Deloitte.

Basis of Reporting
One Million Futures

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1. Introduction

1.1 Purpose:
This document outlines how Deloitte compiles the social impact data related to its One Million Futures (OMF) strategy. This data will be published annually in the Deloitte Impact Report.

1.2 Background:
Deloitte launched OMF on 1 June 2016, representing its new social impact strategy, focussed on supporting access to education and training. The five-year strategy aims to help one million people get to where they want to be; whether it's in the classroom, the workplace or the boardroom. OMF consolidates and focuses Deloitte activity around a theme that matters to its clients, people, and the society in which it operates. The theme of OMF connects clearly to Deloitte's Purpose – to have an impact that matters and brings together activities delivered directly its people and through broader society focussed programmes.

1.3 Target:
To reach one million people through education or employment focussed activities supported by Deloitte by 31 May 2021.

2. Scope of Reporting

2.1 Reporting period:
Data collected in annual periods, relating to 1 June – 31 May financial year

2.2 Geographical/organisational boundary:
Projects to be captured that are led, sponsored or facilitated by the UK Deloitte firm.

2.3 Types of interventions:
All non-commercial activities and interventions supported by Deloitte with the potential to create positive education, or employment outcomes by giving individuals the skills and opportunities to succeed. This includes activities provided directly by Deloitte alongside those where it forms partnerships with or facilitates the involvement of other organisations.

2.4 Inclusions/exclusions:
Interventions include but are not limited to:
- Social Impact programmes – incorporating all our fundraising, volunteering and pro bono support with schools, charities and social enterprises within the UK.
- Talent programmes: incorporating our learning and development activity for beneficiaries outside of the firm (i.e. this includes Deloitte staff members who report positive skills development through external Deloitte sponsored volunteering activity but does not include internal training of Deloitte staff members), alongside our external (non-fee earning) skills development and knowledge building activity with society partners.
- Recruitment programmes – focussed on aspirational programmes incorporating our apprenticeship, work experience, school leaver, student recruitment and outreach programmes alongside those focussed on diversity and social mobility.

Interventions that are excluded from OMF measurement calculations include:
Client engagements where we earn a full commercial fee for the delivery of education or employment outcomes are out of scope as, although our work may deliver or enable Impact, that Impact has been commissioned and paid for by a client.

3. Definitions

3.1 Project:
A Project is an activity or programme of activities that is delivering Interventions within the Scope of Reporting.

3.2 Intervention:
Intervention is defined as all in scope activities/programmes supported by Deloitte – either directly or indirectly - which contribute to the OMF target.
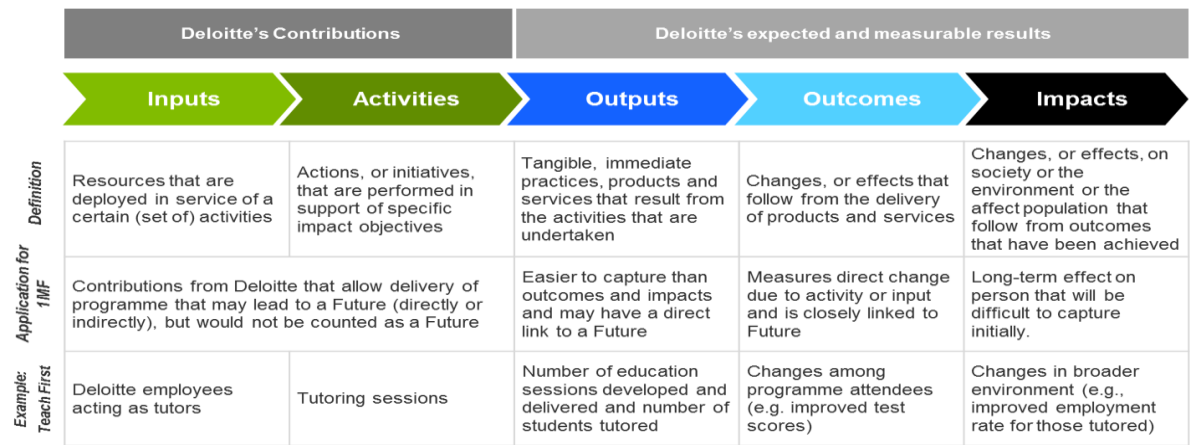
3.3 "Future":
"Future" is a life positively affected through an employment or education focussed intervention supported by Deloitte.

3.4 Impact beneficiary:
Individuals who are positively impacted through an education or employment focussed activity supported by a Deloitte intervention, within the scope and boundaries defined in section 2.

3.5 Impact model:
The Impact Value Chain (illustrated below) provides the overarching framework to understand what contributes to and can help measure outputs/outcomes. It illustrates a process of change and requires the user to identify the inputs, outputs, outcomes, and impacts and identify the metrics and methods of capturing data.

	Deloitte's Contributions		Deloitte's expected and measurable results		
	Inputs	**Activities**	**Outputs**	**Outcomes**	**Impacts**
Definition	Resources that are deployed in service of a certain (set of) activities	Actions, or initiatives, that are performed in support of specific impact objectives	Tangible, immediate practices, products and services that result from the activities that are undertaken	Changes, or effects that follow from the delivery of products and services	Changes, or effects, on society or the environment or the affect population that follow from outcomes that have been achieved
Application for 1MF	Contributions from Deloitte that allow delivery of programme that may lead to a Future (directly or indirectly), but would not be counted as a Future		Easier to capture than outcomes and impacts and may have a direct link to a Future	Measures direct change due to activity or input and is closely linked to Future	Long-term effect on person that will be difficult to capture initially.
Example: Teach First	Deloitte employees acting as tutors	Tutoring sessions	Number of education sessions developed and delivered and number of students tutored	Changes among programme attendees (e.g. improved test scores)	Changes in broader environment (e.g., improved employment rate for those tutored) [1]

For the purposes of OMF reporting the key stages of the process of change are defined as follows:

- **Inputs** - the actions and/or resources that Deloitte will commit to in order to achieve the objectives
- **Outputs** - tangible, immediate practices, products and services that result from the activities that are undertaken
- **Outcomes** – changes, or effects that follow from the delivery of products and services
- **Impacts** - changes, or effects in the society, or the environment or the affect population that follow from outcomes that have been achieved

3.6 Outcomes/outputs and impacts:
Following the Impact Model, although societal "impacts" are intended, Deloitte is, at present, only able to measure outcomes due to the inherent difficulty in measuring later-in-life impacts. Where available

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[1] http://www.socialimpactinvestment.org/reports/Measuring%20Impact%20WG%20paper%20FINAL.pdf

and possible, the outcomes are considered as a "Future", however where the outcome is not available, "outputs" are included into the definition of a "Future". This allows OMF to combine measures of different levels of results – people reached by services (outputs) and those positively impacted (outcomes/impact).

3.7 Moment of Impact vs Material Impact:
In the presentation of data Deloitte will differentiate between (1) short-term impacts limited to a moment – such as skills developed via an employability workshop or (2) longer-term, material impact – such as direct employment.

Moment of impact – an activity designed to have a positive impact over a limited period of time, defined as less than one day of interaction with the individual. These impacts may require less investment by Deloitte – for example – a 1-day employability skills workshop with young people in a society partner school.

Material impact – an activity designed to support individuals over a prolonged period of time (for longer than one day) directly or through partner organisations. These impacts are likely to require considerable investment by Deloitte – for example – an individual receiving work experience, part-time or full-time employment.

Both material impact and moments of impact are within the scope of OMF. Deloitte assumes all individuals who have been supported by an education or employment intervention have been positively affected through new skills, networks, learning or employment opportunities.

4. Methodology

The number of Impact beneficiaries ("Futures") is measured on each Project in each reporting time period. Project leaders are generally asked to articulate the intended Interventions of each Project as part of the decision making process that leads to Deloitte's involvement. Analysis of the planned Interventions, Futures and Impact Beneficiaries supports tailoring of a proforma data capture template, which is then used by Project Leaders to periodically report on the number of Impact Beneficiaries arising from Interventions in each relevant time period.

4.1 Double-counting:
Double-counting is possible where different education or employment interventions supported by Deloitte may intersect with an individual.

For example, individuals directly recruited by Deloitte who have also received support or training through Deloitte's recruitment process. In a few cases, this could be measured as two 'Futures' impacted. Double counting may also occur when counting individuals who been engaged by Deloitte through different interventions over several years.

Best endeavours have been made to remove the risk of double-counting where possible – for example – individuals who are directly recruited by Deloitte through our BrightStart programme will not be counted in any pre-recruitment outreach work, support or training activity.

4.2 Attribution
To avoid subsuming all education or employment outputs and outcomes as part of OMF only those that can be directly attributed to Deloitte's intervention are considered within scope of OMF.

Where the cost of a "Future" is defined by a Society Partner this is taken into account when calculating numbers. Approaches to ensure attribution is as accurate as possible include economic allocation – for example - only Deloitte's contribution to total funding through its own fundraising activities will be considered.

5. Data Governance

5.1 Data measurement methodology
Approaches for the measurement of outputs and outcomes across Deloitte supported interventions vary depending on a number of factors including the type and scale of activity. Individual OMF programme / project leaders collate activity using an Excel based-date collection template.

5.2 Data collection methodology and frequency
Data is collected by the Deloitte RB team on an annual basis using an OMF Excel Template designed by the Deloitte Sustainability Services team. This template is distributed to individual OMF programme / project leaders for collation of data. A member of the Deloitte RB team compiles this data into a tracker, alongside evidence of workings before verifying the information provided.

5.3 Data quality
The aim of our reporting is to provide data that is complete and accurate and that is not materially misstated.

It is recognised that the quality of data reported across Deloitte's various education or employment supported interventions will vary. For the purposes of materiality, we aim for the social impact data to be within a +-10% threshold of the true figure. There is no guidance as such for the social impact data threshold, however based on our judgement of data quality and materiality, we set 10%.

The data is subject to verification at both the individual programme lead level (at the point of submission of the OMF template) and also annually by the RB team at Deloitte. Notwithstanding our quality controls over the data provided to us, a reliance and trust in the integrity of submissions made to Deloitte is placed on our society partners.

5.4 Data assurance
OMF data is reviewed by the Deloitte RB team and OMF Committee. When required, the RB team will enlist the support of external verification or assurance providers to test and/or challenge our reported information and the underlying processes that supports its disclosure. An external evaluation is also undertaken focussed on qualitative outcomes of our broader social impact delivered through the OMF programme.

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