

ALUMNIMagazine

The magazine made for Deloitte #colleaguesforlife

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"Resilience goes beyond protection and risks — it's about competitive advantage and an enabler for the business to achieve consistent, long-term success."

Maria Micu

CFO Zurich Resilience Solutions
Zurich Insurance



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GROWTH & RESILIENCE

RETO SAVOIA | CEO DELOITTE SWITZERLAND

Welcome to the December *ALUMNI Magazine*, focused on “Growth and Resilience.” At Deloitte, we are proud to be #ColleaguesForLife, connecting with and sharing updates from our alumni community.

Many of you are acutely aware of how much more resilience our fast-moving, complex environment requires – but have you thought about the building blocks of resilience and the upside potential that enhanced resilience can provide?

This issue spotlights **Maria Micu, CFO of Resilience Solutions at Zurich Insurance**, who shares her journey from Deloitte Audit & Assurance to the insurance industry, and discusses the evolving risk landscape, opportunities, and resilience as a powerful enabler of sustainable growth.

Highlights include the **Deloitte HR Next event**, the latest **Deloitte Watch Study** on the Swiss watch industry's resilience, insights from our Annual **Swiss Tax & Legal Conference**, and an exclusive conversation with record-breaking Swiss mountaineer **Nicolas Hojac** on resilience in his career and life.

In addition, we are happy to share **upcoming events** to register for and **recent Deloitte updates**.

Our **People & Purpose team** continue to focus on growth through learning and purpose-driven development. This edition also features **Elise Kammerer**, founder of Finding Purpose and alumna of our People & Purpose team, who shares advice as a purpose coach.

We also look back at our **first alumni webinar** in November and feature key moments from the **Annual Alumni Reunions 2025**, celebrating our community.

Wishing you happy reading!

Maria Micu

CFO of Zurich Resilience Solutions
Zurich Insurance

ALUMNA IN THE SPOTLIGHT

In this interview, we delve into the topic of growth & resilience with alumna Maria Micu, CFO of Zurich Resilience Solutions at Zurich Insurance. Maria, a distinguished former member of Deloitte's Audit & Assurance team, shares insights from her transition from audit to insurance, highlighting how her Deloitte experience shaped her leadership approach. She discusses the critical role of resilience in today's volatile environment, emphasising people-first leadership, the integration of AI and technology, and a culture of continuous learning. Maria also explores risks such as geopolitical instability, climate change, and cyber threats, explaining how resilience can be a powerful driver of sustainable growth and innovation.

Maria's career path

Could you briefly explain your current role at Zurich Insurance?

As CFO of Zurich Resilience Solutions, I help shape the financial strategy and performance of our risk management advisory unit, operating across more than 20 global markets. Working closely with our CEO, I set out our strategic vision and financial plan while ensuring operational excellence to meet our growth targets.

What motivated your transition from audit at Deloitte to the insurance industry?

My journey began in the Banking and Insurance team at Deloitte, where I developed a keen interest in financial services. Joining Zurich Insurance felt like a natural step, as my experience as an auditor provided valuable skills and industry insights. Working with a variety of clients prepared me well for the challenges and opportunities within insurance.

How did your experience at Deloitte influence your approach and success in your subsequent roles?

It gave me a solid financial foundation, but it also taught me essential business skills—efficient time management, teamwork, leadership, and communication. Perhaps most importantly, at Deloitte I learned resilience: how to navigate setbacks, make sound decisions, and deliver reliable service no matter the circumstances.

"Perhaps most importantly, at Deloitte I learned resilience: how to navigate setbacks, make sound decisions, and deliver reliable service no matter the circumstances."

Given all the disruption, and the need for resilience in an organisation, what leadership skills are needed today?

- a. A people-first mindset. Clearly skill number one in my view. Before you can be a resilient organisation, show every day, through all of your behaviours and actions, that your people are the number one priority. Lead by example and lead with real empathy.
- b. AI and tech – no matter what role, level of function you have, it's critical to instil a tech-first mindset by investing in the tools – and the training – to upskill everyone to help breed a culture of innovation. Fuelling a tech mindset will ensure competitive advantage as well.
- c. Learning iteratively – as mentioned before, encourage smart experimentation to drive innovation and resilience but use any setbacks to learn and coach with, and to use as platforms for even better experimentation in the future. This “learning by trying” mindset will encourage behaviours that can positively impact the entire organisation.

Growth & resilience

Which risks will grow most significantly in the future, and what proactive measures can organisations take today to effectively mitigate them?

- a. Geopolitical risks and their impact on our stability and economic future are clearly front and centre these days. For organisations of all types, supply chain diversity is top of mind and is an imperative, along with adequate foresight and redundancy across ecosystems. Also looking deeper around suppliers' suppliers – as an impact or issue deep within the supply chain can clearly have a measurable impact if not planned for and mitigated. In my view, resilient organisations need to be aware of every risk that can cause volatility across their organisation – and thus it's imperative for leaders to take proactive planning measures to ensure proper safeguarding.
- b. Beyond this, probably the next greatest challenge is climate change and intensifying extreme weather events around the world. We are seeing annually billions in economic losses that businesses and communities face each year, and this will likely only continue to grow. Building climate mitigation measures into the business model and operations is critically important to reducing risk and ensuring greater stability. Data can play a big role here in helping clients better understand risk exposures and where investments that build resilience can have the biggest impact.

- c. As mentioned above, data is perhaps the greatest tool for communities and organisations to harness to better understand current and future climate / weather patterns to help with their long-term planning – especially around resilience investments that can protect their infrastructure and people.

Data comes in many forms, but one easy-to-analyse area is perhaps within your risk department. Here, teams can often look at past loss events which triggered insurance claims – this could be a good indicator of weak points that need addressing.

- d. Cyber risk is another important area that organisations need to continue to invest in to protect their people and customers. The age of digital warfare will only accelerate, and it's more important than ever, no matter how strong and protected an organisation feels, to safeguard their data and technology. This is not just a corporate topic – communities have countless public infrastructure assets that are all tech-powered today (think buildings, water systems, energy providers, public transport, etc.). Hackers and bad actors see this space as easy high value targets today, as adverse actions can impact entire communities of people. Quite simply, investing in cyber planning and defence is essential – and building up in-house experts to manage this from the inside, is key to ensuring operational resilience.

How do you position resilience not just as risk mitigation, but as driver of sustainable growth?

Resilience goes beyond protection and risks — it's about competitive advantage and being an enabler for the business to achieve consistent, long-term success. When businesses embed resilience into their DNA, they unlock new horizons of stability. And for any successful business, stability is perhaps the biggest strength it can have, especially in an era of great volatility where so many people are impacted by destabilising events. Sustainable growth is often the result of continuous investment in resilience, which is highly valued by employees, investors, and all stakeholders.

“The age of digital warfare will only accelerate, and it's more important than ever, no matter how strong and protected an organisation feels, to safeguard their data and technology.”

How can digitalisation and AI support both resilience and growth in organisations today?

It's not, in fact, about AI and all the digital tools we have – it's about harnessing the incredible amounts of data and insights most organisations and teams have - and turning these into AI or digital-powered experiences that can streamline operations, power decision-making, create efficiencies or drive innovation.

The real power is in leveraging the incredible potential of technology to support and complement employees – to make their jobs better and their work experiences more rewarding. This is the real by-product of the AI-powered world we are fast moving into. And having this backbone and culture is essential to be a resilient organisation.

In your experience, what role does culture play in creating resilience inside a company?

As a business leader, culture is really everything. And as the finance head of my organisation, I personally place a focus on this topic and I am supporting our CHRO, CMO, and CEO in strengthening our own culture and workforce. At the end of the day, we all are in people businesses, no matter how many tech and AI advances we have. Creating a culture of success, empowerment and innovation is critical to having a resilience mindset. And the ones that do have this often have a deep sense of purpose – where every employee feels valued and has an ownership stake in the decisions and actions that are made. This purpose and meaning can fuel a resilience mindset and ultimately the culture that is curated. I see this first-hand in my role today at Zurich Resilience Solutions – where our culture ultimately feeds the value and impact we deliver for our customers on the front lines. And this is also why we have access to top talent in the market – an element I am very proud of!

Up close with Maria

What's the best piece of advice you've ever been given?

Experimenting with courage but learning from your own and others' mistakes. This can be transposed to life but also to a business context. Observing competitors and the markets and understanding their challenges as well as their learnings are fundamental to one's own strategic positioning. Learning from mistakes and regrouping quickly after the setback as well as reflecting on the learnings are key to leadership today, as economic situations don't let you make the same mistake twice.

What is your favourite place or environment to recharge and find inspiration?

Nature. Whether hiking in the forest, jogging in the park or exploring new cultures and landscapes abroad, I manage to recharge and find some creative answers to the usual challenges. Also, sharing is caring - so I enjoy time with family and friends, the power of togetherness, and the good advice I receive from them is always uplifting.



Click here »

to connect with
Maria on LinkedIn



ALUMNITalks

Episode 8 with **Helen Odell**, Global Head of Talent Management at Novartis

In this engaging ALUMNITalk, Helen Odell, Global Head of Talent Management at Novartis and Deloitte Tax & Legal alumna, speaks with Veronica Melian, Managing Partner of People & Purpose and Human Capital Partner at Deloitte. Helen shares leadership lessons learned during her time at Deloitte, discusses the challenges of stepping into a global leadership role, and offers insights on AI's impact in talent management. A valuable watch for professionals interested in leadership, talent strategy, and innovation.



to watch the video



to connect with Helen on LinkedIn

— “

“I find stepping into a new role energising and refreshing because you get to look at the same old problems but from a different perspective.”

” —



HR NEXT 2025

On 30 October, we proudly hosted the **third edition** of **Deloitte Day – HR Next** at the GDI Gottlieb Duttweiler Institute in Rüschlikon, captivating our audience with the highly relevant and thought-provoking theme: **“Human & Machine: Co-creating the Future of Work.”**

We were delighted to once again host Deloitte Day – HR Next 2025, our flagship event for senior HR executives to explore the future of HR and connect with peers across diverse industries.

The day was expertly led by **Matthias Thalmann, Human Capital Leader** and event host, alongside moderator Olivia Kinghorst. Together with: **ServiceNow, Workday, Oracle, and Eightfold**, we curated a rich agenda featuring engaging sessions on insightful topics such as:

- Rearchitecting work with AI
- Employee experience in the era of AI
- Closing the skills and experience gap
- Strategic change management

A standout highlight was the keynote speech by multi-award-winning speaker **Sylvie di Giusto**, who explored the theme **“Forever Human”**. She emphasised the importance of maintaining human qualities in leadership within a machine-driven world and shared practical strategies for balancing innovation with meaningful human connection.



We were also honoured to welcome a distinguished panel of industry leaders—including:

- Daniela Seabrook (CHRO, Adecco Group)
- Susan Graham-Bryce (CHRO, Mettler Toledo)
- Nicole Uhrmeister (CHRO, Lindt & Sprüngli AG)
- Guido Ruoss (Global Head Human Resources, Julius Bär)
- Hitesh Tailor (Global GBS Leader, Partner GTM, ServiceNow)
- Rich Bye (VP Global Product Vision & Experience, Workday)

They shared valuable insights during the panel discussion on **“Human & Machine: Co-creating the Future of Work by Balancing Innovation with Human Connection”**. Their contributions truly made this year’s event exceptional.

Overall, the event was a tremendous success, welcoming **over 110 HR leaders** representing different big and medium sized companies from Finance, Consumer Goods, Public Sector, Energy & Resources and Lifesciences & Healthcare.

We were also delighted to connect with our alumni during this event

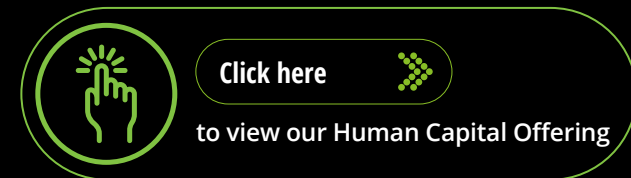
We had the chance to catch up with Cedric Vogel, former Deloitte Human Capital Consulting Colleague. Cedric leads the HR Project Management Portfolio at ZKB and is a lecturer for Digital HR Strategy at HWZ.

Don't miss our ALUMNITalk with Cedric planned to be live **early 2026!**



Cedric Vogel
HR Project Management Portfolio
at ZKB and Deloitte alumnus

What's next? Keep an eye out, the date for HR Next 2026 will be announced soon!

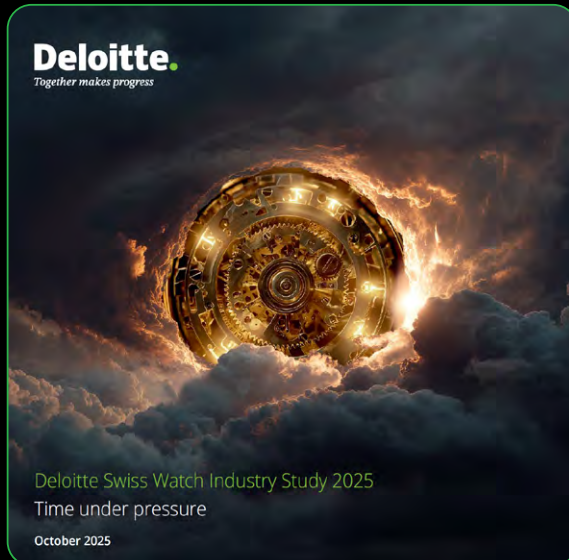


If you have any questions about the event, please feel free to [contact us](#).



DELOITTE SWISS WATCH INDUSTRY STUDY 2025: TIME UNDER PRESSURE

As the Swiss watch industry takes a moment to reflect on its legacy, it is also navigating one of its most complex periods in recent memory. Demand remains fragile, tariffs have injected new uncertainty and price sensitivity is rising. The resilience of the Swiss watch industry is once again being tested — not by a single shock, but by the slow accumulation of different pressures.



Key findings

Weathering the storm: 43% of industry executives think the outlook for their main export markets is negative, compared to just 23% with a positive view. Subcontractors, often the sector's early warning system, report cutbacks in investment and increased reliance on short-term work. Even so, 61% plan to prioritise new product introductions in the year ahead; a sign that innovation and R&D remain firmly on the agenda.

Innovation by design: AI use is evolving. While content creation and efficiency gains remain common, brands are beginning to experiment more boldly. Nearly a third (29%) now plan to use AI to support creative product development, up from 20% in 2023

Holding the floor: Two thirds of brands and retailers report that online channels account for around 10% of their sales, while 16% still sell exclusively through stores. Looking ahead, most executives expect brick-and-mortar to remain the dominant channel over the next five years.

The retail divide: While 41% of executives plan to open a new mono-brand or flagship store in the next 12 months, consumers lean the other way:

38% say they prefer multi-brand stores, compared to just 23% who favour mono-brand boutiques.

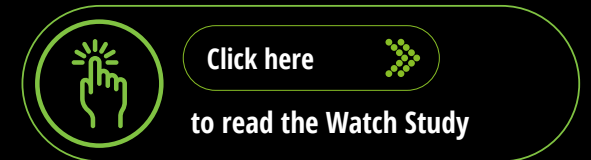
Twice as nice: Pre-owned watches are gaining traction, especially among younger buyers. 40% of millennials and Gen Z say they are likely to purchase one in the coming year, a noticeably higher share than among Gen X or Baby Boomers.

The next wave: Willingness to buy is equally strong among men and women, signalling that demand is no longer driven solely by male collectors. Looking ahead, the greatest potential for growth lies with female buyers and Gen Z, who are set to shape the future of the watch industry.

Viva México: In Mexico, watch enthusiasm is being fuelled by social media. This digital influence translates directly into action: Mexican consumers are twice as likely than the global average to purchase new watches via social media. However, personal relationships with retailers remain a distinctive feature of the market, with many buyers valuing trust and connection alongside digital convenience.

About the Study

This eleventh edition of the Deloitte Swiss Watch Industry Study is based on an online survey of 111 senior executives in the industry, interviews with industry experts between June and July 2025 and an online survey of 6,500 consumers in the domestic Swiss market and top export markets for Swiss watches: China, France, Germany, Hong Kong, India, Italy, Japan, Singapore, the United Arab Emirates, the United Kingdom and the United States. This year we also surveyed consumers in Mexico and have included a specific section on this growing market.



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.

Audit

2025
Transparency
Report

How Boards can
use Integrated
Reporting as a Tool

Consumer

Luxury on Air
podcast

The Food
economy podcast

Deloitte Swiss
Watch Industry
Study 2025

Demographic & Health

Ageing Switzerland:
Three effective
reforms for three-
pillar retirement
provision

Ageing Switzerland:
What makes
tomorrow's most
important consumer
group tick

Almost half of Gen Zs
in Switzerland worry
about retirement –
monthly costs the
main concern for
millennials

Deloitte Tech
Trends 2025:
A Life Sciences
& Healthcare
perspective

Sustainability

Deloitte Switzerland
Impact Report 2025

Demystifying ESG
regulation: What Swiss
board members need
to know

Finance & Insurance

Deloitte CFO
Survey

How Swiss
Insurers are
responding to
financial crime

Performance
improvement
A strategic focus for
MedTech players in
Europe

Health Insurance
Switzerland
– Premium
Situation 2026

Resilience

swissVR Monitor
II/2025 -
Organisational
resilience

Interview - The
role of the Board
in relation to
organisational
resilience

Interview -
Crucial resilience
factors within
the Board of
Directors

Interview - Crisis
management
in the Board of
Directors

Tax & Legal

Pillar Two
Incentives Guide
Switzerland

Tax Transparency
Report

UPCOMING EVENTS



Deloitte DEI Art Exhibition – 16 April 2026

Experience our next Deloitte Art Exhibition, “Human and AI,” taking place on the 16th of April 2026, which explores AI’s impact on creativity and culture. Alumni are invited to submit paintings, drawings, photos, sculptures, and AI-generated works by Monday 16 February.

Contact Dorothy Yeung at dyeung@deloitte.ch for further details and submissions.



Deloitte Finance Day – 7 May 2026

Deloitte Finance Day brings together CFOs and finance leaders to share insights, explore key trends, and network in an inspiring environment.

[Click here to register your interest in attending the event.](#)



Cyclotour du Léman - 24 May 2026

The [Cyclotour](#), known as one of the most beautiful cycling events in Switzerland, will be held on Sunday, 24 May 2026. It starts and ends in Lausanne, running along the Swiss and French shores of the lake. Gear up for an unforgettable journey along scenic routes, taking in stunning views!

Contact Benjamin Morin at bemorin@deloitte.ch for further details.

WHAT'S NEW AT DELOITTE?

From cutting-edge AI to sustainable leadership, mentoring programme to bold new ideas – here's a glimpse at how Deloitte is innovating, inspiring, and making an impact.



Protecting satellites from cyberattacks now has a new ally: Silent Shield. This AI-powered system monitors satellites in real time, detecting anomalies and alerting operators for rapid response.

Tested successfully on Deloitte-1, Deloitte's satellite launched in March 2025, Silent Shield strengthens the cyber resilience of critical space infrastructure — an increasingly important priority as orbital networks continue to expand worldwide.



Deloitte Switzerland has been awarded the EcoVadis Platinum Medal, placing us among the top 1% of companies assessed for sustainability performance.

This recognition reflects a 16-point improvement since our last assessment and underscores our ongoing commitment to embedding environmental, social, and governance (ESG) principles across all aspects of our work — from governance and procurement to how we serve clients and communities.

It's a meaningful milestone on our journey to make a positive and lasting impact.



In September 2025, Deloitte unveiled its refreshed global brand positioning and first-ever tagline: **"Together makes progress."**

More than words, it reflects how we work — collaboratively, across geographies and expertise, alongside our clients. Together = a focus on diverse talent, Makes = emphasis on proactive value creation, and Progress = a commitment to continuous improvement and lasting impact.

This tagline underscores Deloitte's identity as a trusted partner, dedicated to achieving shared, meaningful outcomes with clients, communities, and society.



The Deloitte Female Mentoring Programme, led by the Next Generation Board in collaboration with Talent & Culture, was launched to support female new joiners at the start of their careers. Over a six-month cycle, participants were paired with experienced mentors to receive guidance on professional growth, personal development, and long-term success.

The programme kicked off in mid-October with an apéro and included training sessions for mentors to ensure meaningful and impactful exchanges. This initiative reflects Deloitte's commitment to empowering women and fostering the next generation of leaders within the firm.

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One Young World Switzerland National Congress 2025

Deloitte's young leaders made their mark at One Young World Switzerland 2025 in Bern, joining 150+ peers to tackle society's biggest challenges.

Highlights of the year included Brandi Caruso's keynote on navigating tough conversations, Sophie Durand presenting the Award Ticket to Openversum co-founder Laura Stocco, and the interactive workshop "*Communication Matters*" led by Adrian Kaeppli and Irene Fensore.

Later in the year, Clara Rayo represented Deloitte at the OYW Global Congress in Munich, showcasing the firm's commitment to empowering young leaders and driving constructive dialogue.



Wisdom Wednesday

At Deloitte Romandie, growing stronger together starts with sharing what we know — simply and openly. That's the spirit behind Wisdom Wednesdays: a monthly get-together where each team showcases its business offerings in a fun, interactive way — no jargon, no deep dives — just clear, engaging presentations.

These sessions help colleagues spot and seize new opportunities — sparking collaboration and growth across teams.



Solaria: Powering Deloitte's AI Future

We've launched Solaria, a Deloitte-built platform that brings the power of AI directly to our people.

Solaria offers a growing suite of intelligent, ready-to-use tools — from RFP analysis and CV formatting to AI-driven brainstorming and presentation generation — all designed to make work easier, faster, and smarter in a secure, standards-compliant environment.

What makes Solaria truly unique? It empowers users to create their own AI applications through a no-code approach, unlocking new opportunities for innovation.

A step forward in how we collaborate, create, and deliver value — powered by AI, guided by people.

FOR MORE INFORMATION

[Click here](#)





ANNUAL SWISS TAX & LEGAL CONFERENCE

Deloitte Switzerland's Tax & Legal team held their Annual Swiss Tax & Legal Conference at the end of August to kick off the new fiscal year with a focus on celebrating the team's successes, fostering collaboration and charting the course for an exciting new business year. A highlight of the event: the keynote speech by Nicolas Hojac, Professional Alpinist, who talked about resilience, risk management and teamwork.

Nicolas Hojac is a Swiss alpinist celebrated for his speed records and bold expeditions. One of the youngest to complete the Alpine Trilogy of the Eiger, Matterhorn, and Grandes Jorasses, he later set a record on the Eiger North Face with Ueli Steck. He continues to push limits with rapid ascents worldwide. The conference provided our Tax & Legal employees with an opportunity to gain insights into his remarkable achievements and the work, planning (and re-planning!) that always underpins such successes. During his speech, Nicolas emphasised that we are always capable of more than we think and give ourselves credit for, providing examples from his own life experiences. Nicolas's expeditions, much like any of our own goals and plans, always required careful risk management and it was key to break down big goals into smaller steps. More importantly, it is just as critical that any failures along the way provide time to reflect and learn and are ultimately part of the overall success.

Recognising that setbacks are part of the journey, we had the chance to ask Nicolas some questions about the mindset, preparation, and resilience that have driven his success.

Thank you for taking the time to answer our questions. What mindset and preparation were essential for you to grow from a passionate climber into a record-breaking alpinist?

Passion, that inner fire, has always been my driving force. Without it, it's impossible to reach this level. You also need strong willpower and a certain capacity for suffering. You don't need anyone else to believe in you. You have to believe in yourself and you have to walk the rocky path yourself. There are no shortcuts.

What has always pushed me forward is curiosity to explore, discover new boundaries, and see what lies beyond the familiar. But passion and curiosity alone won't get you to the summit. It takes structure and preparation. Every climb begins long before you touch the mountain. Training, planning, and experience are essential to reaching your goal. And perhaps most important is humility. Because in the mountains, as in your job, you can never control all the factors. What you can control is how you prepare, how you react, and how you continue to learn step by step.



Can you share a defining moment in your career where resilience played a key role in overcoming a significant challenge?

One of the defining moments in my career came during the four-year journey to climb the north faces of the Eiger, Mönch, and Jungfrau in a single day. Each attempt taught me something different. The first time, we had to turn back because my climbing partner wasn't feeling well. The second and third attempts failed due to poor conditions. Each setback was frustrating, but it forced us to reflect, adapt, and come back stronger.

Resilience, I realised, isn't just about pushing through difficulties, it's about understanding the limits, making careful decisions, and trusting your preparation and the process. By the fourth attempt, all the lessons we'd learned over those years came together. Everything aligned perfectly, and we completed the climb in 15.5 hours and set a new record. That experience reinforced the lesson that growth often comes more from the challenges you overcome than from the victories themselves. Resilience is built in the struggle, not at the summit.

What strategies or habits have you found most effective in building resilience both professionally and personally?

Building resilience starts with accepting setbacks and that's often harder than it seems. I try not to waste energy on things beyond my control. When a defeat or disappointment happens, I put it into perspective, recognising that it's rarely as bad as it feels at first.

If there is some envy involved, for example because someone else succeeded where I didn't, I remind myself that the others face the same challenge. That helps me stay grounded and take it less emotionally. The key is to analyse what happened, learn from it, and use that insight to improve next time. Resilience is not a one-time skill, it's a continuous process, built through reflection, adaptability, and maintaining your focus on long-term goals.

Finally, are there any special places in Switzerland you would recommend to our readers for this winter season to reflect and recharge?

When it comes to reflecting and recharging, I believe it's important to go somewhere that isn't too hectic, a place where you can really slow down and be present. For me, the mountains are such a place. They give me energy, but at the same time, they ground me.

Spending a weekend in a remote alpine or mountain hut is a wonderful experience. It's like going back to basics: chopping wood to keep warm, fetching water from the well, enjoying a fondue together, and going outside at night to watch the stars. Suddenly, the world seems to slow down...



Nicolas' LinkedIn profile



NEVER STOP GROWING AT DELOITTE

“

“At Deloitte, growth isn’t a benefit, it’s a responsibility. That’s why we empower our people to never stop growing – personally and professionally – so they’re always ready to lead, adapt, and make a meaningful impact.”

Veronica Melian, Managing Partner
People & Purpose

”

Our people’s expertise is our capability! So, we’re making sure it never stops growing.

In today’s fast-changing business environment, where new technologies, industries, and challenges emerge almost daily, helping our people to continuously learn and adapt is one of the most important investments we can make. Learning takes place every day in our work and in interactions with clients and colleagues – it is an integral part of our working environment. If we are mindful of these learning opportunities and take active steps to apply and reflect on our skills, we advance our personal growth and development.

Growth as a Shared Commitment

Growth has been a central theme across many of our people-focused initiatives.

Deloitte.
Together makes progress

Take off into
a career
without limits

Find out how



Externally, we reinforced this message **by emphasizing the growth opportunities at Deloitte.** We especially showcased how becoming part of our firm means joining an environment where curiosity is rewarded, where expertise is built, and where our people are supported to achieve their ambitions.

MY LEARNING PORTAL

ENGAGE FOR CHANGE
and ETHICS SURVEY

DEVELOPMENT AND GROWTH

- User-friendly and personalised platform
- All learning needs at your finger-tips
- Track your learning in one place


Search “My Learning”
on the intranet



Internally, we **promoted our new learning journeys.** This initiative was intended not only to raise awareness of our redesigned learning offerings – aimed at increasing the impact of learning and delivering greater value to our talent – but also to foster a culture where continuous learning and professional development are an integral part of everyday work.

Deloitte Signature Programmes that make a Difference


Our commitment to growth is reflected in the range of development programmes we offer to our people at different career stages:



Together makes progress

Take off into a career without limits

Find out how



New Learning Journeys:

We have strongly revamped our learning experience landscape and redesigned tailored programmes. Our personalised milestone courses combine technical expertise, digital capabilities, and soft skills. Whether it's mastering emerging technologies such as GenAI, enhancing relationship building skills or leadership capabilities, these journeys equip our talent with best-in-class knowledge and tools to succeed now and in the future.

DELOITTE UNIVERSITY

- Meet colleagues from across EMEA
- Courses designed to grow your skills and career
- Take charge—nominate yourself for courses today

Search "Deloitte University" on the intranet



Deloitte University:

Deloitte University EMEA, launched in 2013, was created to provide an exceptional and memorable development experience for our people. As part of our new learning journeys, all newly promoted or newly hired employees into a Manager, Senior Manager or Director role are invited to attend the appropriate milestone programmes.

COACHING

- Accelerate your growth
- Get clarity on your career vision
- 100+ internal coaches ready to guide you

Search "Coaching" on the intranet



Mentorship, Coaching and Developmental Feedback:

We offer powerful tools which allow our people to team up with seasoned leaders who will support their career advancement and help them unlock their potential through coaching, mentoring and developmental feedback.

At Deloitte, we are placed in an exciting, dynamic and action-oriented environment where continuous learning is a key accelerator for personal and professional growth. Read more about our Learning & Development offering [here](#).

Focusing on Growth and Resilience, we were delighted to have the opportunity to discuss these themes with Elise Kammerer, founder of “Finding Purpose,” coach, and alumna of our People & Purpose team.

In your daily interactions with clients as a coach, what are the main obstacles that prevent them from cultivating greater resilience in their everyday lives?

Most of my clients are high achievers working in fast-paced, high-pressure environments. They are driven and deeply committed to excellence, yet that strength often becomes their main challenge. Many equate resilience with endurance or productivity rather than presence and self-connection. They keep pushing forward without pausing to ask whether what they are doing is still meaningful or sustainable.

Another common obstacle is the lack of recovery time. When people are constantly in motion, they lose perspective and gradually disconnect from what gives their work purpose. True resilience is not about resisting pressure, but about staying connected to one’s values and energy while navigating it.

Could you share any practical tips or strategies for building resilience and fostering growth that you have found to be particularly effective and easy to implement?

Purpose brings clarity and awareness. It helps people take a step back, see the bigger picture, and regain perspective in the middle of pressure. When clients reconnect with their purpose, they become more intentional in their actions and less reactive to circumstances.

One practical tool I often suggest is an energy check at the end of the day. Ask yourself:

- What gave me energy today, and what drained it?
- Why? Was it aligned with my purpose statement?
- What could I experiment with tomorrow to shift the balance?

This simple reflection helps people make conscious adjustments. Over time, it builds self-awareness and strengthens resilience by aligning daily choices with what truly matters.

You recently took a personal break to pause, reflect, and recharge. Why do you believe such breaks are important, and what benefits have you gained from them?

This was not my first break. During my years (almost a decade!) at Deloitte, I took two similar pauses to step back and reassess. Each time, those moments of reflection became turning points in my career and personal growth.

Taking a break allows integration. It creates the distance needed to reconnect with oneself beyond professional identity and performance expectations. It helps make sense of experiences, clarify direction, and ensure that future choices are intentional rather than reactive.

My most recent pause reaffirmed that stepping away is not about stopping progress, but about regaining perspective. It gave me renewed clarity, energy, and conviction about the path I wanted to create with Finding Purpose.

Do you think technology—such as wellness apps or even AI—can support us on our journey towards resilience, or do they risk adding to our digital stress?

Technology can be a valuable ally when used consciously. Tools that promote reflection, help track habits, or encourage regular pauses can support self-awareness and well-being.

However, if used without boundaries, they easily become another source of pressure or distraction. The key is to stay in control of how we use them, rather than letting them dictate our attention or pace.

Resilience ultimately comes from inner connection. Technology can support it, but it cannot replace the human work of slowing down, reflecting, and making choices aligned with one’s purpose.



Elise Kammerer
Founder of Finding Purpose



Elise’s LinkedIn profile

HOT JOBS: YOUR NEXT GREAT OPPORTUNITY COULD BE HERE

Whether you're exploring a new chapter or simply staying connected to the pulse of the market, we're spotlighting a few key openings which could be a great fit for you – or someone you know. Check out this month's featured roles:

- [Senior Consultant / Manager – IT Infrastructure, Technology Strategy & Transformation](#)
- [Swiss Manager in Payroll Advisory – Tax & Legal](#)
- [\(Senior\) Manager – Mehrwertsteuerberatung](#)
- [Crisis & Resilience Manager, Cyber Risk Services](#)
- [Director, SAP Supply Chain](#)
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We would be delighted to welcome you again to our firm! Explore more opportunities via our [Careers page](#). Your next move might be closer than you think.



RECONNECT & LEARN: NEW ALUMNI WEBINAR SERIES

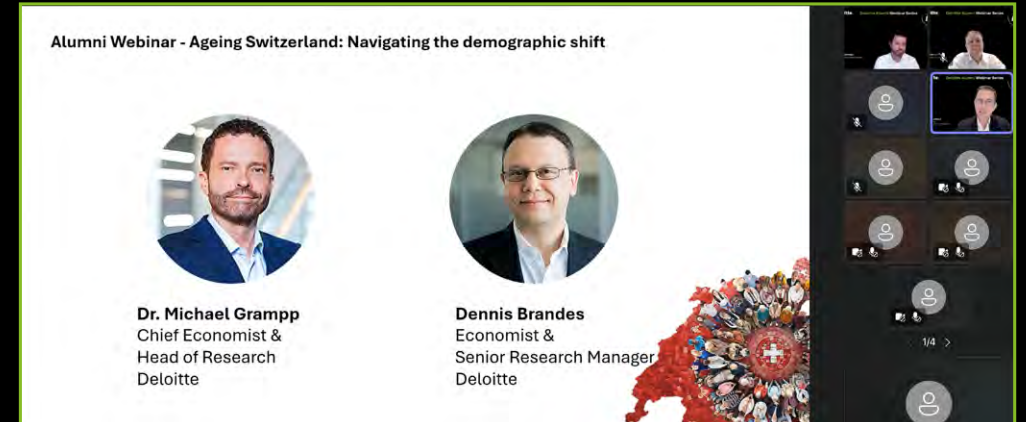
On Wednesday, 5 November 2025, our alumni community came together for the first edition of our Webinar Series, designed to engage and inform twice a year on topics of interest for our community.

This first edition focused on a critical issue shaping Switzerland's future: the demographic shift towards an ageing population.

The demographic landscape in Switzerland is undergoing rapid transformation, with significant implications across multiple sectors. The webinar, lasting 45 minutes, drew on insights from Deloitte's new Thought Leadership study series, "Ageing Switzerland," to explore how this shift impacts the economy, labour market, healthcare, and pension systems.

The session provided alumni with valuable perspectives on navigating demographic change, emphasising the importance of forward-thinking strategies to harness new opportunities.

The next webinar will be happening early 2026, stayed tuned for the invitation!



NATIONAL ALUMNI REUNIONS 2025

It was time to reconnect with our alumni at not just one, but two exciting events in Geneva and Zurich. Former colleagues and friends gathered for two evenings filled with laughter, fun, and meaningful conversations. Don't miss the highlights—check out the photos!

On 10 September in Zurich, over 200 alumni gathered at the stunning Landesmuseum to celebrate together. Then, on 18 September in Geneva, over 80 alumni joined us at the Conservatoire de Musique for an evening filled with laughter and great vibes by the water. These events provided a fantastic opportunity to reconnect and celebrate the strength and vibrancy of our alumni community. We look forward to seeing you all again next year—at the latest!



You missed it? Or can't look forward to our next annual alumni events? Save the date for the 2026 reunion!

Zurich event: **Wednesday, 2 September 2026**

Geneva event: **Thursday, 17 September 2026**



You did not receive the 2025 invitation to the events?

[Click here](#) to register to the alumni programme or [click here](#) to update your information such as email address



Not sure if you already registered to the programme?

[Click here](#) to contact our alumni team



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