilen • Erhöhter Bedarf an Eskalation, Dokumentation und Management-Entscheiden • Überschneidung mit AML-, Sanktions- und Trade-Finance-Kontrollen	
Operationell (Trade)				
Reputationsrisiko				



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REGULATORISCHE VOLATILITÄT ALS NEUE NORMALITÄT

ZÖLLE ALS EXEMPLARISCHES BEISPIEL EINER DYNAMISCHEN RISIKOLANDSCHAFT EIGENTLICHES RISIKO

Volatilität als neue Normalität

- **Ähnliche Dynamiken:**
 - Sanktionen
 - Lieferkettengesetze (ESG / Human Rights)
 - Produkt- und Marktzugangsregulierung
- Regulatorische Eingriffe erfolgen schneller, fragmentierter und oft ohne Vorlauf.
- **Wirtschaftliche Entscheidungen müssen vor regulatorischer Klarheit** getroffen werden.
- Bewertung erfolgt zunehmend ex post durch Behörden und Gerichte.
- Wettbewerbsfähigkeit hängt (auch) davon ab, wie gut Entscheidungen erklärbar und verteidigungsfähig sind.

Nicht Volatilität an sich ist das Risiko – sondern mangelnde Entscheidungsfähigkeit unter Unsicherheit.



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ENTSCHEIDUNGSFÄHIG – TROTZ VOLATILITÄT

WAS KÖNNEN COMPLIANCE-TEAMS KONKRET TUN, UM ENTSCHEIDUNGSFÄHIG ZU BLEIBEN?

Warnsignale erkennen

- Klare Führwarnsignale definieren und aktiv monitoren
- Integration in laufende Risiko/ Entscheidungsprozesse
- Übersetzung in konkreten Entscheidungsbedarf

Risikoappetit festlegen

- Handlungsoptionen antizipieren und strukturieren
- Gestaltungsspielräume, Leitplanken und "No Go Bereiche" definieren

Governance definieren

- Entscheidungszuständigkeiten definieren
- Trennung von fachlicher Einschätzung und bewusster Risikoentscheidung durch Management

Dokumentation = Schutz

- Nachvollziehbare Dokumentation mit Fokus auf "WARUM" der Entscheidung
- Festhalten von Annahmen, Alternativen und bewussten Abwägungen

Ex-Post Perspektive antizipieren

- Wesentliche Entscheidungen so vorbereiten, als müssten sie später extern erklärt werden
- Dokumentation mit Fokus auf zukünftige Prüfungen durch Dritte

AGILE COMPLIANCE ALS MANAGEMENT-VERANTWORTUNG

DREI FRAGEN, DIE SICH JEDES MANAGEMENT-TEAM STELLEN SOLLTE

?

Risiko-Monitoring

Welche Signale nutzen wir heute zur frühzeitigen Erkennung regulatorischer Risiken?

?

Governance

Ist unser Risikoappetit transparent dokumentiert und effektiv implementiert?

?

Ex-Post Perspektive

Können wir unsere Entscheidungen auch in zwei Jahren noch umfassend erklären und belastbar verteidigen?



Danke für Ihre Aufmerksamkeit

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