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Introduction by Simon Owen

On behalf of our partners and people I am proud to introduce our Swiss Annual Review 2017, highlighting how we are putting our shared purpose into action across our business.

Deloitte’s purpose is to make an impact that matters. We work with our clients to help them identify and solve complex issues and provide insights into marketplace disruption that affect both national and global organisations in Switzerland.

Changing market
Organisations around the world face many different challenges, from economic and political uncertainty; an evolving regulatory landscape; financial risk; changing social norms; and disruptive technologies that are altering the rules of engagement for business and reshaping the marketplace.

Our expertise in helping clients analyse a challenge and take appropriate action is the reason why we are asked to advise many highly-regarded Swiss organisations as they seek to operate successfully in an ever-changing global business environment. The following examples illustrate what we have done to help our clients during the past twelve months.

1. Evolving and adapting our services and capabilities to meet the changing business environment, taking full advantage of Deloitte’s global partnerships with Apple®, Amazon Web Services®, Salesforce®, Cisco®, SAP® and McLaren®

2. Helping major organisations in life sciences and financial services transform their business as well as reduce their costs with robotics and intelligent automation

3. Leveraging big data and analytics to help consumer & industrial products organisations address the global management of customs duties

4. Combining our “thinking” capabilities with our programme management capabilities which deliver tangible value – the “doing” part of our business

5. Deploying exponential technologies to deliver the audit of the future and intelligent software to further enhance our forensic capabilities as well as complementing our offshore centres with new nearshore operations

6. Delivering insight and industry expertise on current hot topics, such as millennials, automation, cyber security, the future of work, the sharing economy, digital transformation and big data

7. Embedding innovation at the heart of our organisation – showcased through the recent creation of the Deloitte Garage, dedicated to designing and building new business models and solutions

8. Working closely with regulators and legislators to ensure we take a leading role in the development of future governance frameworks and requirements

9. Creating an Advisory Board of experienced business leaders to help us stay even more closely connected to the topics that matter most for Switzerland
People are at the core
We are able to solve our clients’ toughest and most complex challenges only by hiring and retaining the best talent available in the market. We must continue to bring the brightest minds to the table. Creating an exceptional experience for our talent is thus crucial to the success of our business.

We have taken measures to further enhance our talent programme, to accommodate our people’s preferences for how they would like to work and the development opportunities they seek. These measures, coupled with innovative events such as our recent cyber Hackathon and the annual Jump-Start three-day workshop in Barcelona, are enabling us to attract and retain highly talented individuals in the Swiss marketplace.

Respect and inclusion are not tick box exercises: they are core to our success. At Deloitte, we embrace the values and ethics associated with a business of 2020, not yesteryear. To this end, in financial year 2017, we launched a new working parents policy, which is unrivalled in the Swiss professional services industry. I have also personally gone on record to state we will commit to a series of gender targets, including 20 per cent female partners and 30 per cent female leaders by 2020.

Business performance
We remain on track to achieve our 2020 strategic ambitions, with the primary drivers of our growth continuing to be the high-quality professional services that our people provide and the value they deliver for our clients. I have long been an advocate of the notion that, if we do the right thing in terms of serving our clients and investing in our people, the financials will look after themselves.

To that end it is pleasing to report another very successful financial year, positioning the Swiss practice as one of the fastest growing within Deloitte in Europe along with the German practice. During financial year 2017, Deloitte Switzerland achieved double digit revenue and profit growth.

“Our aim is simple: to ensure that Deloitte is a great place to work and grow and a firm that I am personally proud to be part of.”

22% female leaders in 2017
2020 and beyond
Leaving aside the financials, the investments we are making now in our people and our services will enable us to be even better connected, as we approach 2020, 2030 and the years beyond, for solving the issues of the day for our stakeholders and Swiss society as a whole. I continue to be excited about the opportunities the future holds for Deloitte, and this excitement is clearly shared by a large number of very senior people who have chosen to join our firm over the past twelve months, from both our competitors and other organisations.

We are also very proud to have announced that, on 1 June 2017, we joined our colleagues in Belgium, Denmark, the Netherlands, Finland, Iceland, Norway, Sweden and the UK in the creation of a Deloitte North West Europe firm. The combined breadth and depth of capabilities of these market-leading member firms will allow us to serve better the needs of our clients who operate in an ever-increasing globally connected way, and to continue our relentless focus on quality. It will also allow us to offer career development opportunities for our people, helping us to attract, develop and retain the very best talent across the region.

“This really is a fantastic time to be at Deloitte and we are relentless in our commitment to continue making an impact that matters to our clients, our people and society at large.”

The stories that follow are examples of how we live this commitment every day. Please share your thoughts and feedback on this Annual Review with me at szowen@deloitte.ch.

Simon Owen
CEO
We are relentless in our commitment to continue making an impact that matters to our clients, partner organisations, our people and society at large.

**Powering growth**

In FY17 we acted for **95%** of the companies in the SMI index.

Together we designed the operational model for the new entity, coordinated the transaction, managed regulatory engagement, and administered the overall programme.

In doing so we helped UBS to take an important step towards streamlining its legal and governance structure and increasing operational and capital efficiency across its European businesses.

Headquartered in Frankfurt, Germany, UBS Europe SE now allows previously separate entities in Germany, Italy, Luxembourg (which already includes branches in Austria, Denmark and Sweden), the Netherlands and Spain to operate effectively across European markets through a network of branches.

**“The establishment of UBS Europe SE is at the core of our European Wealth Management strategy. As our trusted advisor on strategy, regulatory and transaction-related themes, and as our reliable execution partner, Deloitte contributed significantly to the successful launch of UBS Europe SE.”**

Andreas Przewloka, Chief Operating Officer, UBS Europe SE

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**UBS: Creating the European Bank**

In 2016 UBS launched UBS Europe SE, a combination of most of its Wealth Management businesses in Europe into one legal entity. It was an industry-pioneering move, one that has helped to lay strong foundations for future growth.

Our role was to support UBS in making it happen, bringing together our global breadth of expertise including strategy consulting, financial advisory and regulatory specialists.
Sulzer: Implementing a successful transformation programme

Deloitte supported Sulzer in defining and implementing a finance transformation programme.

At Deloitte, we look to support growth in all of our clients. As part of a broader programme to improve its profitability we worked alongside the industrial group Sulzer, supporting their global finance transformation project. The programme aims to deliver double-digit productivity improvement, by better leveraging scale to close the gap with other best-in-class organisations.

Our role as primary advisor to Sulzer offered us the opportunity to be part of this project from start to finish – helping to define strategy and the new operating model, as well as planning and implementing its execution. To maximize its impact, the project was designed around three phases. First, we worked with Sulzer to identify the right external partner to outsource core transactional processes, enabling world-class efficiency in the finance services organisation.

We then gave support in defining a regional clusters concept, based on a new financial operating model, which will bring together common functions into regional centres of excellence, allowing the business to be served more effectively. Finally, we helped in developing a training concept (Sulzer Finance Academy) designed to further both technical and soft skills within the finance organisation.

It was critical that this transformation project would provide lasting benefits to the business. Therefore, with our support, Sulzer carried out the implementation in phases, focusing on one continent at a time (America, Europe, Asia). Together, we also made sure that local finance managers and staff involved with the standardised finance processes were fully equipped through common governance and guidelines.

As a result of this global finance transformation, Sulzer has improved process standardisation and effectiveness, and achieved important cost savings throughout the organisation.

“Deloitte has played an important part in the success of this project. The team quickly understood our situation and supported us in developing and implementing this strategic finance transformation programme.”

Thomas Dittrich, CFO, Sulzer Ltd.
The world of work is undergoing massive change. Leaders must ensure their businesses are future-proofed.
Supporting our clients with their automation ambitions

Self-driving vehicles, chatbots and artificial intelligence are no longer a vision of the future, they are a reality of today. Many leading organisations are also now turning to robotics to transform the way their businesses operate. They are no longer just experimenting with Robotics Process Automation, they are now looking at deploying this technology at scale. Over the past twelve months, Deloitte has been helping organisations across all industries with this major transformation – from financial services, to life sciences and manufacturing.

The breadth of our expertise allows us to tackle such transformative projects head on, from start to finish. We combine our deep industry and functional knowledge with our expertise in the latest technologies to find the right solutions, for each individual client.

Equally important, our experience in managing change and risk means we can then execute these solutions in a way that is sustainable for the client.

As an example, we helped one of our financial services clients to identify hundreds of opportunities for automation. These were processes that were repetitive and tedious for their workforce, like ensuring funds are transferred correctly when a customer closes their bank account. Missing and inaccurate information often stops these refunds from being executed automatically and locating all of that information manually is cumbersome, time consuming and open to human error. The robot we built to automate this particular process has already reduced manual effort by thousands of hours with the added benefit of providing a full automatic audit trail for all customer refunds. For this process and the other numerous ones already identified, we are not only building and executing the robots that automate this repetitive work, we are also helping to manage the change to the business, providing the client with training and post go-live support.

The result for this client has not only been major productivity gains and improvements in quality, but also a boost in employee morale, allowing focus on higher value adding activities rather than the repetitive tasks that as humans we tire of so quickly.

With investment typically paid back within a year, and operational costs often reduced by over 80 per cent, more and more of our clients are now looking to robotics to grow their businesses. To support this growing demand we’re expanding our capabilities by growing a network of robotics development centres across the world, allowing us to deliver at scale quickly.

We combine our deep industry and functional knowledge with our expertise in the latest technologies to find the right solutions, for each individual client.
Roche: communicating across the globe to deliver what matters

Over recent years, the process by which new treatments are made available to patients has seen a steady increase in both duration and cost. Research shows that, today, a new product will cost on average $1.3 billion and 14 years to develop. When a typical scientist spends over 60 per cent of their time on non-core, administrative work, helping free up time to spend on scientific research is critical. Deloitte helped people at Roche to dedicate their time to what really matters: developing life-saving medication.

Our team worked with over 80 scientists and staff at Roche to understand how information flowed through the organisation. We found that valuable data detailing key medical characteristics of Roche products (for example their indication, dosage and intended effect) was widely distributed, captured in a complex network of systems and documents. Based on this analysis, we built a visualisation dashboard to highlight the lifecycle of this data, and how it flowed (or didn't) across the organisation.

The experiment was an immediate hit: scientists could quickly see where information they needed to write scientific protocols was stored, and staff in headquarters could see that by recording drug formulation information in a system, it would be more readily available to their counterparts across the world.

Alongside colleagues from the UK and the US, we worked with Roche to establish a common set of data standards that would be universally applied across the global organisation. This created a common language for enabling the right information to become available to the right people, at the right time. For example, by capturing the intended use for a product in a consistent manner across the globe, this will allow Roche unprecedented insight into how its products are helping patients worldwide.

Together, we built a roadmap that will use this common language across key processes and systems, removing complexity and improving transparency across the company.

The tool will reduce the amount of manual data entries by 50 per cent and create a five-fold increase in the number of automated information handovers. In so doing, Roche will be able to more quickly develop new products and demonstrate their value to regulators, ultimately making new treatments available to patients sooner.

We helped people at Roche to dedicate their time to what really matters: developing life-saving medication.
Delivering purpose

WEF: Partnering against corruption
Deloitte joined forces with the World Economic Forum to fight against corruption.

As leading Forensic practice on the Swiss market, we always aim to share the best of our skills, knowledge and experience to support projects that really matter to society at large. This is how we started working with the World Economic Forum in Switzerland. Since 2014, we have been serving as their lead advisor and knowledge partner on their Partnering Against Corruption Initiative multi-year project. This programme aims to address specific corruption risks and enhance transparency in the sectors of infrastructure, engineering, construction, and real estate in countries at high risk.

During its third and final year, we helped the WEF shed light on the competitive potential of a Latin American country’s economy which is being hindered by a lack of transparency, ineffective governance and corruption issues that harm the business environment and society and deter investment and development.

Together, we have been working to develop practical outcomes and solutions that increase transparency and level the playing field by reducing corruption and rebuilding a culture of trust and integrity in business and wider institutions. We brought together key local stakeholders to design concrete solutions that both public and private sector organisations could commit to for the creation of sustainable change, and provided a number of key recommendations in our final report.

Through our work with the World Economic Forum, we have contributed to shaping the agenda on global and industry issues as an advisor to Forum projects. Initiatives such as this are an important part of our purpose to make an impact that matters, not only for our clients and our people, but also for wider society.

“Deloitte’s expertise and network was critical to advance the anti-corruption agenda and to the development of sustainable and practical solutions. The dedicated workforce provided by Deloitte brought the body of knowledge to successfully accompany the Forum over the three-year project.”

Pedro Rodrigues de Almeida, Head of Partnering Against Corruption Initiative, World Economic Forum
Providing real-time support in compliance

With our new Deloitte Managed Services platform, we are supporting our clients with their day-to-day regulatory challenges.

Staying compliant has never been more challenging. The range and complexity of laws and regulations is continually increasing, as well as the penalties for non-compliance. Some financial institutions have therefore chosen to simplify their product and service offering, or to even leave entire markets, in an attempt to ease this compliance burden and reduce the associated costs.

We are convinced that the answer lies not in avoiding the complexity of regulations, but in smart solutions and sharing the costs of regulatory compliance across industry players. In light of this, we launched Deloitte Managed Services in October 2016 drawing on both our advisory and consulting expertise. This new service platform offers to our clients, dynamic business processes encapsulated within workflow tools, ensuring their compliance with all relevant laws and regulations in Switzerland and abroad on a day-to-day basis.

The standardisation brought by our platform allows our clients to share costs, ensure consistent application of a given set of rules and regulations and enables timely out-of-the-box updates whenever required. Based on our calculations, our clients will be able to significantly reduce the time spent on a compliance review by over 50 per cent, with the quality and accuracy of data received and reported also significantly increased.

We are convinced that the answer lies not in avoiding the complexity of regulations, but in smart solutions.
Navigating the difficult landscape of data protection

The proliferation of data sharing between organisations and individuals has reached unprecedented levels. In fact, data volumes are exploding, with more data created in the past two years than in the entire previous history of the human race. The benefits and insights that this expansion of data can offer are well documented, if not yet fully utilised, but this opportunity comes with increasing risks to the safety of our own personal data.

In response to this, the European Parliament and Council have introduced the new General Data Protection Regulation (GDPR) to strengthen and unify data protection across the European Union. This regulation, which becomes effective in May 2018, will provide better protection for all of us as individuals, but for the companies handling our data these new and stricter regulatory requirements mean substantial change to the way they operate. Not only do these businesses now face the threat of increased fines and growing reputational risks, they must also tackle legal uncertainties.

Since 2016, we have been working with a leading global financial services client to offer pragmatic advice and implementation support as they confront the challenge of this new regulation.

Working to establish clear governance structures and strong backing from right across the organisation, we have helped the client to achieve a cost effective solution that still meets the regulatory requirements, drawing on decades of experience and insight across Europe.

Our ability to offer practical solutions to complex technical, legal and organisational questions is enabling this client to navigate a difficult regulatory landscape, transforming their organisation in preparation for May 2018 and helping them keep their customers’ data safe.
Staying one step ahead of the hackers

Online and mobile banking are technological conveniences that many of us take advantage of every day. The fact that we use this technology so frequently shows just how much trust we put in the security of these systems and their ability to protect our sensitive data online. But for the banks, protecting themselves and our data from cyber attacks is an endless pursuit.

We have been working with one of the world’s largest banks to help them stay one step ahead of the hackers. Using a technique known as ‘penetration testing’, our teams replicated the methods and tactics of skilled hackers to try and find holes and vulnerabilities in our client’s systems – including their mobile banking app, used by banking customers worldwide.

As well as locating the ‘back doors’ and unsecured entry points for these applications, we also supported the client in locking these down so that when the hackers come they have their work cut out. It’s this end-to-end process that makes our work so important, not just highlighting vulnerabilities but ensuring the right remedies are in place so that organisations are fully equipped to protect themselves and their customers.

Our support for the financial services industry has allowed us to improve the security of hundreds of applications to date, benefiting not only the industry itself but also its business and retail clients, who often take security for granted.

Using a technique known as ‘penetration testing’, our teams replicated the methods and tactics of skilled hackers to try and find holes and vulnerabilities in our client’s systems.
The digital revolution is fundamentally reshaping the economy. The ever-increasing pace of technological change is a challenge to the continuing competitiveness of companies, but it also creates new opportunities. New state-of-the-art technologies present exciting prospects, and change to the way in which we at Deloitte, as a professional services firm, approach the work we do with our clients.

The audit profession in particular has an opportunity to reinvent itself, to shift from being compliance-focused to becoming creators of high-value services and support. At Deloitte, we experiment continually with new, disruptive approaches to revolutionise the audit and its impact. With the help of analytics and artificial intelligence tools, our audit teams are automating the more routine tasks, and transforming the traditional audit to offer a smarter and more efficient process.

Audit analytics can provide a dynamic view of the bigger picture that goes beyond a static snapshot of past performance. It allows us to identify trends and make insights for better-informed decisions and more in-depth risk assessments.

This in turn creates a shift in the auditor’s profile. Data extraction, integration capabilities and a good understanding of analytical tools are now essential skills. Formerly focussed on crunching numbers, the profession today involves greater technological ability and outside-the-box thinking. For this reason, in addition to developing breakthrough technologies, we are also investing significantly to equip our people for this new landscape. Next to providing further training for our certified accountants, we are increasingly hiring more people who are able to combine both financial and regulatory expertise with best-in-class data analytical skills.

These investments in our people and technology are central to our audit-quality agenda, and will support our ambition to increase our audit market share in Switzerland.

Quality is the very essence of assurance at Deloitte. It defines what our clients expect of us. This is why this year we have also produced a Swiss Audit Transparency Report, highlighting our dedication to the delivery of excellence.

At Deloitte, we experiment continually with new, disruptive approaches to revolutionise the audit and its impact.

We hired close to 100 people in Audit & Assurance
**Glencore: Supporting a debt reduction programme through audit**

Deloitte served as Glencore plc’s auditor during the commodity downturn in 2015/2016 including supporting their debt reduction plan through the audit process, and transactional support services.

Glencore plc is one of the world’s largest diversified, vertically integrated producers, processors and marketers of natural commodities, headquartered in Switzerland. Deloitte has served as Glencore’s auditor since its Initial Public Offering in 2011. In 2015/2016, in response to declining commodity prices and investor concerns, Glencore initiated a debt reduction and capital preservation plan which included a capital raising, asset sales, precious metal streaming transactions and capex reductions.

Our deep knowledge of the client’s business enabled us to support the company through this challenging period by focusing the audit effort on the debt reduction plan, including reviewing complex transactions and the associated accounting.

Deloitte also provided vendor due diligence and transactional support, assisting in the timely sale of certain assets by utilising our historical knowledge of the business to support management’s efforts.

We provided assurance to management, the board and investors over the financial performance and position of Glencore, which included consideration of the accounting impacts of the various debt reduction measures, amongst them several highly complex transactions.

“Deloitte as our auditor provided both the assurance to management and the board in relation to our financial statements, but also were able to assist with our debt reduction plan. They provided first-rate advice leveraging their knowledge of our business and our working style through the entire process and were always on hand at short notice to support us.”

Steven Kalmin, CFO, Glencore plc
J. Safra Sarasin Group: Continually enhancing our audit capabilities with innovative solutions

J. Safra Sarasin Group, as a family-owned private bank, acts as a proactive consolidator in the private banking market. The Group, present in more than 25 locations worldwide, continues to seek appropriate locations to best serve its clients and execute its growth strategy. Each of the Group’s entities receives, generates, processes and stores data in their day-to-day operations, thereby gathering massive amounts of available data that often remains untapped.

We have audited J. Safra Sarasin Group since 2013 and continually extend the scope of our services. Shifting from being compliance-focused to becoming creator of high-value services and support, we are using new, innovative approaches and technologies. The analytic tools we deploy allow the interpretation and communication of meaningful data, transforming the way we audit the Group.

In addition to our regular audit, we also leverage the tools to map the Group’s clients, outline their risk profiles and shed light on how the Group serves them globally, as well as capture potential new business opportunities.

These analytic tools not only support our financial audits, but also offer innovative ways to revolutionise regulatory assurance in many areas. As an example, to aid J. Safra Sarasin Group to further comprehend the bigger picture and get near real-time overviews on cross-border business or suitability elements, we implemented a tool that reveals patterns, trends and outliers in these areas.

The implementation and use of various analytic tools allowed us to create many insights and to bring further value to the governing bodies.

“Today’s increasingly complex regulatory environment requires that the audit be more dynamic and insightful.”

Ilan Hayim, Chairman of the Board, Bank J. Safra Sarasin Ltd

“Deloitte has demonstrated their expertise, providing us with further insightful added value, while continuing to deliver quality regulatory audits.”

Marcelo Szerman, Chief Operating Officer, Bank J. Safra Sarasin Ltd
Our purpose is to ensure that Deloitte is a great place to work and grow for our people while making an impact together.
**Why feedback and coaching matter**

Within Deloitte, we aspire to make an impact for and on our people. To help build a culture of constant growth and opportunity, we have recently enhanced our approach to performance and development. We aim to ensure that our people receive regular and meaningful guidance and feedback on their day-to-day work, and personal development, from their team leaders. But this is just one piece of the puzzle. In parallel, we have strengthened the role of coaches. Our coaches across the firm help team members identify and build on their strengths, analyse feedbacks, and advise on professional development. Coaching helps our people navigate their way through their career over time, taking a broader and more long-term view.

“Coaching is at the heart of our business,” says Britta Gross, Director in our Consulting department and also a certified coach. “It can initiate the change that accompanies growth within our client organisations and within our people. By asking the right questions, you help people come up with their own solutions. This way it creates sustainable change. It is far more effective than merely telling people what to do.”

Just as important, coaching is key to shaping an inspired and inspirational leader. “What makes a good leader even greater is its ability to coach others,” adds Britta. “Good leaders get results, but great ones do so by motivating the people who work with them in the long run.”

“Effective coaching and feedback conversations play an important role in my development in the short, medium and long term,” comments Susann Blumenschein, Manager within our Human Capital team in Consulting. “Both my team leader and my coach help me grow and develop by building on my strengths and aspirations. As project manager, I am keen to play the same role for my team to help them succeed in the long run.”

**Our workforce grew to 1,823 from 55 nationalities**

**500+ internal coaches**

Coaching is both a mind-set and a set of behaviours, whereby leaders enable their people to assess an issue, identify appropriate solutions, participate in decision-making, and achieve positive results, while also helping them learn to make a meaningful contribution.
Leadership capabilities are increasingly important in a marketplace where competitive advantage depends on the performance of critical workforces, the retention of top talent, and the ability to create and derive value from innovation. That is why, at Deloitte, we train our leaders to be good coaches, inspiring their teams to grow and develop.

The fittest company in Switzerland

We are committed to empowering our people and enabling them to be at their best, realising their full potential both personally and professionally. Our belief is that health and wellbeing in the workplace is a crucial element for achieving our purpose – making an impact that matters to our clients, our people and society at large.

We are a highly ambitious and aspirational business and know that our people strive constantly to perform at the top of their game, to make a difference for our clients.

As part of our ambition at Deloitte to create an even better place for our people to work, we support them in making personal choices that enable them to be energised, confident and aware. There are three qualities we want them to develop and sustain: physical energy, an engaging mind and a sense of purpose. In order to achieve this goal, we offer them a holistic programme and tools on empowered wellbeing, with brown bag sessions and workshops on nutrition, sleep, mindfulness and resilience, amongst others.

In addition, Deloitte sponsors the Company Triathlon and has been awarded the title of ‘fittest company in Switzerland’ for two of the last three years.

Karin Baechle joined our Human Capital team in Consulting earlier this year and participated in the Triathlon for the first time under the Deloitte banner. “I already participated in triathlons, and even competed against Deloitte with my former company. Sport is part of my life, it’s my ‘happy pill’, and being part of a company that supports my passion is very important to me.”

Karin sees a parallel between training for such competitions and her daily work: “The principles you learn in sport can very well be applied at work. If you train for a race, you need to be structured and organised, to align your work, family, friends and training. You also need to focus on eating and sleeping well. When I do so, I feel sharper, both physically and mentally. Mindfulness helps clear my mind, and I often solve business problems while I train.”

Our people’s passion for sport leads us to participate in exceptional experiences such as our Swiss D.cycle team riding with some of the world’s best cyclists from Team Dimension Data. They ride to support Qhubeka, a South African charity that brings bicycles to the African countryside, enabling mobility for children and women in particular. A charity that Deloitte is actively engaged in on a global scale.
Deloitte is committed to developing working practices that support agility in terms of where, when and how we work. We place great value on flexible working arrangements for our people, enabling them to be at their best in a way that fits in with the rest of their lives.

Agile working means helping our employees successfully manage their personal priorities, while also meeting the high expectations of our clients within a challenging service environment. As part of our commitment, we provide support through a combination of formal and informal arrangements. These include remote and part-time working (including in leadership roles), additional holidays and career breaks to pursue alternative interests. We also place great emphasis on the nurturing of a trust-based, result-oriented culture, as we believe this is the baseline for success.

Pascal Nowack joined our Tax & Legal team in Basel seven years ago and is now the leader for exciting expat engagements for some of our biggest clients in the region. As a father of two young daughters, he decided to reduce his working schedule to 60 per cent, in order to spend more time with his family. “At first, when I talked to my partner, she was quite surprised by my choice, but was supportive. It is not yet the norm that a dad asks to stay at home with his kids, but I felt it was the right thing to do. I love my job but I am confident that organising my life in a balanced way can benefit both the firm and my family.” Pascal’s wife, Zeyno, also works for Deloitte: “Deloitte’s new working parents policy and the firm’s strong commitment to help us balance parenthood and our careers is a rare opportunity.”

Agile working means helping our employees successfully manage their personal priorities, while also meeting the high expectations of our clients.

We offer 26 weeks of maternity leave and 10 days of paternity leave.
At Deloitte, we are committed to supporting our professionals in the time before and after childbirth, and in their new role as parents afterwards. We believe that benefits for working parents should apply to both mothers and fathers, recognising also that companies have an obligation to give equal support to all family models. Moreover, balanced family commitments contribute to the achievement of gender equality in business.

Dusko Karaklajic is a Manager within the Cyber Risk team. He is helping our clients to understand better what the Blockchain technology is, how it could impact their business and how it could be used to resolve some of the most complex issues they face, in a secure way. “Blockchain is an exciting and promising innovation that has potential to transform number of industries. I am passionate about cryptography and information security, fields that are at the heart of blockchain and in which I did my PhD. Helping companies leveraging this technology in a secure way was therefore a natural match for me. I feel privileged being able to work on such exciting initiatives.”

Dusko comments, “Blockchain is a good example of how we work collaboratively across teams to achieve a common goal, and bring a holistic and innovative solution to the table, thanks to our capabilities and breadth of expertise. I am part of a Deloitte Blockchain Community of about thirty specialists in Switzerland. Regular touchpoints and systematic collaboration enable us to connect with others, share ideas and insights, and develop and enhance our approaches to serving clients”.

Our commitment does not end there. We place great importance on valuing individual perspectives and strengths. At Deloitte, everyone can be their true self – as authentic at work as we are in our lives. We are convinced that this helps to make Deloitte stronger.
Our people are fundamental to the success of our firm. Our aspiration for attracting talent is simple: we want to be the first choice for the world’s most sought-after talent. To this end, we regularly organise innovative ‘Inside Deloitte’ events, to introduce our future talent to our culture and ways of finding effective solutions to complex questions.

We also participate regularly in events organised by Swiss Universities. We met Ida Weber during a career speed dating session at the Long Night of Careers at the University of Zurich last November. “The career fair was a great opportunity for me to practice my interview skills. I was impressed by the sympathetic and diverse team of Deloitte ambassadors. Shortly after they called me back for a ‘real’ interview – two months later, I joined the firm.”

Ida moved from Stockholm to Switzerland three years ago and graduated last autumn with a Masters degree in Economics and Business Administration, with a specialisation in Banking and Finance.

When asked what kind of job she was looking for, she replied that what was important for her is thriving in a dynamic culture of inclusion, collaboration and high performance. “I met Jackie Hess, Managing Partner of Deloitte Tax & Legal department, during one of my lectures at the University. I felt very inspired by her experience and achievements and she is part of the reason I wanted to join Deloitte.”

Ida quickly discovered that at Deloitte, we provide a home for our talent and inspire them to develop and grow. From professional development to leadership opportunities, working on topics that matter, we empower our people to be at their best at every stage of their career. “I developed the feeling quite early on that this is the place I wanted to become part of. I am impressed to see how dedicated Deloitte is to solving complex issues from different angles, and how powerful teamwork is. On top of the exciting client engagements we work on, I feel like my learning possibilities are endless: through on the job training, connecting with colleagues or participating in training courses. Deloitte offers me the possibility to grow every day.”
Executive team

Simon Owen
CEO

Thierry Aubertin
Managing Partner
Audit & Assurance

Mark Carter
Managing Partner
Risk Advisory

Anna Celner
Managing Partner
International

Nick Davies
Chief Operating Officer

Stuart Diack
Managing Partner
Quality, Risk & Security

Reto Savoia
Deputy CEO/
Managing Partner
Clients & Markets

Jackie Hess
Managing Partner
Tax & Legal

Bjørnar Jensen
Managing Partner
Consulting

Jean-François
Lagassé
Managing Partner
Financial Advisory

Anna Samanta
Managing Partner
Talent

Our Executive team is composed of 27% of women
Performance metrics

Marketplace (net revenue in millions of CHF)
- FY15: 331
- FY16: 388
- FY17: 438

Investment in learning & development (in millions of CHF)
- FY15: CHF 3.8
- FY16: CHF 4.4
- FY17: CHF 4.9

Employees by year
- FY15: 1,431
- FY16: 1,690
- FY17: 1,823
Marketplace

<table>
<thead>
<tr>
<th></th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net revenues (CHF m)*</td>
<td>331</td>
<td>388</td>
<td>438</td>
</tr>
</tbody>
</table>

This year we have simplified our financial presentation to give a clear indication of the revenue derived from just our Swiss based staff. Other annual billing from Switzerland would represent a further CHF 142m, and Deloitte UK has, itself, billed an additional CHF 62m to Swiss headquartered clients.

From 2018 the Swiss firm will become part of the North West Europe region of Deloitte and will, therefore, represent its financial performance in a manner consistent with the other geographies in this region.

*Our profitability grew at a similar double digit trajectory.*

Workplace & diversity

<table>
<thead>
<tr>
<th></th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employees as per 31 May</td>
<td>1,431</td>
<td>1,690</td>
<td>1,823</td>
</tr>
<tr>
<td>Total partners</td>
<td>103</td>
<td>120</td>
<td>122</td>
</tr>
<tr>
<td>% of female partners</td>
<td>13%</td>
<td>12%</td>
<td>13%</td>
</tr>
<tr>
<td>Female employees</td>
<td>525</td>
<td>595</td>
<td>646</td>
</tr>
<tr>
<td>% of female employees</td>
<td>37%</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>% of female in executive roles</td>
<td>17%</td>
<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>Number of graduates recruited</td>
<td>153</td>
<td>193</td>
<td>165</td>
</tr>
<tr>
<td>Investments in learning &amp; development</td>
<td>CHF 3.8m</td>
<td>CHF 4.4m</td>
<td>CHF 4.9m</td>
</tr>
</tbody>
</table>