



The Deloitte Swiss Digital Government Study 2021
Drivers and Barriers to E-Government Services

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About the study

The Deloitte survey of digital services in Switzerland finds that demand for them has grown substantially since the beginning of the coronavirus pandemic. Reduced face-to-face interactions and advances in digital technology have influenced customers' expectations and their purchasing behaviour. This applies not only to online purchases of consumer goods but also to eGovernment services. Existing eGovernment services in Switzerland have been used increasingly by citizens since [last year's study](#) and there is a great need for new digital services.

As they transition to digital services, Swiss public authorities and administrations are facing not only different behaviour and new preferences among the public, but also technological hurdles and transformation challenges.



Key drivers shaping the future of eGovernment services in Switzerland



In our Deloitte Digital Government Survey we surveyed over 1,000 citizens in Switzerland – of which 235 were public service employees – and identified and analysed the key drivers and hurdles that will shape the future of eGovernment services in Switzerland. These findings result in four clear calls for action which we will discuss over the coming months:

Part 1

Citizens expect more flexibility and time saving from digital services.

Part 2

Public concerns about data privacy and cybersecurity persist and need to be addressed.

Part 3

There is a strong preference for uniform, national solutions from both citizens and public service employees.

Part 4

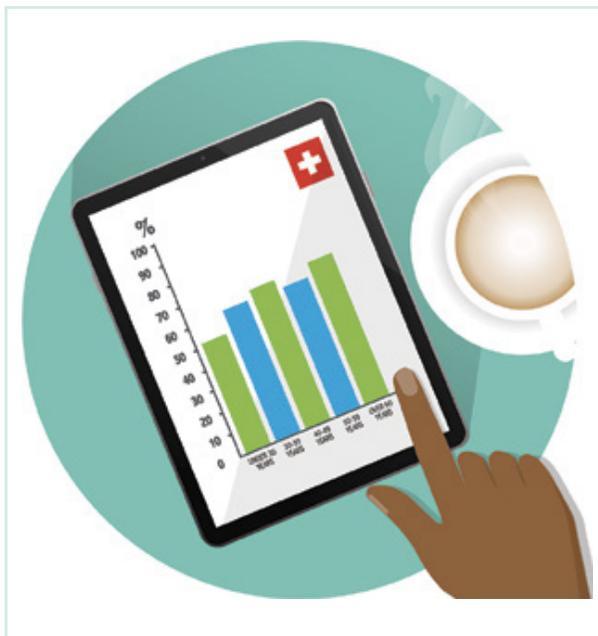
Public service employees want new working methods and more digital empowerment.

Part 1

Citizens expect more flexibility and time saving from digital services

Citizens in Switzerland have clear needs and expectations when it comes to eGovernment services. Overall, their experience with the existing digital services offered by public authorities and administrations is better than last year and generally satisfactory. According to the latest Deloitte Digital Government Survey 2021, however, more flexibility with regard to time and location as well as greater time savings when using new digital services can drive further adoption. Improved customer orientation, better communication and more mobile services are also needed. This will increase overall satisfaction with digital services and encourage even more people to use them.





61% of citizens want to use the digital services of public authorities and administrations.

The biggest users are aged between 30 and 49 years and over 60 years. Citizens aged less than 30 years are slightly less willing to use eGovernment services.

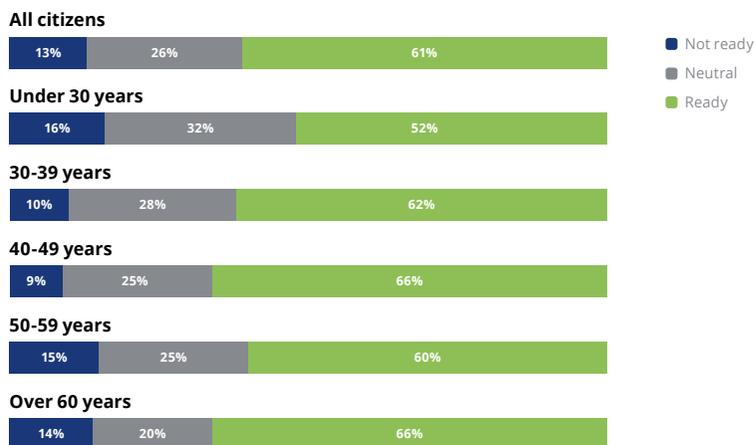
High willingness to use existing digital services:

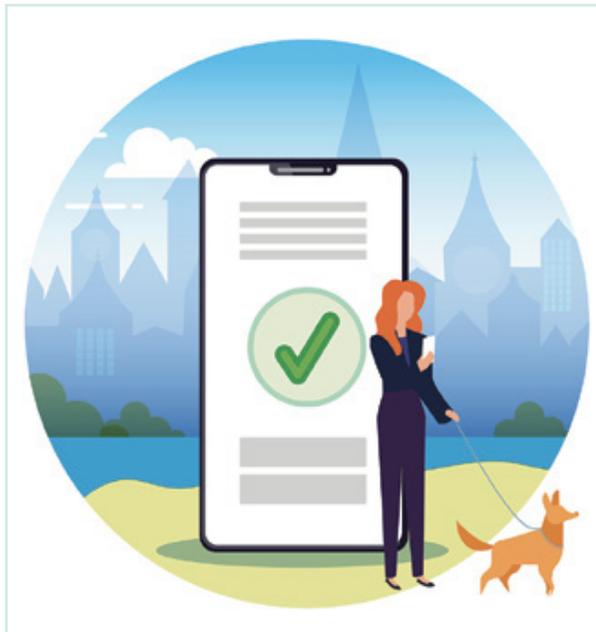
The majority of citizens are ready for eGovernment services and satisfied with the digital services they have already used. Three-fifths of respondents (61%) indicate that they are willing to use the digital services of public authorities and administrations. The biggest users are those between 30 and 49 years old and those aged over 60. Respondents aged under 30 are slightly less willing to use eGovernment services – probably because the existing digital services do not appeal to their user habits.

As in last year's survey, the three best-known digital services in 2021 are in the areas of taxation, personal register and registration/de-registration of place of residence. Nevertheless, many key digital services remain unknown, especially those offered only in certain Cantons, such as electronic identification (e-ID) or online vehicle number plate redemption services, which every third respondent did not know about before taking this survey. More communication and better positioning of services is required as well as dedicated customer orientation to better address citizens' needs and expectations.

Willingness to use digital services (by participant's age)

Question: How willing are you to use the digital services of the public authorities and administrations in Switzerland? do not appeal to their user habits.





Time flexibility (75%), time saving (72%) and location flexibility (72%) are the three most important user needs.

Other important user aspects are self-service (68%) and convenience of digital service (68%).

Flexibility and efficiency drive satisfaction and the willingness to use digital services:

A large majority of respondents agree that time flexibility (75%), time saving (72%) and location flexibility (72%) are the three most important user aspects when using digital services. Other important user aspects are self-service (not limited by office hours) and the greater convenience of digital services (both 68%). It will be key for any future digital services to take these aspects of usage of eGovernment services into account.

The majority of citizens want to use digital services whenever and wherever they want. This clearly points to more mobile services, such as, for example, the recently launched Swiss Travel Admin App of the Federal Department of Foreign Affairs (FDFA). Citizens also want the digital service to be much faster and more efficient than when they go to the counter at the government office. But there are some differences in priorities between age groups. For respondents under the age of 40 years, for example, the most important user aspect is time saving. Respondents over the age of 40 favour time and location flexibility.

Key aspects of usage

Question: Which user aspects of digital services of the public authorities/administration are important for you?

Time flexibility — I can use the services whenever I want



Time saving — It is faster than when I go to the counter



Location flexibility — I can use the services wherever I am



Self-service — I can do everything independently



Simplicity/convenience — It is convenient to use digital services



Lower costs — I can do everything in self-service and I get a discount for it



Freedom of choice — Nobody tells me what I need and I can choose offerings myself





Every second citizen “would always like” to order their passports or ID cards online and obtain motorway vignettes electronically.

Clear preferences when it comes to new eGovernment services:

The majority of citizens surveyed would like to see new services that go beyond the already well-known and well-used eGovernment services. For example, every second respondent “would always like” to order their passports or ID cards online (51%) and obtain motorway usage vignettes electronically (49%). In addition, more than two-fifths “would always like” to pay parking fines with a contactless payment

method and vote online using e-voting – and more than one third “would sometimes like” to use both services digitally.

There is great potential for new eGovernment services of this kind. However, some of the citizens surveyed would not use all of these new services digitally because of their concerns about data privacy protection and cybersecurity. These concerns need to be addressed to increase adoption.

Key aspects of usage

Question: Which user aspects of digital services of the public authorities/administration are important for you?

Ordering passports/ID cards completely online (without having to attend a public authority)



Obtaining motorway vignettes electronically



Paying parking fines using contactless payment methods (e.g. Twint)



Voting online using e-voting



Registering online as an unemployed person



Filing police reports online



Automatically collecting tax-relevant data by the government, with the citizen only required to check



Exchange electronically all data and information with public authorities/the public administration



Legally signing documents digitally



- Would always like to use digitally
- Would like to use digitally sometimes
- Would never want to use digitally

Part 2

Public concerns about data privacy and cyber security remain and need to be addressed

Most Swiss citizens (61 %) are willing to use e-government services as they hope to increase flexibility and ease of bureaucratic interactions. Yet, many Swiss citizens continue to have reservations, with 26 per cent being neutral towards the use of e-government services, 9 per cent “rather not willing” and 4 per cent “not at all willing” to use these services. This year’s Deloitte survey of digital services in Switzerland finds that the citizens who are not in favor of new digital services from the government have, in many cases, concerns about data protection and cyber security.

There are, of course, legitimate concerns around the safety of interacting and exchanging sensitive information in a digital way. For example – are digital services from the government trustworthy and resilient enough against data theft? Part of the Swiss population seems to doubt this. **Our survey findings revealed that the lack of data security and concerns about cyber security are significant obstacles that might lead to a hesitant use of e-government services by Swiss citizens.** We tried to understand if this is only a question of mindset, or if there are deeper reasons behind the hesitancy.

Incidents of recent months have shown that cyber risks are persisting challenges:

- For the second time in ten months, serious security vulnerabilities were detected in a government database. In March 2021, the electronic vaccination booklet *Meineimpfungen.ch* was affected, followed by the organ donor registers of the *Swisstransplant* foundation. By

exploiting a security vulnerability in the *Swisstransplant* website, an attacker was able to view sensitive files of the application server such as log files with personal data of people willing to register.

Barely one week after the discovery of such a serious security vulnerability, the national organ donor register was already back online. By deciding to reopen the donations register without making any changes, *Swisstransplant* overrode the concerns of the Federal Data Protection Commissioner (Edöb). Adrian Lobsiger, Head of Office for the Federal Data Protection Commissioner, confirmed that he pointed out to *Swisstransplant*, before the register was relaunched, that the information recorded in the register is “considered to be particularly sensitive personal data”. ([Source](#))

- The hosting company of the city and canton of St. Gallen was repeatedly attacked by hackers last October. At times, the websites of the various administrative departments were not accessible. The reason given for the technical disruptions of the *sg.ch* and *stadt.sg.ch* websites was “attacks by external parties” and a “DDoS attack” – the aim of which was to apparently overload the data network. Not too long ago the canton of St. Gallen also had to deal with a cyberattack: In April, the website’s hosting company was attacked, followed by another attack in July. Subsequently, the company received an e-mail from a group called “Fancy Lazarus” in which a much stronger attack was threatened unless the company paid one Bitcoin – the equivalent of about CHF

Difference between Cyber Security & Data Protection

Cybersecurity entails measures to protect electronic systems, such as computers, servers, networks and cell phones, from malicious attacks. In contrast, the term data protection is used to describe measures against the misuse of data within an organisation.

Cybersecurity and data protection often go hand in hand and require specific skills and efforts from all employees who deal with data.



30,000, at the time. The hosting company did not pay a ransom and the announced second attack anyway failed to materialize. [\(Source\)](#)

- The canton of Vaud was recently impacted when the computer systems of the municipalities of Montreux and Rolle were attacked and some data was stolen. In addition to the names of Rolle residents, the hackers also published AHV numbers, addresses, dates of birth, civil status data and mobile phone numbers on the darknet. The municipality did not pay a ransom, as it estimated

that the attack was minor and that only emails were hacked that did not contain sensitive data. In addition, all data that had been encrypted during the attack had been restored from backups. [\(Source\)](#)

- Hackers gained access to the names of around 130,000 Swiss companies that had registered for Covid 19 credit. The State Secretariat for Economic Affairs (Seco) announced last October that criminals had “presumably succeeded” in stealing a list with names of up to 130,000 companies that had applied, in 2020, for a Covid 19 loan

via the Easygov platform. Seco took immediate measures: The web interface that was attacked was closed and the data that was viewed was removed from the server. In addition, Seco has initiated an investigation. [\(Source\)](#)



The reasons for the reluctance to use e-government services vary from person to person – ranging from personal negative experiences to reports of real attacks on e-government services or one’s own technology mindset. Together with general mistrust and a high individual need for security, these are all reasons why people are reluctant to use e-government services.

The concern is, on some levels, understandable. Fraudulent e-mails purporting to come from the customs administration or Swiss Post or cyberattacks on hospitals and media houses show that there is no such thing as one hundred percent security on the internet, although Justice Minister Karin Keller-Sutter assures in an interview with the NZZ: “The state has a supporting and important role. It is and remains the master of the data. It regulates. It verifies. It recognizes. And it supervises.” ([Source](#))

The next articles will explore how citizens can be further incentivized to use digital services.





Swiss citizens have reservations about digital services for taxes and signatures.

28% of respondents who would not use this service (or only sometimes) were concerned about data protection and 34% expressed concerns due to a lack of data security.

Reservations about digital services

The above-mentioned incidents clearly impact public opinion on service safety. The more sensitive the data that must be transmitted, the stronger the reservations. This is especially true for financial and medical data. Similar to [last year's study](#), there are data protection concerns especially around digital services for taxes, digital signature, electronic information exchange, passport/ID and e-voting. Cyber security concerns exist for practically all services.

Regarding contactless payment options for parking fines – 28% of respondents who would not use this service (or only sometimes) were concerned about data protection and 34%

expressed concerns due to a lack of data security. For the electronic purchase of the motorway vignette, the ratio was also 28% to 34%. Given the possibility to file a report digitally with the police – 36% of respondents who would not really use this service have reservations regarding data protection and 35% distrust this offer due to the lack of data security. About two thirds of respondents who disapprove of an online service for registering as unemployed expressed concerns about data protection (33%) and data security (34%). These worries are even bigger amongst respondents who disapprove of e-voting (38% for data protection and 45% for data security reasons) and online ordering of passport and ID documents (38% data protection, 48% data security).

Why are you not in favour of these digital services provided by authorities/public administration?





Key elements to address citizens' fears and concerns about privacy and security.

Further efforts to enhance technical systems and tools as well as training staff and strengthening agile public institutions is key.

Elements to address citizens' fears and concerns about privacy and security

Further efforts to enhance technical systems and tools as well as training staff and strengthening agile public institutions is key. Indeed, the reasons for hesitancy regarding use of digital services are varied and complex. Challenges exist on the inside of public services (e.g. technical equipment) and within society and their doubts about the security of the state's data systems.

Secure systems are essential, as well as Swiss citizens feeling assured that the security of data is safeguarded – through secure hardware and software. Further efforts to enhance technical systems and tools as well as training staff and strengthening agile public institutions is key. The data shows: E-government services are very important to Swiss citizens. They trust government institutions far more than they trust private providers, to keep their data confidential. This trust creates the foundation for reputable institutions to address citizens' fears and concerns about privacy and security by demonstrating that they offer robust and secure solutions.



Interview with Florian Wider, Partner, Cyber Risk Services.

Our expert comments the concerns about data protection and cyber security that one third of Swiss citizens are showing.

According to our latest Digital Government Survey, around one third of Swiss citizens are not in favour of new digital government services due to their concerns about data protection and cyber security. How do you interpret these reservations?

Concerns about data protection and cyber security are typically an indication of more than whether eGovernment services are perceived as secure. It rather stems from a lack of trust that some citizens have in the government and its services overall, and not just related to cyber security and data protection. Institutions to address citizens' fears and concerns about privacy and security by demonstrating that they offer robust and secure solutions.

Could you elaborate on what you mean by a lack of trust?

Many citizens have also experienced that the exchange of data and information with the government can often be tedious. Here, it would help to emphasise the advantages to the user which include saving time, 24-hour accessibility and location independence all whilst maintaining high levels of security and complying with privacy regulations. These benefits can be communicated with government campaigns, but more importantly, eGovernment services need to be re-designed to become more appealing to citizens.

How can the government overcome these concerns, change opinions, and encourage greater use?

The government must earn a solid level of trust. Based on this, I would recommend the following:

- Demonstrate that security and privacy are priorities by sharing information about underlying security measures

and obtaining independent assurance regarding the effectiveness of these measures.

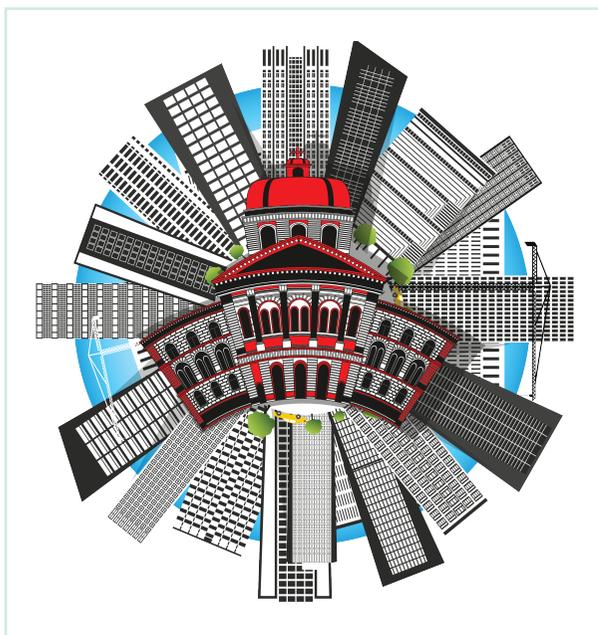
- Establish transparency and trust by openly communicating about why the data is needed and what it will be used for. This should be made explicitly clear for both the benefit of the individual and in the overall interest of fellow citizens.
- Give the user control over the data: Government measures should respect informational autonomy and opting digital solutions should be voluntary.

Part 3

The Swiss public and public-sector employees prefer uniform, national solutions for digital services from the state

The Swiss public has clear requirements not only for the design of e-government services but also for how they should be provided. They clearly see the state and not the private sector as responsible for providing e-government services. In addition, they prefer a uniform offer of digital services at a national level to different solutions provided by cantons. In principle, public-service employees share this point of view. With services for taxes, vehicles and place of residence, they also believe cantons and municipalities should be responsible for promoting digitalisation.





New digital e-government services rather from the state than from the private sector as a provider.

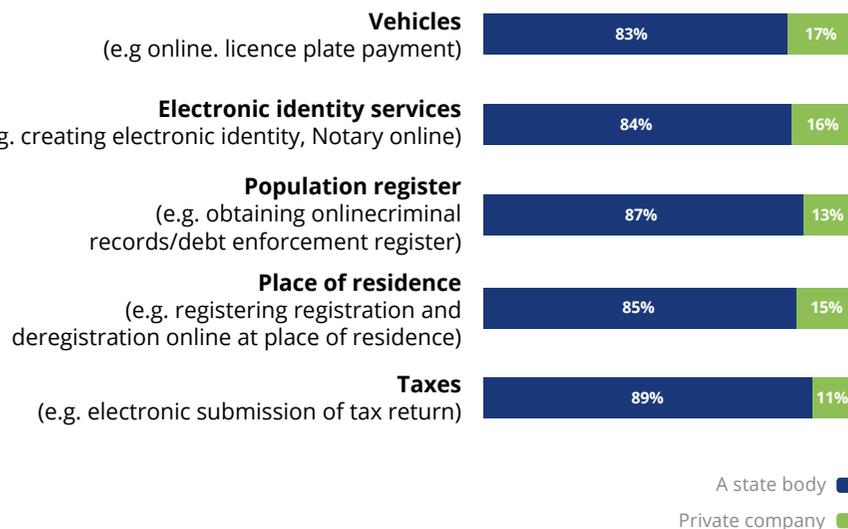
A resounding majority of those surveyed (83-89%) preferred the provision of new digital services by the state and not by private actors.

New digital e-government services: people prefer the state to the private sector

In March last year the Swiss public made clear what they thought about the provision of digital state services by private companies: precious little. Although citizens for the most part welcome greater use and offering of e-government services, a clear majority expressed a resounding “no” on 7 March 2021 to the introduction of electronic identity cards (E-IDs). The main reason was that the Swiss government had planned to outsource the issuing of ID cards to the private sector. This aroused mistrust among the Swiss public.

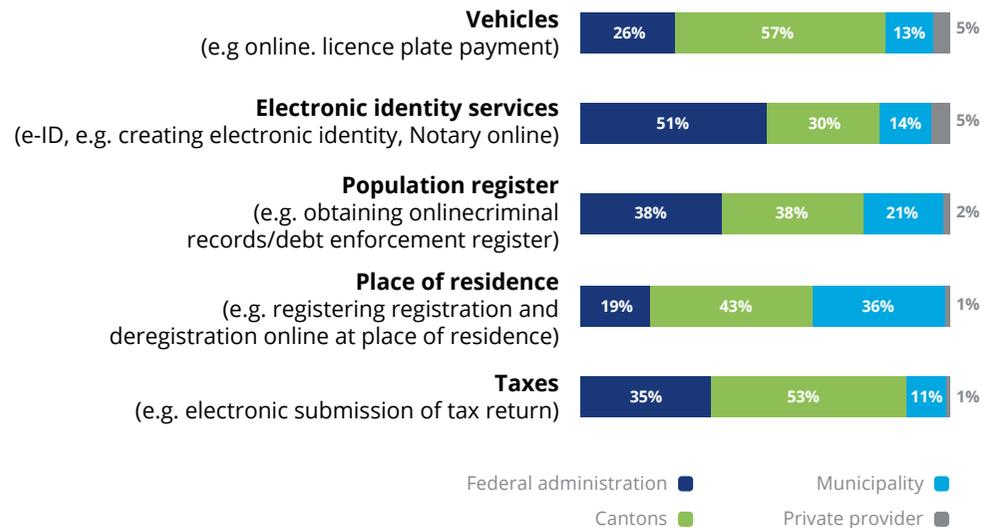
The findings of the Deloitte “[Digital Government Survey 2021](#)” confirmed the public’s reservations about involving both the public and private sector. A resounding majority of those surveyed (83-89%) preferred the provision of new digital services by the state and not the private sector. The degree to which private sector involvement was rejected varies slightly depending on the service: 89% want electronic submission of tax returns to be only to a state body. 85% did not want to entrust registration and deregistration of their place of residence to private hands. 87% wanted to leave the register of the national population in state hands.

Providers of digital solutions



Public sector employees also had a clear view of who they believe should push forward digitalisation of services. Only 1% of those surveyed regard private companies as the driving force for digital services regarding taxes and place of residence, and 2% in the case of the population register. At 5%, the figure for electronic identity services and services regarding vehicles is only slightly higher. Here too the preference for obtaining digital services from the state is strong.

Drivers of digital solutions



What happens next with the E-ID?

On 7 March 2021 Swiss voters rejected the Swiss Federal law regarding electronic identity services (The e-ID Act) in a referendum. After this rejection the discussion about electronic identification began again. Shortly thereafter, the Swiss Federal Council commissioned the relevant departments and the Federal Chancellery to draw up a rough draft for a new solution for the electronic identity card (E-ID). On the one hand, the aim was to redevelop the scope and design of the E-ID, and on the other the design process. The principles for the design of the E-ID were based on the findings of a public consultation of major public figures (in politics, academia, and trade bodies and associations).

The intention was for users of the E ID to have the greatest possible control over their data, following the concept of self-determined identity. This allows an individual, organisation or machine to create a digital identity without requiring the permission of any intermediary or central party.

Data protection should be guaranteed by the system itself, by minimising the necessary data flows and by decentralised data storage. The underlying idea is that the personal data collected is no more than absolutely required for the respective application.

Other applications suggested by the Federal Council are

criminal records, driving licences, university diplomas and medical prescriptions. Pilot projects are being discussed. For example, the Federal office for highways and the association of traffic offices would like to launch an electronic driving licence. And in collaboration with the Swiss Federal Personnel Office, the Federal Chancellery is looking at the feasibility of a new electronic identity card for Federal employees.

This guidance from the Federal Council was able to accommodate parliamentary requirements regarding data security and user-friendliness. Various points such as the issuing or scope of E-IDs are to be examined as part of the consultation process for the new law. ([Source](#))

International cases of successful e-Government services



Denmark success factor: long-term digital strategy

Since 2001, the state, regions and communes have been working together to create a basis for the future digitalisation of the public sector in Denmark. Strategic digitalisation initiatives allow the public sector to negotiate joint investments in areas that are particularly complex, with interdependencies between various authorities and sectors. Digitalisation has proven to be an effective and efficient instrument for rethinking processes and procedures in the public sector. The tradition of joint strategic working in the public sector on digitalisation has led to close cooperation within the public sector itself on providing good, efficient, coherent services for citizens and companies.

[\(Source\)](#)



Norway: Success through clear strategy and voluntary action

Norway ranks number 11 among 193 states for e-participation of citizens and number 14 with regard to the development of e-government. Central government and self-governing bodies communicate with citizens via email and SMS. By mid-2019, some 2.19 million of the country's approximately 5.3 million citizens had equipped themselves with the digital post boxes needed. The digital login portal "Id-porten" is also

popular: it makes available access to over 1,000 public institute and company services and was used over 75 million times in the first five months of 2019. In order to push digitalisation further, the ministry for local self-administration and modernisation introduced in June 2019 a strategy for digitising the public sector in 2019-25. The aim is a transition to digital communication with all citizens, companies and organisations, though on a voluntary basis.

[\(Source\)](#)



Singapore eCitizen portal: Success through a central point of contact

The Singapore eCitizen portal is a good example of a "one-stop-shop" e-Government-website that provides citizens with access to a wide range of online services. The portal was opened in 1999 and is owned by the Ministry for Finance and managed by Infocomm Development Authority of Singapore (IDA). It works in a similar way to a private partner of a private/public partnership as it is run by a board which consists largely of leaders of major private sector companies in Singapore. Singapore's government has used it to offer several hundred e-government services for almost every area of life, from the issuing of passports to the payment of parking fees and submission of tax returns.



Estonia's e-government service: Digital competence and perseverance as success factor

One of the first e-government projects in Estonia was the e-tax board in the year 2000. Since then 95% of all taxpayers in Estonia have been filing their tax returns electronically. (In 2018 only 23.1 million of around approximately 40 million taxpayers did so in Germany). In addition, Estonia was the first nation in the world to enable electronic voting (i-voting), which it introduced in 2005.

The introduction of the ID card and digital signature in 2002 was a further significant step for digitalisation in Estonia. The national ID card allows secure digital access to all electronic services. In addition, all citizens in Estonia are able to securely identify themselves with an electronic signature linked to an ID card. Building on the ID card system, Estonia has had mobile ID since 2007. Since then all Estonians have been able to use their smartphone as an ID card to confirm their identity, access e-services and digitally sign documents, without needing a scanner. [\(Source\)](#)



A clear majority want uniform, national solutions for the whole of Switzerland and not just for individual cantons.

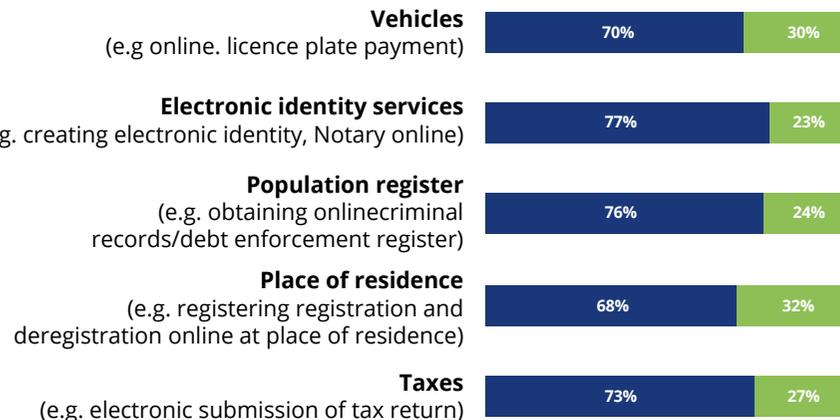
68-77% of Swiss citizens and 69-75% of public service employees have a clear preference for uniform solutions for digital services across Switzerland, rather than different cantonal solutions.

Uniform products are preferred across Switzerland

Creating new state digital services in a uniform manner across Switzerland, as opposed to having a variety of different services from cantons, was also important for those surveyed. A strong majority (68-77%) advocates this. Citizens showed slightly different preferences from service to service: uniform digital solutions across Switzerland for services concerning vehicles, such as paying for vehicle registration

online, were important for 70% of those surveyed. 77% would like electronic identity services such as E-ID across Switzerland, and 76% for the population register. Citizens also include registration and deregistration at their place of residence (68%) and the electronic submission of tax returns (73%) in e-government services that should be uniform across Switzerland.

Citizens' perspective: uniform solutions versus digital cantonal solutions

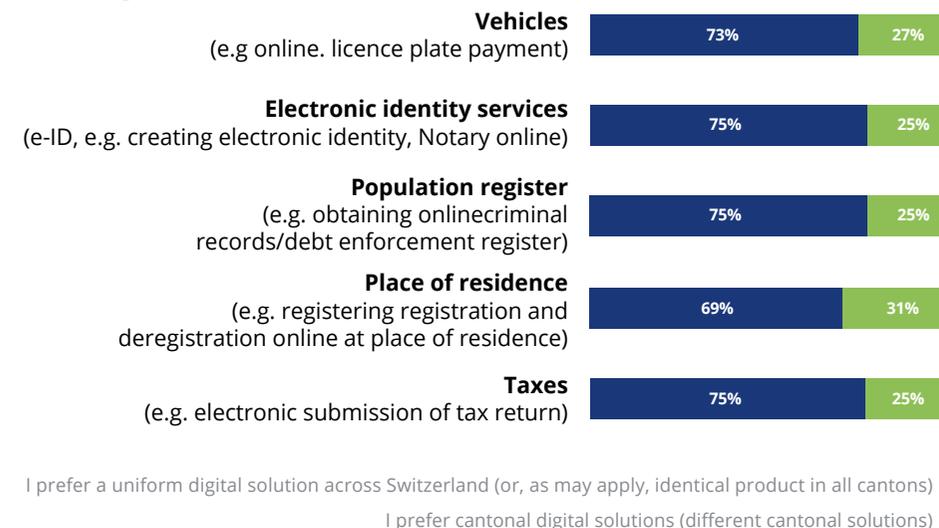


I prefer a uniform digital solution across Switzerland ■
I prefer cantonal digital solutions ■

Public service employees also view public services in this way, with a clear majority (69-75%) preferring a uniform product from the Federal government as opposed to different solutions from canton to canton. Acceptance of cantonal solutions is at its highest (31% and 27%) in connection with services relating to place of residence and vehicles. Having said which, a clear majority still prefers the idea of uniform solutions across Switzerland. Three quarters of those surveyed also declared themselves in favour of a uniform product at national level for taxes, the population register and electronic identity services.

Peppino Giaritta, the representative of the Federal Government and cantonal Digital Public Services Switzerland (DVS), has a neutral stance on Federalism. Asked if Federalism acts as a brake or a catalyst for the digitalisation of administration, he says: "Federalism belongs to Switzerland like trees in a forest. Federalism contributes to the diversity of our country. It also means competition. It enables cantons and municipalities to develop innovative products and services. For example, the electronic change of address notification "eUmzugCH" was initiated by the canton of Zurich and then gradually adopted by other cantons and introduced nationally." ([Source](#))

Public service employees' perspective: uniform solutions versus digital cantonal solutions



Now to the Federal Government

Successful introduction of state digital services is always dependent on popular acceptance. This depends in turn on how well services are tailored to the needs of end users and how clearly the benefits and the security of the state services are communicated. In order to identify potential obstacles to using e-government services as soon as possible and find solutions, citizens should be involved in the development process from the start. In addition, more emphasis should be placed in information campaigns to citizens on the convenience of e-government services. The key message of the campaign should be to communicate the advantages, make benefits for citizens even clearer, guarantee security of uniform digital solutions across Switzerland. The clear vote of confidence from both the Swiss population and public service employees offers a good base for the future introduction of e-government services.

Sources:

1. <https://www.parlament.ch/centers/documents/de/verhandlungen-18-049-2021-03-07.pdf>
2. <https://www2.deloitte.com/ch/en/pages/public-sector/articles/digital-government-study.html>
3. <https://www.netzwoche.ch/news/2021-10-13/der-foederalismus-gehoert-zur-schweiz-wie-baeume-in-einen-wald>



Methodology

A Switzerland-wide survey

To analyse and understand the behaviour and preferences of Swiss citizens in relation to eGovernment services, Deloitte conducted a [survey for the second time](#) in September 2021 of over 1,000 participants between the ages of 18 and 81 from both urban and rural areas and in the German, French and Italian speaking parts of the country.

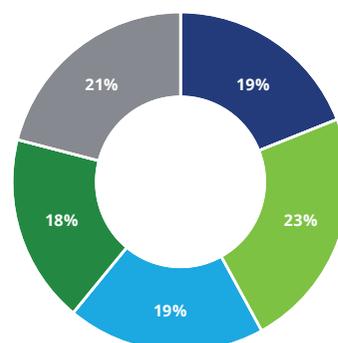
235 of the participants were public service employees. This made it possible to sample views within the public authorities and administrations on their technological hurdles and transformation challenges, as well as ascertaining other citizens' expectations of eGovernment services.

Trust in digital services, and the willingness to use or provide them

The questions addressed to the general public focused on the overall confidence and trust of citizens in the current and future ability of public authorities and administrations to offer digital services. The questions covered citizens' awareness or need and motivation to use digital services as well as how these services should be delivered and what the hurdles to broader adoption are.

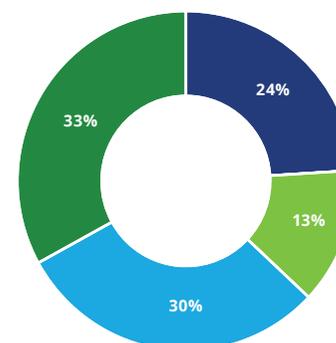
The questions for public service employees focused on their willingness to offer digital services as well as challenges resulting from the coronavirus pandemic and the need for increased centralisation and Switzerland-wide standardisation of eGovernment services.

Participant's age



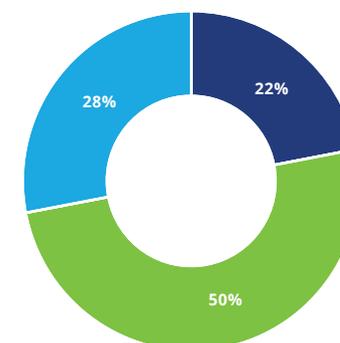
- <30
- 30-39
- 40-49
- 50-59
- >60

Place of residence (urban, rural)



- Big City (Zurich, Basel, Bern, Geneva or Lausanne)
- City with approx. 50,000-110,000 inhabitants
- Other urban areas & agglomerations
- Rural areas

Place of work (public, private, not working)



- Institution/company of the public sector
- Companies in the private sector
- I am currently in training, not employed or retired

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