

ALUMNIMagazine

The magazine made for Deloitte #colleaguesforlife

Deloitte.

"How we serve younger generations is changing fast, particularly in terms of communication with them."

Jean-Christophe Hugon

Personal Banking Sector Head for the Geneva Cité Market Area, UBS



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DEMOGRAPHIC CHANGE: TRANSFORMING SOCIETY

RETO SAVOIA | CEO DELOITTE SWITZERLAND

It is my pleasure to welcome you to this new edition of our *ALUMNIMagazine*, focused on the theme of “Demographic Change: Transforming Society.” At Deloitte, we are #colleaguesforlife, and it is wonderful to reconnect with you and share the latest developments within our community.

In this issue, we delve into Deloitte Demographics Research Series and are honoured to highlight the remarkable journeys of our alumni community. We feature an insightful alumni spotlight interview with Jean-Christophe Hugon, Personal Banking Sector Head for the Geneva Cité Market Area at UBS, who shares his experiences and perspectives on how demographic change influences the evolving banking sector.

In addition, Boomerang stories highlight the career paths of Helen Nolan and George Joy, Managers in the Technology & Transformation Business Line. Their stories exemplify the dynamic career paths and the enduring connections within our alumni network. Moreover, Tom Clarke, Director at Swiss Re, and Marc Mutter, Head of Finance at Westhive, join us for engaging *ALUMNITalks*.

Furthermore, we share insights from the Deloitte Finance Day and an overview of the Deloitte Climate Fresk workshop. We also highlight the efforts to support innovative and impactful projects through the inspiring SINGA initiatives.

In this edition, our People and Purpose team also offers an article on coaching, providing advice and strategies to enhance personal and professional growth.

Finally, we are excited to announce the dates and locations for upcoming annual alumni events and present new webinar offerings for our alumni community.

I wish you happy reading and hope you find this edition both informative and inspiring.

Jean-Christophe Hugon
Personal Banking Sector Head
for the Geneva Cité Market Area, UBS



ALUMNUS IN THE SPOTLIGHT

In this interview we explore the insights of Jean-Christophe Hugon, Personal Banking Sector Head for the Geneva Cité Market Area at UBS, and a notable alumnus of Deloitte's Financial Services Audit & Advisory Business Area. Jean-Christophe reflects on his transition from Deloitte to Credit Suisse in 2014, where he leveraged his consulting experience to manage diverse teams and drive transformation projects. He also discusses the impact of demographic ageing on the banking industry, highlighting the importance of tailoring offerings to clients' needs and life stages.

Jean-Christophe's career path

You left Deloitte's Financial Services Advisory team in 2014 to join Credit Suisse as the leader of the External Asset Management team in Geneva. What differences did you notice as you moved from a professional services firm to a universal bank?

I have always been lucky! I had the opportunity to join Credit Suisse after winning and delivering a long project with them. As soon as the project started I began to feel an opportunity would arise.

When I decided to join Credit Suisse people warned me that joining a group of this size would not allow me to maintain the freedom of manoeuvre that I enjoyed at Deloitte. Completely false! Within the first few months I faced numerous challenges related to managing people and the business where I had to forge my own path.

Deloitte can recruit from the best schools and train its staff using proven methodologies. Everything is structured according to the needs of the business line in which one works.

But when you manage a team in a large financial institution you have to work with many employees with very different profiles. The diversity is very enriching. I often feel like the conductor of an orchestra. You have to manage operations while simultaneously launching transformation and improvement projects. You also have to cope with the lack of some specialists and operational profiles.

"When you manage a team in a large financial institution you have to work with many employees with very different profiles. The diversity is very enriching."

What key skills and experiences did you gain during your time at Deloitte that have been instrumental in your career progression?

Firstly, the ability to understand complex situations and explain to others their complexities. Secondly, managing numerous projects simultaneously, some of which might initially seem contradictory, such as managing risk while developing the business, for example. During some internal promotion interviews I had to undergo assessments. These comprehensive and well-designed exercises are mandatory and test your ability to handle various situations. My experience at Deloitte allowed me to perform well.

In addition, the expectations of regulators are ever-increasing and the banks have had to implement numerous measures to comply. Working at a firm like Deloitte gave me a significant head start on topics like this.

Finally, having worked in different banking institutions previously certainly allowed me to bring new ideas and different approaches. I learned how to find the best solution for the many different challenges I've faced.

Now managing a large team at UBS, how do you ensure that your team remains motivated and engaged, especially during challenging times?

That is a question I ask myself every day! The number of different factors seems to grow every year. The expectations of our clients and our employees are very high.

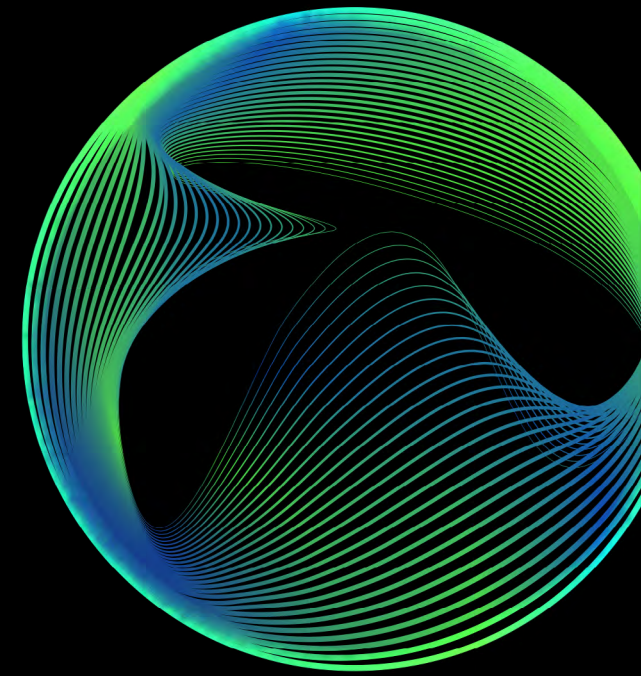
My recipe for keeping teams motivated is as follows:

- Regularly remind them of the priorities – staying focused on the top priorities is not always easy. My job as a manager is to guide. It is important to stay connected to the realities on the ground while also challenging the status quo.
- Be in the arena as well – the people you manage need to feel that you are experiencing the daily challenges with them. Listening is also a golden rule.

“AI has now revolutionised daily operations, simplifying many administrative tasks.”

You are part of the historical merger between the two largest banks in Switzerland. How would you describe this experience?

It's a great learning opportunity. As for me, since 15 July 2024, I have been responsible for a group of almost 70 bankers in the segment affluent and retail coming from the two banks. As of 31 March 2025, the two historical main branches of UBS and Credit Suisse in Geneva have been consolidated into one single location (cité). The consolidated branch is the most visited in Switzerland. To manage the heavy customer flow, we have optimised client handling and waiting times. This project, launched just six months ago, has been carried out incredibly fast.



Up close and personal with Jean-Christophe

What has been the most surprising or unexpected lesson in your professional or personal journey?

Everyone who knows me will tell you that I am meticulous and prepare carefully. To truly succeed, any leadership or sales work requires a suitable structure and organisation. However, the major successes I have had in my career (such as selling large projects when I was at Deloitte) have never come at the expected time! That's just how it is! For someone like me this can be disconcerting at first, but it is a life lesson I have had to integrate into my work. I encourage all the new managers who work for me and who face high pressure and numerous challenges to never give up, and allow themselves to be surprised.

If you could travel back in time to any moment in your career at Deloitte, what moment would you revisit and why?

This is also a difficult question because I loved my seven years at Deloitte so much that I would like to relive it all! I appreciated everything! The most rewarding period of all was perhaps when I worked together with Alexandre Buga, Head of Financial Services in Romandie at the time, to establish the beginnings of the advisory practice in Romandie. The Swiss banking world was at the start of major waves of transformation. The regulatory environment was becoming stricter. Banks had to undertake more and more projects and adapt their organisations.

By putting the client at the centre of our concerns we seized the opportunity to meet these expectations. We developed key accounts and implemented a marketing strategy with very targeted events such as Financial Services forums that could host more than 250 bankers from the Geneva area. We had a very entrepreneurial attitude in everything we did. It was exciting!

"I spend a lot of time on the water. I am passionate about rowing."

What's the most unusual skill you have that not many people know about?

I spend a lot of time on the water. I am passionate about rowing. I came to this sport somewhat by chance, and this passion has accompanied me since I was eleven years old. More than just a sport, it has also informed my personal and professional life, encouraging resilience, self-improvement, and leadership. I am now part of the committee of the rowing section of the Société Nautique de Genève. It is a way to give back to others all that this sport has brought to me. I coach a group of about fifteen rowers, and we try to organise regattas on some of the most prominent bodies of water (London, Lucerne, Turin...).

If you could switch lives with any historical character for a day, who would it be and why?

If I could I would like to be Alfred Escher for a day. He was both a politician and, more importantly, an entrepreneur and pioneer of the Swiss railways in 19th century Switzerland. He is sometimes seen as the creator of modern Switzerland.

What fascinates me about people like Alfred Escher is their ability to create and connect. These qualities are very rare among leaders: real creators are hard to find.



Click here ➔

to connect with Jean-Christophe on LinkedIn



Demographic Change: Ageing Switzerland



Jean-Christophe Hugon
Personal Banking Sector Head
for the Geneva Cité Market
Area, UBS



Dennis Brandes
Senior Research Manager
Deloitte

In this section, Jean-Christophe shares his insights on how demographic ageing is impacting the banking industry. To provide a comprehensive perspective, we also invite Dennis Brandes, Senior Research Manager at Deloitte, to share his expertise on the broader implications for Switzerland's economy and society.

Early in 2025 Deloitte released its Demographics Research Series: "Ageing Switzerland: Time to Act." Based on your experience, how is demographic ageing impacting the banking industry?

Jean-Christophe: The banking sector, like any other industry, is affected by demographic change and an ageing population. Our offerings are always tailored to our clients' needs and the stage of life they are in. Digital solutions are increasingly important, especially for the younger generation, who generally prefer not

to visit a branch. However, it is crucial to serve clients in the way they prefer, whether in person at the branch, or digitally.

Dennis: Demographic ageing is impacting the banking industry in several significant ways. Similar to other industries, the workforce is ageing, presenting challenges in workforce management and recruitment. However, the financial services sector has a unique opportunity to directly contribute to solving challenges arising from ageing, particularly in the pensions area. As the public pension system comes under increasing strain and reforms become more difficult, individual pensions like pillar 3a and individual saving and wealth building, which are offered by financial services, become increasingly important. Furthermore, banks can play a crucial role in financial education, helping clients understand the importance of early and consistent saving and investment.

How do you see technological advances, such as AI and automation, playing a role in addressing the challenges?

Jean-Christophe: Over the past decade digitalisation has made big progress, not just in banking, of course. Additionally, AI has now revolutionised daily operations, simplifying many administrative tasks, helping our client advisors prepare client meetings, and with the tracking of pending issues. It is a big asset that makes it easier for client advisors to focus more on their relationship with the client.

Dennis: For those who prefer digital channels, the offering for pensions has expanded noticeably in recent years. This expansion has increased client choice, decreased costs, and reduced entry hurdles for client segments, such as younger generations who might not typically consider saving for retirement, even though it is beneficial to start as early as possible. Clients who use digital pension apps are more likely to invest in the financial market and benefit from higher long-term rates of return. Additionally, digital tools can facilitate innovative solutions such as micro-savings, like rounding up credit card payments and investing the differences. Regular saving, even in small amounts, can accumulate significantly over the long term. AI and automation can also enhance customer service through personalised financial advice and efficient handling of routine transactions, freeing up human advisors to focus on more complex client needs.

How can banks better serve the financial needs of younger generations, such as Millennials and Gen Z?

Jean-Christophe: How we serve younger generations is indeed changing fast, particularly in terms of communication with them, and investment solutions, and even basic banking products. The younger generation prefers remote advice and so you can, for example, provide guidance on complex topics via video conferencing. We also support our clients through all stages of life and naturally adapt our offerings accordingly. Financial planning is very important, so we have developed tools and expertise

that enable us to provide high-quality support tailored to customer's needs.

Dennis: The pension system is full of dilemmas, one of which is that the opportunity to benefit from compound interest is highest when people are young and have the most time to build wealth. However, interest and ability to save are often lowest at this stage, as young people may be starting their careers and have many other interests and obligations. This is why digital solutions and low entry hurdles to saving and investing are so important. Banks can better serve younger generations by offering user-friendly digital platforms that simplify the process of saving and investing. Educational initiatives that highlight the benefits of early saving and investment can also be impactful.

Moreover, banks should not forget the needs of older clients, the biggest age group after all, which continues to grow. As individuals approach retirement age, detailed preparation becomes increasingly important and complex. Banks can make a significant difference by offering high-quality, impartial, personalised advice to help older clients navigate their financial planning for retirement. Additionally, banks can develop products tailored to the needs of older clients, such as retirement income solutions and healthcare-related financial products.



“THE OPPORTUNITIES FOR VARIETY AND GROWTH AT DELOITTE WERE A BIG FACTOR ENTICING ME BACK.”

George Joy and Helen Nolan are back at Deloitte and share their work journeys with us in this interview.

The alumni boomerang interview introduces us to colleagues who have left Deloitte and then returned. Our interview with Helen Nolan and George Joy explores their motivations for coming back, the impact of their unique experiences, and the lessons they've learned along the way.

Could you introduce yourselves and share your roles at Deloitte before you left and tell us a bit more about your current roles now that you are back?

Helen: I have over a decade of experience working cross-industry within the finance function – partially in industry, and partially in consulting. In Finance Transformation, I work with all sorts of change initiatives that fall under the remit of the CFO. I started my career at Deloitte in 2014 in Dublin,

moved to Deloitte Zurich in 2017, and left in 2019 to take the role in Group Finance in a private aviation company. I returned to Deloitte Zurich in October 2022. I joke that I have joined the same team in Deloitte three times over – once in Dublin and twice in Zurich. I love the work we do, and I can apply my experience here in an impactful way.

George: I started my career at Deloitte San Francisco in 2016, then started working in January 2019 at Deloitte in Basel and then Zurich in 2020. I left in 2021 to work at Microsoft and came back in 2023. In my previous role at Deloitte, I was a manager in the SAP Finance Team, and now I have returned to the same role. My work centres on large-scale SAP S/4HANA enabled business transformation programmes, where I support as a Finance SME.

What were the key factors or motivations that led you to come back to Deloitte after your time away?

Helen: I learned a lot during my time away working in industry from being fully enmeshed in day-to-day finance operations. I think that makes me a better consultant now. The opportunities for variety and growth at Deloitte were a big factor enticing me back. I enjoy working as part of a big dynamic team and being part of our clients' exciting change initiatives.

George: What motivated me to come back was Deloitte's strong global network and deep expertise, which uniquely position it to lead impactful transformation programmes – and that's something I wanted to be part of again. The high-performance culture here has played a big role in helping me grow into a trusted advisor for clients. I also valued the opportunity to work with clients across different industries.

What is one important life lesson you have learned during your career journey that you would like to share with others?

Helen: You do your best work when your whole life is in balance. Maintaining (or regaining!) that balance is the key foundation for everything.

George: One key lesson I have learned is the importance of continuous learning. As Client Advisors we are expected to provide the best solutions – but there will always be moments when we don't have all the answers. What matters most is staying curious, learning fast (especially in the age of AI), and active listening. This mindset has helped me grow through challenging situations and prepared me to better support my clients.

Helen, your Bachelor's degree in neuroscience is quite distinct from the typical consulting background. What motivated you to transition into a career in this field? And how do you feel your unique expertise contributes in your role?

Helen: It's definitely different to the classic business education! What underpins both fields is a drive to address difficult problems. And you have to be comfortable

working with big and complex data, and curious about how human minds think and work. I still carry the forever-questioning mindset of a scientist, which helps me craft creative and practical solutions for my clients. I ultimately decided a corporate career with more people and fewer rats was a better fit, but I still keep neuroscience books on my bedside table.

George, you relocated from Deloitte San Francisco to Deloitte Switzerland in 2019. What motivated your move, and how did you acclimatise in the Swiss environment? What was the biggest surprise for you during this transition?

George: The move was mainly driven by personal reasons. My wife was working in the life sciences sector in Basel and we decided that it made sense that I plan to relocate, plus we also have a large family here on my wife's side. Relocation was a big shift since I did not speak German at the time and had spent most of my life in Indian and English language environments, and so it was a totally new experience. The biggest surprise for me was the excellent public transport network. In previous projects, I often relied on Uber or car rentals, but in Switzerland, the infrastructure makes it easy to travel more sustainably.



Up close and personal with Helen and George



Who has been the most influential person in your professional journey and why?

Helen: I can't choose just one! The most influential have been women ahead of me in their careers, demonstrating how to be impactful leaders while being authentic. With a young family, it's crucial for me to bring my full self to work.

George: A former project leader greatly impacted my early career by trusting me to lead key client workshops as a junior team member. This boosted my confidence in advising clients and taught me the importance of empowering others – trust often leads to people rising to the occasion.



Do you have any quote or motto that you live by?

Helen: Two of my favourites – “The main thing is keep the main thing the main thing” and “All things in moderation. Including moderation.”

George: “Be passionate and bold. Always keep learning. You stop doing useful things if you don't learn” – Satya Nadella.



What did you dream of becoming when you were a child?

Helen: I wanted to be a veterinarian! I still sometimes dream of it when I bring my dog for her check-ups!

George: I have been fond of computers since childhood. I was fascinated by the story of how Bill Gates founded Microsoft. I still remember trying to build a clone of MS Word using Visual Studio while in high school. I dreamt of becoming a software engineer and later the founder of a startup.



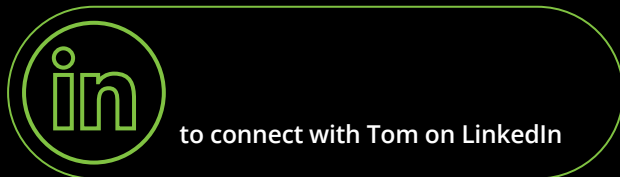
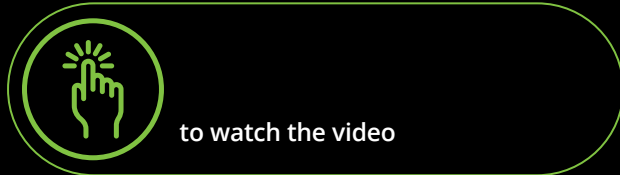
[Click here](#) » to connect with Helen

[Click here](#) » to connect with George

ALUMNI*Talks*

Episode 6 with **Tom Clarke**, HR & Corporate Services Product Delivery Director at Swiss Re

In this talk, Tom, alumnus of our Consulting team, reflects on his 12-year journey at Deloitte and shares his experiences since joining Swiss Re. In conversation with his former colleague, Markus Zorn, Partner in Consulting, Tom discusses the skills he developed at Deloitte, his current role, and the wisdom he wishes he'd known earlier in his career. Discover valuable insights and stay connected with our thriving alumni community.

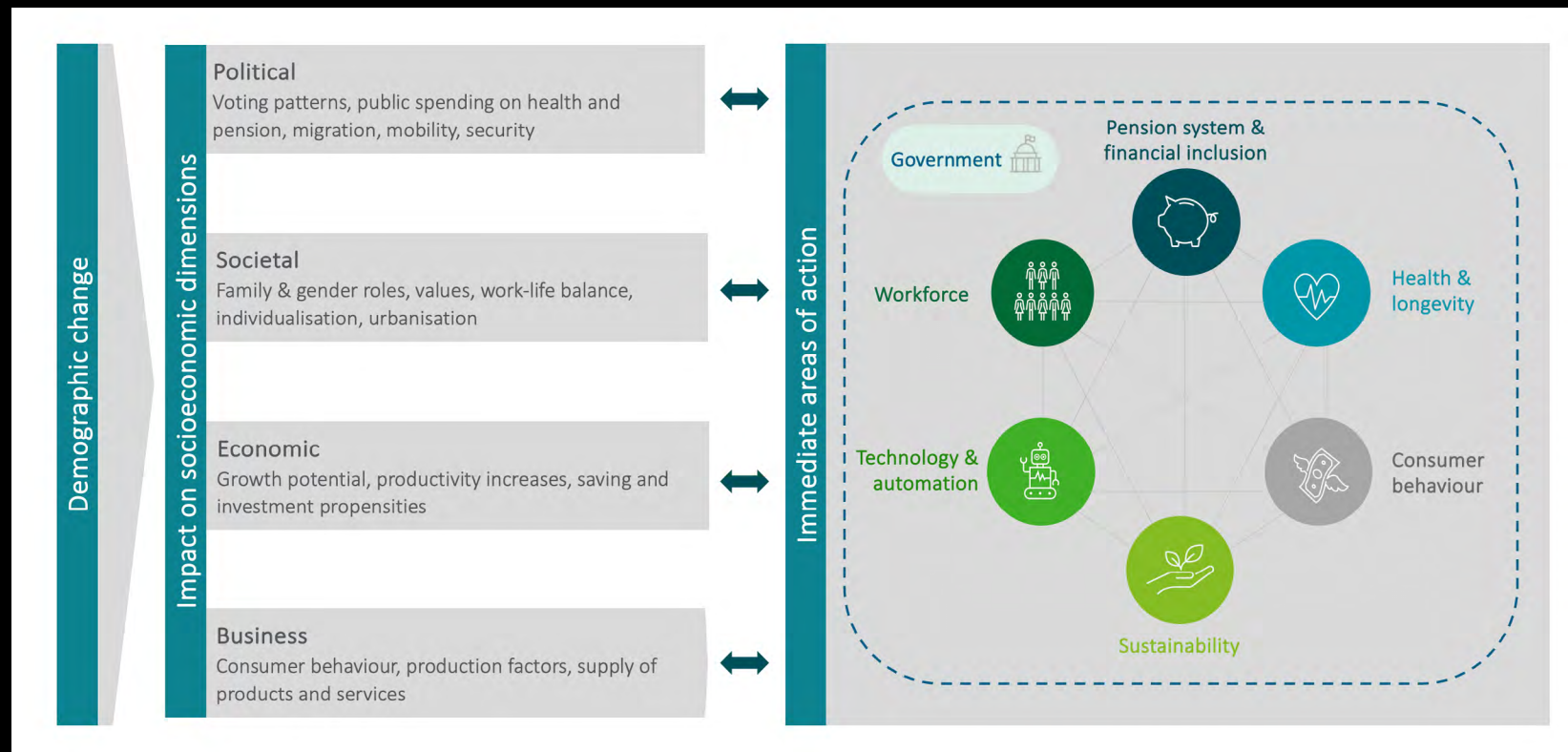


— “
“It’s definitely worth staying connected. I would say three things: one is do ask for advice when you need it. The second is participate in conferences and events, I attended the HR Day and the Deloitte Finance Day in the past, really great interesting events, and it’s also nice to be able to come here and do this talk today.”
” —



DELOITTE STUDY SERIES ON DEMOGRAPHICS, “AGEING SWITZERLAND”

The demographic shift towards an ageing population requires proactive planning to mitigate the negative impacts. Therefore, Deloitte recently launched a study series entitled “[Ageing Switzerland: Time to act](#)” on demographics that outlines the key actions and innovative approaches Switzerland must take to ensure its economic resilience and social well-being, now and in the future.



Switzerland and Swiss companies must adapt to demographic change and its multidimensional impact on the country and its economy. We will deep dive into each of these six key areas for action in this series:

- Workforce dynamics, [published](#)
- Health and longevity, [published](#)
- Consumer behaviour and trends, upcoming
- Pensions, upcoming
- Sustainability, upcoming
- Technology and automation, upcoming



Ageing Switzerland: Rethinking workforce dynamics for sustained growth



Veronica Melian
Managing Partner People & Purpose and Human Capital Partner, Deloitte



Michael Grampp
Research Director & Chief Economist at Deloitte

Deloitte.



Ageing Switzerland
Rethinking workforce dynamics
for sustained growth



The effects of accelerating demographic change are becoming increasingly significant in Switzerland's labour market and workforce dynamics. In this interview we speak with Michael Grampp, Research Director & Chief Economist at Deloitte, and Veronica Melian, Managing Partner People & Purpose and Human Capital Partner at Deloitte, to gain insights into the challenges and opportunities presented by an ageing population. They share their perspectives on how companies and policymakers can navigate these changes to ensure sustained economic growth and maintain a skilled, stable workforce.

1. Why is Deloitte undertaking this study on demographic ageing in Switzerland?

Michael: We carried out this thought leadership study because demographic change in Switzerland is accelerating rapidly and its effects are evident sooner than expected. Recent data shows that birth rates have fallen more sharply over the last five years, and the high rate of early retirement and the boom in part-time working are further contributing to a shrinking workforce and other challenges. This has become a top concern for corporations, one we're hearing about frequently in client conversations. Companies are struggling to maintain a stable and skilled workforce amidst these demographic shifts. With this study we've aimed to provide a comprehensive analysis of the impact of demographic ageing on the Swiss labour market and actionable recommendations for policymakers and businesses to address the challenges and ensure sustained economic growth.

2. From an HR perspective, what are the most pressing workforce challenges?

Veronica: The recruitment challenges are becoming ever greater. The shortage of skilled workers is particularly evident in healthcare and IT, but also in areas that require a lower level of qualification, such as construction or logistics. Across all industries there is a particular shortage of staff with technical and digital qualifications. And given the advance of digitalisation all companies are increasingly affected by this. There is not only a skills shortage but also, and more importantly, an experience gap, because it is becoming increasingly difficult to find employees with many years of professional experience. According to our 'Global Human Capital Trends' study, almost half of the companies surveyed are struggling to close this gap.

3. How do you expect the ageing population to affect the Swiss labour market in the next decade?

Michael: The ageing population in Switzerland is expected to have a profound impact on the labour market over the next decade. As the birth rate remains low and the baby-boomer generation retires, the working-age population is shrinking. This demographic shift is creating significant labour shortages across various sectors, including healthcare, construction, ICT, and logistics, and skills gaps, particularly in ICT, healthcare, and construction. Filling the gaps through immigration, as has been done in recent years, is not enough. We need new ways to handle these challenges.

4. Leading companies often have extensive recruitment processes targeting specific profiles. Will these companies need to revise their strategies to target a more diverse talent pool?

Veronica: Absolutely. As the workforce continues to age, experienced and older employees are becoming more prevalent. Despite this, many companies still primarily target younger candidates, which is not the best recruitment strategy, especially given the limited talent pool in this age group. A balanced workforce is crucial, and the ability to apply one's knowledge effectively in various contexts is key. This also applies to career changers, but companies have so far offered few opportunities for talented individuals from other industries to switch careers. Yet in many cases experience from other areas is transferable. There is still significant potential here, including hiring talent closer to retirement age.

5. What can Switzerland learn from countries like Japan in dealing with a shrinking and ageing workforce?

Michael: Switzerland can gain valuable insights from Japan. Japan has gradually increased its retirement age and introduced incentives for employees to work up to the age of 70, thereby retaining the expertise of older workers. They also promote in-service training to maintain the productivity of older employees. Additionally, Japan has invested significantly for decades in automation and robotics to boost worker productivity and alleviate the pressure on the workforce. Investment in these areas is critical for Switzerland to avoid productivity losses resulting from workforce challenges.

6. How can companies enhance their strategic workforce planning to better address the challenges?

Veronica: Many companies first need to integrate a strategic perspective into their human resource planning to develop a better understanding of available resources and future staffing needs. They should continuously

review the skills of their employees to understand not only what the company needs today but, most importantly, what will be required in the future. Companies need to think creatively about how to close the skills gaps by looking at their own talent pipeline across different functions. Could the skills needed be developed within the organisation? Is it possible to reinvent the way the work is done, for example using AI? And how difficult will it be to recruit these skills in the market? Instead of a rigid job profile view, more dynamic approaches such as skills mapping and dynamic workforce planning are needed in the future.

7. How important is the apprenticeship model for the labour market? And do you believe companies are doing enough to promote and support this model effectively?

Veronica: Switzerland's dual education system, with both classroom and on-the-job learning, is certainly a major advantage. It is usually much more difficult for young people in other countries to find their way into the labour market. Nevertheless, Switzerland still needs more apprenticeships, especially in areas with an acute shortage of skilled workers, such as IT. It is also important to make technical professions more attractive and to get young people interested in them. It is crucial for companies to address young people at the earliest possible stage in their career decision-making process. This can be achieved, for example, through strategic partnerships with schools and industry associations.

8. What strategies can Swiss companies implement now to deal with the impact of an ageing workforce?

Veronica: In addition to more flexible approaches to recruitment, more investment is needed in talent management. It is essential to promote a learning culture that is responsive to the needs of individual employees – rather than the rigid training and predefined career paths of traditional personnel development. Furthermore, it is important to increase the

employment rate of women and older people by offering flexible working. Finally, companies need to integrate new technologies such as AI as quickly as possible to increase their productivity.

9. With more retirees than young workers in the future, how will retirement funding be affected? Will young people still receive adequate retirement benefits when they reach retirement age?

Michael: Pensions are financed through contributions from the current workforce and/or accumulated savings. To ensure younger generations continue to receive adequate retirement benefits, it is imperative to reform the current system. A more sustainable approach involves encouraging people to work longer and leveraging capital markets to a higher degree through increased savings. Starting early with investments is crucial, as the impact of compound interest accelerates over time. For example, 10,000 CHF invested in the Swiss stock market could, based on historical averages, double in value in approximately 13 years. We are currently conducting a pension study to identify viable solutions. As last year has shown, pension reforms are challenging. But we have developed some innovative ideas that could both secure retirement benefits and gain majority support from the Swiss electorate.

DELOITTE FINANCE DAY 2025

Focusing on finance performance, the Deloitte Finance Day took place for the fourth year in March 2025 in Zurich, Switzerland. Over 160 finance leaders from various industry backgrounds joined to connect with peers as well as technology vendors to gain the latest insights relevant to the finance function.

Deloitte Finance Day 2025 in figures:

- 160+ finance leaders present
- >50% coming from Consumer, Financial services, Life Sciences sectors
- 13 technology alliances partners present
- High satisfaction with a 90% net promoter score

We had the privilege of hearing from a distinguished panel of speakers:

- Claire Garwacki, Managing Partner, Bellevue Executive Search
- Patricia Mattle, CEO, elipsLife
- Dr. Annabella Bassler, CFO Ringier
- Yi Ng, Co-Founder and CEO SR_A
- Dr. Samuel Ross, Artist, Designer and Founder SR_A
- Yang Xu, former CFO Straumann
- Yvan Cardenas, CFO, Swissquote and CFO of the year 2024

“

What participants said:

“I had the pleasure of attending the Deloitte Finance Day 2025 — **a great moment to connect, reflect, and exchange on the future of finance.**”

“From **emerging technologies to evolving roles**, the discussions were insightful and inspiring.”

”



Alumni Marc Mutter at the Finance Day

During the event, Igor Heinzer, Partner in Strategic Finance and Analytics at Deloitte had the privilege to interview [Marc Mutter](#), Deloitte alumnus and now Head of Finance at Westhive Coworking Ecosystem.

In this interview, Marc shares his journey since leaving Deloitte in 2021 and highlights insightful presentations at the Deloitte Finance Day.



"Today was the perfect platform to learn."

Marc Mutter
Head of Finance
Westhive Coworking Ecosystem



What's next? Sign up to the Deloitte Finance Day 2026

On 7 May 2026, the Deloitte Finance Day will be taking place at the Kongresshaus in Zurich. If you are interested in attending the event and are a finance leader, you can already register your interest via our dedicated [event webpage](#).



STAY INFORMED, STAY AHEAD WITH DELOITTE INSIGHTS

What's on your reading list? Ours has everything from quick reads to deep dives, with videos, podcasts and more – all produced by professionals for professionals.

Tax

The Future of Tax Incentives

OECD Minimum Tax Impact Study

2025 Global Tax Policy Survey

Finance

Customer Experience (CX) Maturity Study

Digital Banking Maturity Study (DBM)

CFO Survey

Consumer

Global Powers of Retailing in 2025

Luxury on Air Podcast

Webinar: Spotlight on the female watch market

Deloitte Swiss Watch Industry Insights 2024: Spotlight on the pre-owned market

Digital

2025 Tech Trends

Governance of AI: A critical imperative for today's boards

The CFO's guide to Tech Trends 2025

Insurance Tech Trends 2025

Cloud Security: Navigating the Risks, Leveraging the Benefits

Leading the charge: as a business leader, you are at the forefront of cyber transformation

Demographic Change

Ageing Switzerland - Growth despite demographic change

Ageing Switzerland: Pathways to a resilient healthcare system

Demographic Change: the role of Boards in preparing for the future

Rethinking work-force dynamics for sustained growth

CLIMATE INSIGHTS: CLIMATE FRESK WORKSHOPS AT DELOITTE

Since 2023, we've been offering an exciting initiative: Climate Fresk workshops, designed to educate our employees on the fundamental science of climate change. We also use Climate Fresk to engage our clients in meaningful discussions about sustainability, employing the game-based workshop as a bridge to business-related sustainability topics.



The half-day sustainability workshop aims to provide a solid understanding of the science behind climate change and align participants on actionable next steps.

By the end of the workshop, participants are knowledgeable about climate change, its global impacts, and committed to initiating meaningful change within their company and beyond.

Participants leave the workshop with:

- Collective intelligence
- A unified perspective on climate change
- A foundation to integrate climate considerations into business strategies
- An actional framework to driving change within the organisation

Climate Fresk in numbers

Since 2023:

- **30** internal workshops were hosted
- **115** Swiss employees received training
- **60** children participated in a Children's Fresk as part of Swiss 'Futures Day' in 2023
- **2** client workshops were hosted with 20+ Next Generation leaders
- **5** Swiss facilitators were invited to host workshops at Deloitte University EMEA



EMPLOYEES WITH PURPOSE: SINGA INITIATIVES

Social impact is a core value for Deloitte employees, driving our commitment to meaningful initiatives. For many years, we have partnered with SINGA, an organisation dedicated to supporting refugees and migrants in Switzerland. In 2024, we had 20+ employees closely collaborating on two key projects with SINGA: the Incubator Lab and the Accelerator Programme.

What is SINGA?

SINGA Switzerland is a non-profit organisation that is part of a worldwide movement. In 7 countries and 18 cities, SINGA offers locally adapted programmes to support people with refugee and migrant experiences, helping them to showcase their potential with the aim of creating a more inclusive, dynamic and innovative society.

Through the Incubator Labs, Deloitte delivers interactive workshops (e.g. finance topics) and coworking sessions to help participants refine their products or services and prepare for their company or project launch.

In 2024, 13 participants benefitted from this programme, receiving over 120 hours of mentoring from more than 20 Deloitte mentors.

The Accelerator Programme supports people who have already founded a company and need further assistance to drive it forward or scale it. At Deloitte, we support them through one-on-one mentoring sessions, preparing them for pitching rounds and upskilling in areas needed to scale up their companies.

In 2024, 13 participants were helped via this programme by 20+ mentors from Deloitte with a total of 120+ hours of mentoring.



HOW TO MAKE THE MOST OF COACHING

Coaching can be a powerful tool that accelerates professional development by helping participants overcome challenges in their careers. The ultimate goal is to help participants define, empower and drive their own development journey.

We asked Pilar Noarbe Martin, Switzerland NSE Learning Lead Deloitte, to share her insights into how coaching is being utilised at Deloitte Switzerland and how it can benefit participants, and into the best way to find a coach or even become a coach.



Pilar Noarbe Martin
Switzerland NSE Learning
Lead Deloitte

Could you share insights about coaching at Deloitte Switzerland?

We believe that coaching is a strategic investment that ultimately contributes to long-term business success and a competitive edge in the market.

We have a firm-wide pool of over a hundred internal development coaches, all from different businesses and grades, who are passionate about developing others and making our vision of a coaching culture a reality. All of them have completed our coaching training and onboarding process and are trained in coaching conversations and keen to bring their coaching expertise to the table.

Additionally, we offer a pool of external certified coaches who are available for our senior managers and above, who adhere to strict quality and ethical standards and keep confidentiality as their top priority.

What are the key considerations for participants?

- **Open-mindedness:** Be receptive to explore new ideas and perspectives.
- **Continuous learning:** Embrace the coaching experience as an ongoing journey of personal and professional growth.
- **Commitment to action:** Implement the strategies and solutions discovered during coaching sessions to achieve desired outcomes.

What are the key considerations for coaches?

- **Establish clear objectives (GROW Model):** Define the goals and expectations for the coaching session and bring the right coaching mindset to the session.
- **Practise active listening:** Engage with the participant to understand their needs and challenges.
- **Ask thought-provoking questions:** Encourage participants to explore their own solutions and insights.

Why should someone consider becoming a coach?

Becoming a coach offers significant opportunities for personal and professional growth. It plays a crucial role in fostering a positive and productive work environment while contributing to the overall success of the organisation. Benefits include:

- **Professional growth:** Enhances leadership skills, demonstrates initiative and can pave the way for further career development.
- **Network expansion:** Broadens your internal network through interactions with colleagues from different departments and levels.
- **Improved performance:** Promotes a culture of continuous learning and development, contributing to a positive work environment.
- **Personal fulfilment:** Creates a sense of purpose and fulfilment from contributing towards the growth and success of the participants.

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“We dedicate our Deloitte careers to helping clients think and prepare for their future and so it was incredibly rewarding to have a dedicated coach helping me prepare for mine.”

Karen Heimgartner,
Senior Manager, Technology & Transformation
Deloitte

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“Joining Deloitte’s internal coaching programme has been immensely rewarding. It has given me the opportunity to use my diverse 20-year background in the classical music industry.”

Dorothy Yeung,
Manager, Internal Communications
Deloitte

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DELOITTE SWITZERLAND ALUMNI PROGRAMME

Alumni business lines events

Our recent Technology & Transformation (T&T) and Tax & Legal (T&L) events provided fantastic opportunities to network and discuss industry trends with colleagues and friends from your former business lines. We look forward to seeing you at our future events!



Deloitte Switzerland Alumni Website

Register to the programme

Update personal information

Join the Deloitte Switzerland alumni
& employees LinkedIn group



New webinar offering for our Switzerland Alumni Community

We are thrilled to introduce a new feature of our Alumni Programme: exclusive webinars. Want to learn more about demographic change and its impact on Switzerland? **Mark your calendar and join our first webinar on Wednesday, 5 November at 11:30am.**

Stay tuned for your invitation to register, which will be sent out at the end of September. In the meantime, feel free to [reach out](#) if you have any topics you'd like to propose for future webinars.



Deloitte Art Exhibition

Experience our next Deloitte Art Exhibition, "Human and AI", that explores AI's impact on creativity and culture. Alumni are invited to submit paintings, drawings, photos, sculptures, and AI-generated works by end of October 2025. Contact Dorothy Yeung at dyeung@deloitte.ch for further details and submissions.

Left: "Abundance, 2024" Anahit Diez-Gyurjyan, Deloitte Alumna

SWITZERLAND ANNUAL ALUMNI EVENTS

Upcoming annual alumni events happening in Zurich and Geneva!

Join us for an exciting evening! Reconnect with former colleagues, make new friends, and expand your professional network at our upcoming alumni events. This year we are thrilled to host these events in two prestigious locations: the [Swiss National Museum Zurich](#) and the [Conservatory of Music de Genève](#). Just like last year you will have the opportunity to specify which current Deloitte colleague you would like to meet at the event. Don't miss out on this chance to engage and grow!

Registration: You will receive a formal invitation with a registration link at the end of June. If you encounter any issues during the registration process, please do not hesitate to [contact us](#). Join our LinkedIn group, [Deloitte Switzerland Alumni & Employees](#), to stay updated on all event-related information.

Zurich Alumni Reunion
10 September 2025
Swiss National Museum



Geneva Alumni Reunion
18 September 2025
Conservatory of Music de Genève