



Synpulse Schweiz AG  
Management Consulting  
Thurgauerstrasse 32  
8050 Zürich  
Switzerland

Phone +41 44 802 2000  
pc.ch@synpulse.com  
synpulse.com

## LETTER OF REFERENCE

Mr. **Sebastian Bahner**, born on March 9, 1980, native of Berlin (DE), was employed by our company from December 1, 2022, to March 31, 2026, in the Banking and Operations departments.

Mr. Bahner joined the company as an Associate Partner on December 1, 2022. In recognition of his excellent practical experience and academic background, he was promoted to Chief of Staff to the Partners effective October 1, 2023, a role he continues to hold with great success and dedication.

Synpulse is an international management consulting company supporting its clients with strategies as well as their operational and technical implementation. Synpulse's strength lies in developing and actively shaping important conceptual topics and ensuring their effective realization. We employ approximately 1200 people in various offices in Europe, including 170 in Switzerland, as well as North America and Asia Pacific.

Mr. Bahner's key responsibilities for the different roles were as follows:

### October 31, 2023 until today as Chief of Staff of the Partners

- 🌀 Lead and facilitate the Entrepreneurial Transformation journey, guiding the organization through strategic change initiatives.
- 🌀 Design and operationalize the Success Sharing framework, ensuring effective implementation and alignment with company objectives.
- 🌀 Lead the design and operationalization of the Path to Partner framework, providing clear structures and processes for career progression.
- 🌀 Develop and implement the time and task tracking concept, enhancing operational efficiency and transparency across teams.
- 🌀 Define key roles, responsibilities, and required competencies within the management consulting branch, establishing clear accountability and standards.
- 🌀 Design an investment portfolio management framework, supporting strategic decision-making and resource allocation.
- 🌀 Develop and optimize the organizational and operational setup of selected Synpulse entities, strengthening operational foundations and effectiveness.
- 🌀 Design and facilitate senior management workshops on strategic and operational topics, supporting informed decision-making and alignment in the leadership.

### December 1, 2022 until September 30, 2023 as Associate Partner Organizational Design & Transformation Consulting

- 🌀 Support Synpulse partners in further developing organisational design and operating models to deliver value more effectively and efficiently.
- 🌀 Position, develop and drive key strategic topics, while serving as a sparring partner to Synpulse partners and providing individual coaching.
- 🌀 Design and facilitate workshops on strategic and operational topics.
- 🌀 Focus on optimizing structures and processes, redefining the Success Sharing performance management system and updating the Path to Partner promotion framework.
- 🌀 Elevate ways of working and leadership practices by introducing initiatives such as Future of Synpulse Schweiz AG and Synpulse8.



- ☪ Integrate appropriate information technology tools, including MS Planner taskboards and Miro collaboration platforms.
- ☪ Co-heads the market-facing Organizational Transformation practice in the role of business developer.
- ☪ Support companies in creating value sustainably and humanely by applying a systemic view to organizational design and operating models.
- ☪ Establish and manage partnerships with external service providers.
- ☪ Support the onboarding of new clients by shaping propositions, reviewing master service agreements, steering project teams and reviewing deliverables.

Mr. Bahner consistently delivered work of high quality and approached his responsibilities with a strong sense of ownership and professionalism. His expertise in organizational and operational design was well founded, and he applied this knowledge effectively to translate complex concepts into actionable, value-adding solutions. He demonstrated a clear understanding of both strategic and operational interdependencies, which enabled him to design frameworks and structures that strengthened organizational efficiency and long-term sustainability. His productivity and accuracy were remarkable, enabling him to handle complex tasks with diligence and precision.

He was an excellent collaborator who contributed significantly to team and cross-functional achievements. Through his clear and structured communication, he ensured smooth collaboration and alignment with colleagues, superiors, and external partners. He was often sought after as a sparring partner, providing well-considered perspectives and constructive input that helped shape collective outcomes.

His motivation and commitment to his work were outstanding. He took initiative, pursued his goals with persistence, and contributed significantly to advancing both projects and the organization as a whole. His reliability, engagement, and strong sense of responsibility made him a highly valued member of the team.

He demonstrated adaptability, creativity, and interpersonal awareness, which enabled him to address challenges effectively and contribute practical, thoughtful solutions. His thoughtful and inclusive approach fostered a positive and collaborative work environment, where diverse viewpoints were valued and translated into tangible progress.

We would especially like to highlight Mr. Bahner's ability to think strategically and conceptually, combined with flexibility and a proactive mindset. He approached complex topics with intellectual curiosity and analytical depth, while maintaining a strong focus on implementation and measurable impact. He was never hesitant to share his perspective, even when it differed from others, which consistently enriched discussions and drove high-quality co-creation with lasting results.

Mr. Bahner is leaving us on March 31, 2026, which we sincerely regret. We thank him for his valuable contributions and wish him every success in all his endeavors.

Zurich, March 31, 2026

Synpulse Schweiz AG

Managing Partner

People & Culture Business Partner