

Atradius Payment Practices Barometer

B2B payment practices trends Switzerland 2026



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About the Atradius Payment Practices Barometer

The Atradius Payment Practices Barometer is an annual survey of business-to-business (B2B) payment practices in markets across the world.

Our survey gives you the opportunity to hear directly from businesses trading on credit with B2B customers about how they are coping with evolving trends in customer payment behaviour. Staying informed about these trends is vital because it helps to identify emerging shifts in customer payment habits, allowing businesses to address potential liquidity pressure and maintain smooth operations.

Businesses operating in – or planning to enter – the markets and industries covered by our survey can gain valuable insights from our reports, which also shed light on the challenges and risks companies anticipate in the coming months, as well as their expectations for future growth.

This report presents the survey results for **Switzerland**.

The survey was conducted between the end of Q1 and the beginning of Q2 2026 and remained open for a few days after the onset of the Middle East geopolitical tensions, allowing respondents to reflect on potential impacts as they completed the questionnaire. The findings should therefore be viewed with this context in mind.



B2B payment practices trends

B2B payment risk weighs heaviest on Swiss firms

Switzerland's business environment is adjusting to a more uncertain macroeconomic cycle, amid expectation of modest GDP growth this year. Geopolitical turmoil, higher energy prices and an unsettled global trade landscape continue to weigh on confidence. A broad-based surge in corporate insolvencies in recent years, driven by structural pressures and major changes in bankruptcy procedures, has created further challenges for Swiss companies.

This backdrop has coincided with a clear shift in business-to-business (B2B) payment behaviour. 42% of B2B sales in Switzerland now take place on credit, ten percentage points below the Western European average. Companies prefer to preserve liquidity and avoid tying up capital in receivables, contrasting with a broader use of trade credit across Western Europe. Payment terms in both Switzerland and Western Europe remain within a 30-day credit window. However, Swiss companies, particularly SMEs in trade, more often grant longer terms of up to two months or more. While this approach supports customer relationships, it shifts liquidity risk onto the supplier when settlements slow.

A clear sign that customer payment behaviour has weakened in Switzerland is the sharp rise in slower invoice settlement. At 94%, Switzerland records the highest share of companies reporting late payments across the region, where response rate is 77%. This points to widespread rather than isolated liquidity stress. The impact is strongest in construction, trade and business services, sectors combining high working capital needs with limited pricing power. Almost one third of B2B invoices issued by Swiss suppliers are now overdue, well above the Western European share of around one quarter. Slower settlement extends cash conversion cycles and pushes Days Sales Outstanding (DSO) higher. Swiss companies therefore face greater exposure to stretched payment cycles than peers in Western Europe, pointing to structurally weaker payment discipline rather than short-term disruption. This coincides with a higher bad debt risk. Twice as many Swiss firms as regionally report bad debts clustering around 5% of B2B invoices, indicating a larger share of receivables becomes uncollectable, eroding working capital and weighing on profitability.

To mitigate customer payment risk, Swiss firms take a different approach from regional peers, with a higher share building bad debt reserves, which ties up capital and weighs on profitability, while reducing risk exposure at the point of sale by selling on cash or secured terms. In contrast, far more companies across Western Europe than in Switzerland rely on risk transfer, involving credit insurance, to manage payment risk. This leaves suppliers retaining a larger share of payment risk on their balance sheets, heightening exposure to late payments and bad debts as conditions worsen.

Key insights on the next page





Key insights

Switzerland

Payment behaviour of B2B customers (12 months)

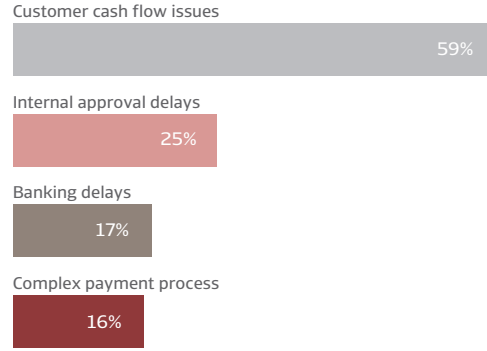
Exposure clusters: reported level of B2B invoices paid late by percentage of respondents



Sample: all respondents in the surveyed market
Source: Atradius Payment Practices Barometer Switzerland – 2026

Top 4 reasons B2B customers pay invoices late

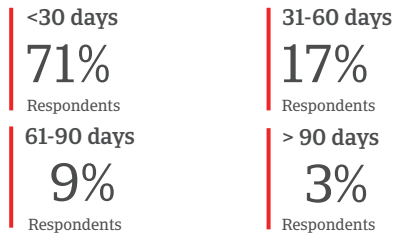
% of respondents - multiple response



Sample: all respondents in the surveyed market
Source: Atradius Payment Practices Barometer Switzerland – 2026

Breakdown of past due payments

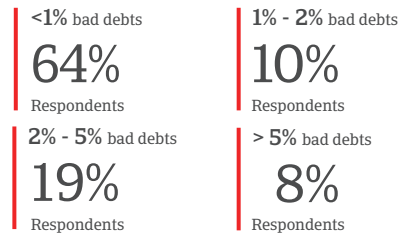
% of past due invoices by payment timing



Sample: all respondents in the surveyed market
Source: Atradius Payment Practices Barometer Switzerland – 2026

Reported bad debts

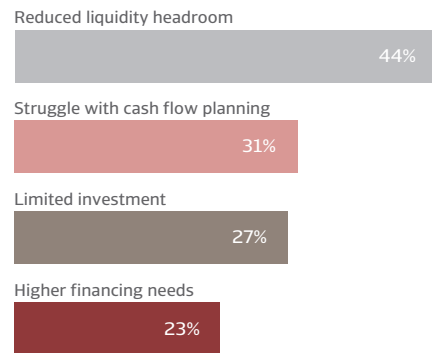
% of respondents - bad debts levels



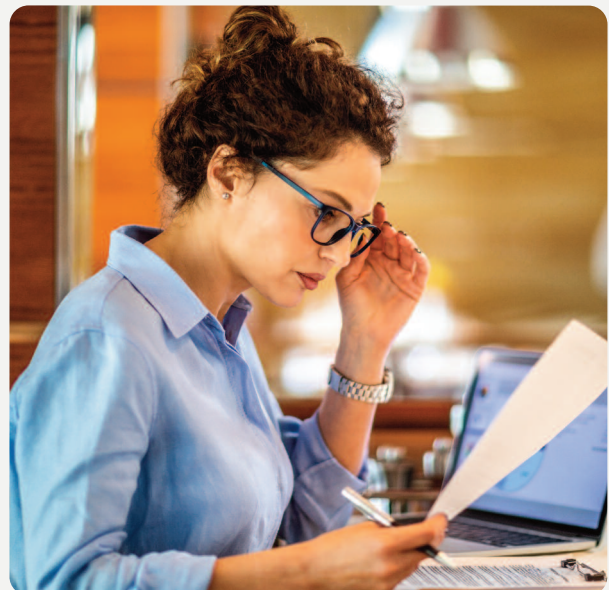
Sample: all respondents in the surveyed market
Source: Atradius Payment Practices Barometer Switzerland – 2026

Top 4 impacts of customer payment risk on working capital

% of respondents - multiple response



Sample: all respondents in the surveyed market
Source: Atradius Payment Practices Barometer Switzerland – 2026





Looking ahead

Swiss firms grow more pessimistic on short term economic and trade outlook

Companies in Switzerland tell us they see limited scope for improvement during the year ahead because customer liquidity remains fragile and operational uncertainty continues to cloud financial planning. The best hope is to find some stability during a challenging economic period. Most companies in both Switzerland and Western Europe anticipate that payment behaviour of B2B customers will not change in any meaningful way. The view signals confidence and acceptance that the pressures shaping current payment patterns will persist.

Where Swiss businesses stand out is their belief that insolvency levels will not shift significantly in the short term. Most consider the current high levels to be a structural feature of the landscape rather than a short-lived spike. They believe elevated insolvencies will remain part of the operating environment even if growth stabilises. Western European firms are more inclined to expect a further rise in failures, especially in trade. Their more cautious stance reflects weaker economic momentum, persistent cost pressure and less predictable customer demand. A sizeable number of Swiss and Western European companies express uncertainty about the short-term outlook for insolvencies, which reinforces the impression of a more volatile and demanding backdrop. Both Swiss and Western European companies foresee little relief on profit margins. They expect subdued demand to continue, coupled with persistent cost pressures that leave little room for improvement. Operating costs remain elevated, while price increases are harder to pass through in a market where customers are cautious and budgets tightly managed.

A significant finding of our survey is that the most pressing concern for businesses in Switzerland is the uncertain outlook for both the domestic and global economy. This reflects the country's strong reliance on export markets, many of which are experiencing weaker momentum. Demand from neighbouring euro area economies has softened, and domestic growth shows limited capacity to offset the external drag. Inflation and cost pressures remain part of the Swiss risk mix, but they carry less weight due to the country's more stable price environment.

Geopolitical instability is an equal worry for Swiss and Western European companies, although the latter feel the cost squeeze more acutely and expect a more unpredictable inflation path in the short term. This highlights the persistent gap between regions, with Switzerland focused on demand weakness and Western Europe more concerned about price pressure. Overall, the picture is of firms operating in an environment that has become more difficult to navigate and in which managing customer credit risk is paramount against a backdrop of heightened economic and trade uncertainty.



[Key insights on the next page](#)



Key insights

Switzerland

Top 3 risks businesses expect to shape B2B payments (next 12 months)

% of respondents - multiple response

#1 | Cost pressures on business

#2 | Economic slowdown

#3 | Geopolitical instability

Sample: all respondents in the surveyed market

Source: Atradius Payment Practices Barometer Switzerland - 2026



Expected insolvency risk outlook (next 12 months)

% of respondents

Stay elevated
60%

Rise further
23%

Not sure
17%

Sample: all respondents in the surveyed market

Source: Atradius Payment Practices Barometer Switzerland - 2026

A fragile global economy and heightened geopolitical turmoil continue to weigh on Switzerland's export-driven economy, keeping exports subdued in the short term. While cost pressures remain the top concern for Swiss firms, economic and trade uncertainty follows closely, reflecting concerns about its impact on investment and Switzerland's international trade relationships.



Survey design

Sample overview – Total interviews = 210

Business sector	% of respondents
Industry	20%
Construction	20%
Trade	20%
Services	40%
TOTAL	100

Business size	% of respondents
Micro <10 employees	22%
SME 10-49 employees	25%
SME 50-249 employees	27%
Large 250 or more employees	26%
TOTAL	100

Survey methodology

We updated our panel to better reflect the market structure across activities and size classes. Additional details on the survey sample design can be found in the statistical appendix. For this edition, comparisons with previous reports are not possible, with annual variation captured only through respondent feedback.

Survey scope

Population: Companies in Switzerland were surveyed, with interviews conducted with the appropriate contacts responsible for accounts receivable management.

Sample design: The Strategic Sampling Plan enabled analysis of Switzerland data by sector and company size.

Selection process: Companies were contacted via an international internet panel, and respondents were screened for role and quota control at the start of the interview.

Sample: A total of 210 businesses participated, with quotas maintained across four company size categories.

Interview method: Computer-Assisted Web Interviews (CAWI), each lasting approximately 15 minutes.

Timing: The survey was conducted between the end of Q1 and the beginning of Q2 2026.

This report and the regional statistical appendix form part of the 2026 Atradius Payment Practices Barometer series, both available for download in [Knowledge and research](#)



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Please visit the [Atradius](#) website to access our latest publications. [Click here](#) to access our analysis of individual industry performance, detailed focus on country-specific and global economic concerns, insights into credit management issues, and information about protecting your receivables against payment default by customers. Please visit also [Atradius Switzerland](#).

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