

Deloitte.



2024 Veteran Impact Report

**MAKING AN
IMPACT THAT
MATTERS**
since 1845



In memory of our colleague,
a US Marine Corps Veteran who proudly
served in Operation Iraqi Freedom,
Seamus Ahern.



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On the cover: Noel Niccum, Senior Consultant, Deloitte Consulting LLP, and US Air Force/Space Force Veteran



A message from Jason Girzadas, Deloitte US CEO

Each year we recognize and celebrate the achievements of our Veterans, Military, Spouses & Allies (VMSA) Community through our annual Veteran Impact Report. This year's report theme, "Veteran Wellness and Deloitte's Commitment," deeply resonates with me. I often refer

to the proverb "health is wealth," which underscores the universal truth that our health is fundamental. It is essential that we continue growing awareness about the importance of psychological and physical health for American Veterans and the need for greater resources to help address the impacts of military service.

Deloitte is proud to support the wellness of more than 3,000 Veterans, 500 Guard and Reserve members, 400 active-duty military spouses, and 1,200 Veteran spouses through our VMSA community, which offers a range of programs and resources to help them thrive both professionally and personally. Veterans, military service members, and their families are an integral part of our nation and Deloitte. Their contributions and sacrifices are invaluable to our country, and their unique perspectives, experiences, and skills enrich our workforce.

Thanks to our Veterans, service members, military spouses, military families, and caregivers for your significant contributions and impact within Deloitte, our communities, and our country. We are grateful to you for your sacrifice and service.



A message from Kwasi Mitchell, Deloitte Chief Purpose and Diversity, Equity, and Inclusion Officer

Our diverse community of Veterans brings a special viewpoint on what it means to embody a life of purpose in service and to experience equity in the phase of life that follows. Their influence is a testament to how important it is for us to continue to use

our unique capabilities to help remove systemic barriers to prosperity and create a culture and system that empowers people to thrive and have fair access to opportunity.

Equity and wellness should go hand in hand, and this year's Veteran Impact Report highlights how our Veterans help shape our understanding of holistic well-being. The essence of their service extends beyond professional achievements. It underscores the importance of supporting their psychological and physical health as fundamental to their overall success and fulfillment. By fostering a work environment where our people can be proud of their identity and bring their authentic selves to work amongst community members and allies alike, we can help elevate our collective well-being.

As we celebrate our Veterans' identities, achievements, and well-being, we reaffirm our commitment to supporting their unique needs and aspirations. To our Veterans and their families, your resilience and dedication inspire us. Thank you for your enduring service and for guiding us in advancing equity and wellness across our organization and communities.



Juan Garcia and Seamus Ahern

A message from Juan Garcia, Veterans, Military, Spouses & Allies champion

Standing on the flight deck of the naval aircraft carrier USS Midway in San Diego Bay to host our Veterans Day webcast last year was an unforgettable moment. It was a truly unique way to highlight our more than

500 colleagues still serving in the Reserves and Guard, while also educating our fellow professionals on both the obligations and the benefits this selfless service brings. It was unforgettable because Deloitte's support for staging this event speaks to the consistent support our VMSA community enjoys within Deloitte. But perhaps what made it such an indelible memory for so many of us was the joy, pride, and camaraderie exuded that day by our late colleague, friend, and brother, Seamus Ahern.

The theme of this year's Veteran Impact Report is wellness—providing every member of our community with an understanding of the resources available to them to support their professional, physical, and psychological well-being. We started this campaign last spring, with an incredibly powerful pre-Memorial Day webcast hosting former Navy SEAL Frank Larkin in our Rosslyn office, and supported by Deloitte's own Integrated Mental Health Services (IMHS).

Frank spoke about how he tragically lost his son Ryan, also a Navy SEAL, to suicide. Frank's candid and searing insights motivated all of us to be mindful of colleagues who may be wrestling with their own demons, visible or invisible, and to help understand where to steer them if they needed support. Additionally, Deloitte's Stefanie Rubin, a Veteran and National Guard social worker and clinician with IMHS, outlined the free clinical services available with providers who are either Veterans or deeply engaged with the military and Veteran community.

Our regional hubs have helped lead the way. From coast to coast, hub leaders found opportunities to help support their brothers and sisters in service, whether it was the transition counseling that members in the Pacific Northwest provided for service members preparing to enter the civilian workforce at Joint Base Lewis McChord, or our Boston hub leading the "Run to Home Base" at Fenway Park, supporting direct clinical care for the Wounds of War. We've got an incredible team, and their commitment to service continues after they have taken off the uniform.

Finally, I want to give a special thanks to our Veteran Impact Report team members, led by Tammy Whitehouse. Tammy is the definition of an ally. Her son is a Midshipman at the US Naval Academy, her parents both served in the US Marine Corps, and she has many other members of her extended family who have served. The team—which includes Chandler Adams, Lindsay Dixon, Leslie Coote, Jennifer Edwards, Trace Hughes, Simone Jo, Jim Payne, Jeff Prager, Craig Reineck, and Augusta Runyon—has created a report you should enjoy reading, feel very proud of, and be eager to share both internally and externally. They are a great representation of our Veterans, Guard members and Reservists, military spouses, and allies within Deloitte. Thank you, team!

Veteran Wellness and Deloitte's Commitment

National consciousness is growing about the importance of prioritizing psychological and physical health and well-being for American Veterans who have selflessly volunteered to serve their country in protection and defense of the Constitution.¹ Policymakers, government agencies, nonprofit groups, and many other people and organizations acting as advocates for the nation's Veterans have called for increased resources and actions to help support the health and well-being of Veterans, recognizing the unique experiences and contributions of their military service.

Deloitte is proud to be among those organizations that have prioritized the wellness of military Veterans, especially those who have become Deloitte professionals. Deloitte has a longstanding history of uplifting the Veteran community, and that tradition continues in support of more than 3,000 Veterans, more than 500 still-serving Guard and Reserve members, nearly 400 active-duty military spouses and nearly 1,200 spouses of Veterans who are employed with Deloitte. The Veterans, Military, Spouses & Allies (VMSA) Community within Deloitte is an active force that convenes and collaborates in important ways to help support this community with a wide range of programs and resources.

Support for Deloitte's VMSA and the broader Veteran community takes many forms. This 2024 Veteran Impact Report chronicles the ongoing efforts to help provide this community with an inclusive environment, career opportunities, and professional development that can help them continue to live out their strong sense of duty and purpose in a civilian environment. It also describes a variety of ways Deloitte provides support and resources to foster well-being—helping to enable Veterans to thrive both professionally and personally.

Deloitte is committed to its Veteran population by providing equitable access to high-quality care that supports individuals and their dependents across the continuum of psychological health. Deloitte recognizes that as Veterans transition from military service to civilian life, they may encounter various challenges with cultural adjustment, and translating skills into their corporate careers. Research continues to show that Veterans are at an increased risk for suicide and other psychological health disorders upon leaving the military.²

To address these challenges and provide reentry support, Deloitte offers Integrated Mental Health Services, which provides a personalized, concierge-style approach to support Veterans and their dependents' psychological



health. The team includes in-house psychologists and performance experts, with more than half having firsthand experience working with service members and Veterans before joining Deloitte. This background gives them a deep understanding of the unique cultural nuances involved in supporting this community.

Recognizing that access to care is also a barrier to Veterans receiving the psychological health care they may need, Deloitte makes psychological health clinicians or performance psychology experts available at no cost, and Veterans may qualify for up to eight complimentary counseling sessions per incident per year. Psychological and performance counseling is individualized for each person and can address topics such as relationship challenges, work and teaming issues, as well as psychological health issues like depression, anxiety, trauma, and adjustment concerns. Additionally, treatment navigation assistance is available for higher-level care needs, including psychiatric needs, substance use, and care for trauma. These services are provided in addition to any existing psychological health services Veterans may already receive, without impacting existing medical benefits, insurance coverage, or self-pay arrangements.



“Veterans are vital to our mission. Their experience can help our teams understand and empathize with our clients, both in and out of the defense, security, and justice space. Our talent experience is driven, in part, by the diversity of our leaders, and we are incredibly thankful for the Veterans who chose Deloitte after their remarkable service to our nation. We can thrive as a team when we connect over shared experiences, champion wellness, and foster growth, both personally and professionally.”

—**Dan Helfrich, Chair and CEO, Deloitte Consulting LLP**



“At Deloitte, we are problem-solvers, and Veterans have unique capabilities to help tackle challenges. Their exceptional skills and perspectives, honed through service, make them incredibly valuable to our team. We are honored to have them as part of our workforce. We are committed to continually building a supportive environment that recognizes the experience of Veterans and their families.”

—**John Peirson, CEO, Deloitte Risk & Financial Advisory, Deloitte & Touche LLP**



Leading with Purpose

Highlighting the strengths of our communities and
uplifting those around us



Purpose-driven leadership. Deloitte has long recognized that the strength of an organization often begins with skilled leaders who lead with purpose. Purpose-driven leadership is a guiding principle that can inspire individuals and teams to achieve more meaningful outcomes, instilling a better sense of direction, motivation, and unity.

Many Veterans and service members carry that strong sense of purpose with them as they transition to civilian employment. At Deloitte, the intersection of purpose-driven leadership and our Veterans has helped exemplify the transformative power of having shared values and committing to a lifelong dedication to selfless service.



Career Opportunity Redefinition and Exploration Programs

CORE As part of its enduring commitment to help promote employment and retention for Veterans, Deloitte created the Career Opportunity Redefinition Exploration (CORE) Programs. The purpose of these programs is to help transitioning service members and Veterans gain a better understanding of themselves and their career goals and build the skills for a more successful transition to the civilian workforce. CORE Programs leverage the latest leadership development science and curriculums to help position transitioning service members and Veterans to realize their maximum potential as leaders in their communities.

The programs are designed to help guide participants through a process where they can apply their leadership experience, strengths, and interests in an environment of trust and authenticity to help discover meaning and purpose in their post-military careers. All CORE Programs are designed, managed, and delivered by the Deloitte Leadership and Human Potential team, part of Deloitte's internal Growth and Development organization. The CORE Programs have been recognized by the Brandon Hall Group Excellence Awards program, a global awards program in the learning industry, for their unique and innovative approach to learning and development.

Programs

CORE Leadership Program is our flagship, 2.5-day workshop delivered at Deloitte University in Westlake, Texas, four times each year for more than 50 selected transitioning service members and Veterans. The Program is supported by more than 60 Deloitte professionals functioning as facilitators and coaches (who are Veterans, military spouses, and allies themselves), volunteers, and external guest speakers. Deloitte clients can participate in a Corporate Panel discussion to share their experiences and recommendations, bringing multiple perspectives in a non-recruiting environment.



Scenes from Deloitte's CORE Programs in 2024.

CORE Leadership strives to create an immersive environment of trust and authenticity to help those participating with these four pillars:

- Know yourself by identifying your unique strengths and experiences to build a personal brand.
- Know your fit to help target career opportunities based on your personal brand, interests, and priorities.
- Know who can help by de-mystifying networking and exploring the power of networks.
- Tell your story in a way that resonates with others, including potential employers.

CORE Fundamentals is a scalable, in-person or virtual one-day program that has touched thousands of service members since its 2015 inception. With a highly flexible agenda to accommodate diverse environments and schedules, CORE Fundamentals is frequently delivered at workforce development conferences, universities, and Veteran transition events.

This experiential, high-impact workshop is led by Deloitte professionals functioning as facilitators and coaches (most of them Veterans themselves) with collaborators across the military community. CORE Fundamentals delivers an immersive environment of trust and authenticity to help participants achieve the same four outcomes as CORE Leadership: know yourself, know your fit, know who can help, and tell your story.

CORE Success is the cornerstone of Deloitte's broader Veteran onboarding and retention strategy, with a focus on accelerating the transition of Veterans post-hire. The curriculum includes three key areas:

- **Adapting:** understanding the similarities and differences between military and civilian work culture
- **Interacting:** developing skills for engaging successfully in a civilian work setting
- **Engaging:** finding fulfillment and connectedness in a civilian job

Since 2013, the CORE Program portfolio continues to make an impact that matters for our people, our clients, and our communities.

- **Our people.** The Deloitte Leadership and Human Potential Social Impact team activates the Deloitte community to serve as volunteers for the CORE Programs, providing Deloitte professionals with meaningful opportunities to engage with their communities. Volunteers with the CORE Programs come together from various locations and work roles, enabling our professionals to network and form authentic relationships with colleagues across the business. More than 500 Deloitte professionals, including more than 50 Deloitte partners, principals, and managing directors, have dedicated more than 29,000 hours in support of the CORE Programs since 2013. They continue to be the “secret sauce” to achieving program outcomes for learners and supporting successful service member and Veteran transitions both inside and outside the classroom. As of mid-2024, more than 1,100 Deloitte Veteran new hires have attended the CORE Success program to date.
- **Our clients.** More than 50 of Deloitte's clients have participated in the Corporate Panel at the CORE Leadership Program at Deloitte University in Westlake, Texas, providing transition advice to participants from their perspective as senior executives across nearly every industry. The CORE Program team continues to work with Human Capital Consulting professionals to provide licensed and/or custom CORE Programs (content and delivery services) to help drive onboarding, transition, and retention efforts for clients' Veteran communities.
- **Our communities.** More than 2,700 transitioning service members and Veterans are alumni of CORE Leadership and Fundamentals programs, and more than 8,200 corporate fellows have attended CORE Fundamentals and/or CORE Success programs since the start of Deloitte's work with the Hiring Our Heroes Corporate Fellowship Program in 2019. Support for CORE Program participants does not end when they leave the classroom. Life-changing relationships and networks are often created through the CORE Programs. They can be amplified and supported through digital tools and resources as well as a social media community to help facilitate ongoing networking and connection focused on transition support.

“I walked away from that weekend so confident in my decision to leave active duty and my goals for the future. I can’t wait to see this program continue to grow and impact more Veterans.”

—Geena Kaur, US Navy

“The overall experience at CORE was amazing! The authentic and caring people I interacted with were amazing! My coach’s dedication and support for Veterans, including myself, was genuinely impressive.”

—Alex Mumma, US Marine Corps

“Playing the role of a coach in the CORE Programs helps you to connect directly with the military community where you can provide insight into your experiences and lessons learned in transitioning. This helps create economic opportunity for our participants and lends itself to creating a strong and more diversified workforce.”

—Destiny Savage, Manager, Deloitte Consulting LLP and US Navy Veteran

Veteran Mentorship Program

The Veteran Mentorship Program (VMP) pairs newly hired Veterans with experienced Veteran professionals based on military experiences and practice areas to help accelerate their transition to Deloitte. The year-long VMP supports Deloitte Veterans in three ways:

- **Understanding Deloitte culture.** Military culture is vastly different from Deloitte’s culture. VMP mentors help connect new professionals with valuable training and resources to help them acclimate to the organization and hit the ground running.
- **Navigating a Deloitte career.** On active duty, military service members typically have a set career path and may have limited opportunity to grow their skills. This can differ from a career at Deloitte, where professionals may have a large variety of potential paths to consider for advancing their career. Mentors help guide newly hired Veterans in getting involved in Deloitte initiatives that may interest them, which can help new hires better position themselves to achieve professional growth and success in the organization.
- **Networking.** Mentors help newly hired Veterans understand the importance of networking at Deloitte and how to find projects and initiatives based on their skills and goals. By sharing personal experiences, leading practices, and personalized advice, mentors help these transitioning Veterans build, maintain, and leverage relationships that can drive professional growth and development.



Employer Support of the Guard and Reserve

The continual shift between corporate and military life can be challenging for National Guard and Reserve members as they navigate differing cultures, expectations, obligations, objectives, and job skills within each domain.

Deloitte's support for its professionals who are also Guard and Reserve members is demonstrated through its connection to the Employer Support of the Guard and Reserve (ESGR), a Department of Defense office with a stated mission to develop and promote supportive work environments for service members.

Numerous Deloitte professionals have been awarded the ESGR Patriot Award for their exceptional support of Guard and Reserve members who needed their employers' support when called to military duty. Most recently, Adrian Foushee, a Senior Manager in Deloitte Consulting LLP, received the ESGR's Above and Beyond Award for her support of Gavin Rivas, a Senior Consultant in Deloitte Consulting LLP, when he was called into duty to aid the Army 1-2 Stryker Brigade Combat Team. Foushee was instrumental in identifying additional resources to support Gavin's monthlong absence from his consulting role as he supported a change management effort during a critical implementation at a global healthcare organization.



Veteran Spotlights

Challenge and adversity often beget resilience, as many close to the military may attest. In honor of those who have served, Deloitte shares a sampling of stories to help illustrate how these professionals can thrive as they continue to live out their sense of purpose in a new setting.





Noel Niccum
Senior Consultant
Deloitte Consulting LLP
US Air Force/Space Force Veteran

Born and raised in a small town outside Houston, Texas, Noel's early life was far from ordinary. She grew up in an unconventional religious group, isolated from mainstream society and responsible for caring for five younger siblings. She had no formal education until she was 14 years old. When she entered high school, she faced the daunting task of catching up academically while dealing with the trauma of her past. She focused intensely on her studies, sacrificing social interactions to excel academically.

Her upbringing forced her to mature quickly, she says, as she navigated a world that was largely foreign to her. Overcoming those challenges, her efforts earned the attention of the US Air Force Academy, where she was recruited as a swimmer. The structured environment of the Academy provided a stark contrast to her chaotic upbringing, and she thrived, graduating and commissioning into the Air Force.

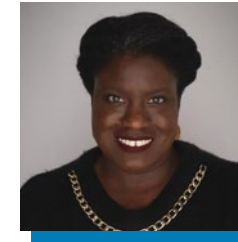
Noel's military career included service in both the Air Force and the Space Force, taking on roles that required equal combinations of responsibility and resilience. As a contracting officer and program manager, she worked on high-stakes projects, including developing next-generation flight suits

and integrating commercial capabilities into space architecture. However, the high-pressure environment and her unresolved childhood trauma began to take a toll.

Despite her professional success, Noel says she struggled with a sense that she needed to continually prove herself. She sought therapy and eventually recognized the importance of addressing her psychological health. When a senior officer encouraged her to seek help, that set her on a path of tuning into her own needs and taking care of her physical and psychological health.

Transitioning to civilian life, Noel joined Deloitte, where she assists with Government & Public Services entities in application modernization and innovation. She says she has found a supportive environment that values her well-being, and she has achieved work-life integration that allows her to prioritize her personal sense of wellness, setting boundaries and making time for therapy.

"I've come to understand the importance of taking pride in even small accomplishments," says Noel. "I've reached a point where I can look at myself in the mirror and say that I'm proud of myself."



Morgan Shepard Vierra
Manager
Deloitte Consulting LLP
US Army Veteran, Army National Guardsman, Military Spouse

As a military Veteran, current soldier in the Army National Guard (ARNG), and a military spouse, Morgan is continually focused on how to integrate her military, corporate, and family lives. An experienced learning and development professional, Morgan's role with Deloitte is focused on human capital and workforce transformation in the Defense, Security & Justice practice. With the ARNG, she serves as a logistical planning officer for the Maryland Joint Forces Headquarters.

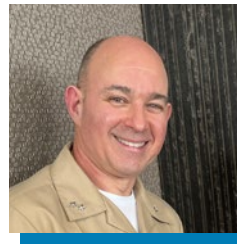
The challenges and stresses are distinct and specific when balancing so many roles at once, she says. Her spouse can be deployed at any time leaving her to manage a household alone. She could receive orders herself, taking her away from her professional responsibilities. Or, as has happened three times in the last four years, she and her spouse could receive orders to move. "When we receive orders to deploy or move, those are legally binding documents," she says. "They aren't open to interpretation or up for negotiation."

Morgan openly shares the complexities of her life and seeks understanding from her colleagues about the experiences and challenges for military spouses and transitioning Veterans. Much as people are often supported while they seek to balance work with family obligations, military

families and spouses can benefit from such support as well, she points out.

Despite the complexities of her multiple roles in life, Morgan says she enjoys her role at Deloitte, where she brings her military experience to a civilian role and continues to engage as a part of the military community within Deloitte. She notes the mentorship and leadership that have helped her grow professionally while working alongside other military spouses and Veterans. Their shared spirit of service, carried over from their time in uniform, creates a unique and supportive work environment, she says.

Morgan stresses the importance of psychological and emotional health both personally and professionally as integral to her work-life integration. A supportive culture plays a role in her wellness journey, she says, providing resources and understanding that help her to thrive.



Marc Lederer
Manager
Deloitte Consulting LLP
US Navy Veteran and Reservist

As a Rear Admiral in the US Navy, Marc's career spans more than 30 years in military leadership and another 15 with Deloitte. His journey began when a teacher inspired him to pursue a military career, which led him to the US Naval Academy in 1987. He still serves part-time in the Reserves as a Rear-Admiral at the Pentagon. Throughout his years in service, he has deployed numerous times across five continents.

When Marc transitioned to Deloitte, he brought his leadership skills with him. He often compares training young analysts to training sailors, emphasizing the importance of creating a safe space for practice and continuous learning. His unique leadership style is about "adjusting the thermostat" versus "taking the temperature," as he's always looking to help shape and improve the culture around him.

Wellness and psychological health have been major areas of focus for Marc throughout his career. He's seen a shift in military culture from a "suck it up" mentality to a more holistic approach that includes behavioral health technicians and chaplains on ships. At Deloitte, he appreciates wellness programs like gym membership subsidies and meditation apps and advocates for a work environment where employees can

openly discuss their psychological health and take necessary breaks.

Marc began his personal wellness journey 30 years ago during a tough time marked by his father's death and a divorce. This period greatly shaped his understanding of wellness and resilience. He's also attuned to the unique challenges Reservists and Veterans can face when transitioning to civilian roles and believes in sharing experiences to help foster better understanding among colleagues.

His insights into military and corporate leadership, evolving wellness perspectives, and creating supportive environments help highlight the importance of continuous learning, open-mindedness, and empathy.





Philip Anderson
Consultant
Deloitte Consulting LLP
US Air Force Veteran

Following his youth growing up on a beef cattle farm in Pennsylvania and playing baseball at the collegiate level, Philip joined the US Air Force in search of opportunity. He deployed to Afghanistan in 2009 and 2012 and took on various leadership roles, where he experienced not only the rigors of service in combat but also the importance of teamwork.

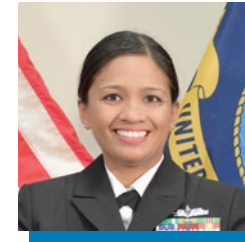
He missed the team experience he remembered from his sporting days, but he found it once again in his service experience. After medically retiring from the Air Force with 13 years of service, largely in special warfare operations, Phil transitioned to Deloitte with the help of the Air Force Wounded Warrior Program, a nonprofit organization that assists wounded service members in adapting to civilian life. In his role with Deloitte, he helps organizations in the Government & Public Services sector implement technology solutions.

Phil acknowledges “invisible wounds” from his service experience, but he says he doesn’t dwell on them in his interactions with others. Although not a pet in the traditional sense, Phil’s service dog, a Belgian Malinois named Rex, often becomes a center of attention when traveling with Phil in public places. “People understand what it

means for me to have a service dog, and so they don’t ask too many questions,” he says.

As a Veteran who has transitioned out of military service to civilian employment, Phil focuses on managing his well-being while delivering in his day job. He takes pride in continuing to deliver service excellence even as he must sometimes step away from the job to take care of himself. It’s part of his military comportment that he brings into his civilian role. “Give me a task, and I’m going to do everything I can to get it done,” he says.

The opportunity to avail himself of wellness resources and continue interacting with Veterans within Deloitte helps Phil continue to enjoy the sense of teamwork and community he experienced in the military, which has been a significant part of his transition experience. He takes part in many of the programmatic offerings for the VMSEA community. “Just being around my brothers and sisters in arms has been huge,” he says.



MK Banzuelo
Senior Consultant
Deloitte Consulting LLP
US Navy Veteran and Reservist

MK was once a television game show contestant, but that’s not the most interesting part of her story. She was born in Quezon City, Philippines, and raised in Riyadh, Saudi Arabia. She started college at 15, moved to the United States, completed her master’s in business administration, and is fluent in five languages. And that’s all before joining the military.

Her path to the US Navy was equally unique. Enlisting at the rank of E3, she became a naturalized US citizen during boot camp and was stationed on the USS Comstock. Throughout her 12-year active-duty career, MK faced numerous challenges, including adapting as an older enlistee among younger sailors and spending holidays away from her family.

Shortly after transitioning to the Navy Reserves, MK joined Deloitte, where she is focused on assisting organizations in the Government & Public Services sector with core business operations and operations transformation. She also serves as chief of staff for Deloitte’s VMSEA West hub.

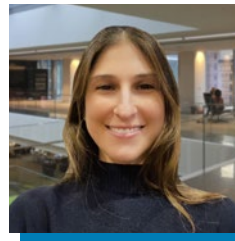
MK’s transition marked three major changes: from active duty to reserve, enlisted to officer, and military to civilian life. Although she says it

was challenging to strike a balance, her ability to communicate and advocate for herself coupled with her leaders' understanding and support in the Navy and at Deloitte helped her through it.

MK's leadership style is deeply influenced by her military background. She believes in planning and delegation, empowering her team members to take on leadership roles and challenge themselves. This approach helps foster a sense of ownership and responsibility among her colleagues, she says, reflecting her belief in the value of diverse experiences and perspectives.

Wellness and well-being are central to MK's philosophy. She advocates for open communication and psychological health, drawing from her personal experiences and the support systems she has encountered. Her commitment to wellness is evident in her proactive approach to integrating work, family, and personal health, and in her efforts to support her colleagues and subordinates.

"I am passionate about working to bring the best version of ourselves to work," she says.



Stefanie Rubin
Consulting Clinician
Integrated Mental
Health Services,
Deloitte Services LP

*US Navy Veteran, Army
National Guard Reservist*

Stefanie is a board-certified clinical social worker with more than 15 years of experience. She started her career with the US Department of Veterans Affairs in Philadelphia and New York, where she worked to help develop innovative programming for homeless Veterans.

These experiences, and stories from her grandfather who served in World War II, inspired Stefanie to commission as an officer in the US Navy, where she served for five years. Her military service focused primarily on supporting the psychological health and readiness of service members and their families. She continues to serve as a behavioral health officer in the Army National Guard.

Stefanie's transition from active duty to civilian life led her to Deloitte, where she works as a consulting clinician with the Integrated Mental Health Services (IMHS) team. As part of IMHS, she is integral to raising awareness about psychological health and assisting people in navigating work-related and personal challenges in a more healthful way. Her work at Deloitte aims to foster an environment where professionals feel more supported and empowered to prioritize their psychological health and well-being.

Stefanie's personal and professional expertise have shaped her understanding of psychological health as a continuum rather than a binary experience. She emphasizes the importance of a holistic approach—balancing and attending to psychological, physical, emotional, spiritual, and interpersonal states—and being more intentional about this in daily living. She encourages others to consider their own needs and to seek support, when necessary, regardless of where they are on the continuum.





Dan Bell
Senior Consultant
Deloitte & Touche LLP
US Marine Corps Veteran

From his humble upbringings, Dan joined the US Marine Corps in 2003 to find “the family I didn’t know I needed.” He volunteered for infantry duty, knowing the risks. In combat zones in Iraq, he witnessed devastating losses.

The turmoil for Dan and his fellow Marines did not end when they returned home. It shifted to a new battleground—shaking the trauma of combat and rejoining the civilian world. For some of his best friends, the toll was too much. Several of Dan’s closest fellow Marines tragically ended their lives.

Dan concedes he struggled to find purpose following his military service, but he found his way. His position with Deloitte enables him to tap into the skills he gained through military service,



and he focuses on his own psychological health and wellness for his sake and his family’s. His time at the gym in the early morning hours—before family and work obligations kick in—is his happy place.

“If you mix purpose and drive, great things will happen,” Dan says.



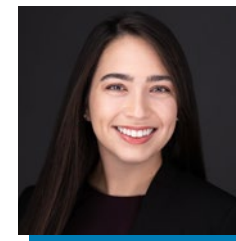
Nik Hall
Principal
Deloitte Consulting LLP
US Army Veteran

Raised in England by her black American father and her white English mother, Nik excelled in athletics, running for England in Junior Olympic events. Her father’s work brought the family to the United States, where she attended high school in Georgia and later received a college track scholarship.

Nik enlisted in the US Army in 1999 seeking a sense of belonging, which she found among her Army colleagues, especially during deployments to Kosovo and Afghanistan, where she was the first female to serve in combat.

While stationed in Korea, Nik helped revamp training programs to improve soldier preparation for combat, one of her proudest achievements. However, she also served under the “Don’t ask, don’t tell” policy, which was challenging for her as a gay soldier, forcing her to hide her true self.

Transitioning to civilian life, Nik joined Deloitte where she found her niche in service design. She focuses on improving systems for people, particularly Veterans. She seeks a balance between work and personal life for her own wellness, and she advocates for the same for her family and colleagues.



Lindsay Dixon
Consultant
Deloitte Consulting LLP
US Army Veteran

Born and raised in Southern California, Lindsay is the first in her family to attend college. She joined the US Army’s Reserve Officers’ Training Corps program and commissioned into the Ordnance Corps.

After four years of active duty, she continues her service as an Army Reservist.

She joined Deloitte following a fellowship in connection with the DOD SkillBridge program offered by Hiring Our Heroes. She serves in the Government & Public Services practice supporting initiatives focused on customer marketing and investigative support.

Transitioning to the civilian workforce presented challenges, Lindsay says, particularly in translating her military experiences and skills to a new workplace environment. Mentoring and coaching demonstrated themselves to be critical in helping her make the shift.

Lindsay says she has learned from this experience the criticality of strong communication, fostering trust, and practicing empathy— leadership skills she is working to sharpen in her new work setting. Now preparing to apply to graduate school, Lindsay says she's committed to ongoing personal and professional development as part of her personal wellness journey.



Legacy of Service

Tapping into an extensive talent pool to help leverage the outstanding skills and perspectives of Veterans and service members for exceptional client delivery



Finding, connecting, and building success. Deloitte values the vast experiences and perspectives of its Veterans, military service members, and spouses—working to foster an inclusive culture that can leverage their diverse backgrounds in positive and meaningful ways. Deloitte continues to develop and expand its innovative recruitment, hiring, onboarding, staffing, and professional development programs specifically designed to increase our Veteran talent pool. Unique programs can help target, recruit, and cultivate exceptional VMSA professionals by:

- Growing a network of experienced recruiting and human resources professionals to provide resume-building assistance, in-depth interview coaching, and core professional development.
- Collaborating with Veteran service organizations as well as government and commercial entities to provide pro bono services that can have a direct positive impact on workforce transition for service members, Veterans, and military families.
- Leveraging world-class technical professionals to design curriculums and fellowship programs that help prepare service members and Veterans to enter highly skilled and specialized fields.
- Driving engagement and support at local levels through a series of geographic hubs, each with a Veteran champion, local leaders, and Military Spouse Initiative representatives.

The impact of Veteran recruiting continues to expand each year. As Veterans, Reservists, and Guard members enter the civilian workforce, they bring exceptional skills from their military careers that can strengthen and empower Deloitte. Deloitte is consistently recognized for supporting the nation's military and Veteran communities through successful recruiting, training, and retention programs, with honors such as "Military Times: Best for Vets" for seven consecutive years, and the Military Friendly Employer Award for 15 consecutive years.

Veteran Recruiting Team

With more than 3,000 Veterans currently employed, Deloitte continues to attract and retain a substantial number of service members transitioning to civilian careers. Deloitte takes pride in being a dedicated military-friendly workplace for its VMSA community, beginning with the focused recruitment and hiring of Veteran talent.

The Veteran Recruiting Team offers recruitment support in conjunction with Deloitte's programs and by collaborating with external Veteran vendor communities.

Annually, the team participates in numerous events nationwide to help build a skilled talent pool and educate military members about Deloitte and the corporate environment. By engaging in various military events across the country, the Veteran Recruiting Team connects with some of the top talent in an ever-evolving business landscape.



Employment Boot Camps

In collaboration with the Wounded Warrior Project and the Air Force Wounded Warrior program, Deloitte's Physical Health and Well-being (PHW) team delivered 12 Employment Boot Camps (EBCs). The three virtual and nine in-person EBCs focused on supporting the holistic well-being of wounded warriors, Veterans, caregivers, and family support members. EBCs are designed to help empower these warriors and their family members, focusing on articulating transferable skills, developing an elevator pitch, improving their networking skills, tailoring resumes, and mastering interviews to help them gain confidence to be more competitive in the civilian job market. In the past year, the PHW team has:



Served more than **180 participants** seeking to change careers



Demonstrated a positive impact in program quality and value, maintaining a **favorability rating of 4.8 on a 5.0** scale



Earned feedback from **100% of program participants** saying they **felt better about their well-being** following EBC attendance



Earned feedback from **100% of program participants** saying they would **recommend the EBC** to another transitioning service member or Veteran in either delivery format

The PHW team will continue honoring the sacrifices of the nation's Veterans and their families through three additional Boot Camp deliveries in 2024 and program sustainment in 2025 and beyond.

Women's Employment Boot Camp

Deloitte's Physical Health & Well-being team continued to deliver its Women's Employment Boot Camp (WEBC) program to more than 150 female Veterans, wounded warriors, and military spouses with the Wounded Warrior Project and The Mission Continues. In its tenth delivery in 2024, the Deloitte WEBC team traveled to five locations across the United States, including Colorado Springs, Colorado; Lake Mary, Florida; Houston, Texas; Arlington, Virginia; and San Juan, Puerto Rico. The two-day hands-on workshop helps empower participants to foster relationships with their fellow service members and expand their network to include professionals who have faced similar challenges in their careers. It covers a full-range of curriculum including strengths, transferable skills, elevator pitch, personal brand, and interview techniques. The event closes with in-person and virtual mock interviews from local employers, as well as guidance from a panel of local women Veteran leaders.

Train-to-Hire/Hire-to-Train

Train-to-Hire (T2H) and Hire-to-Train (H2T) are core Veteran recruiting initiatives that help enable teams to deploy top Veteran talent to foster a diverse workforce, ultimately delivering innovative solutions to our clients. The T2H/H2T strategies offer Veteran hiring opportunities through programs such as the T2H Hiring Our Heroes Fellowship and in-house H2T initiatives, which focus on training Veterans on specific technology platforms that are critical in client engagements. These programs not only provide job-specific training but also help pave long-term career paths in critical fields such as artificial intelligence, cybersecurity, strategy and analytics, human capital, enterprise performance, and supply chain management. Deloitte leverages the T2H and H2T approaches to help attract high-caliber talent and bridge gaps between the experienced military community and the civilian workforce. T2H and H2T initiatives have been pivotal in enhancing Veteran hiring across the organization.

Waypoint 24/Veterans' Employment Summit

In an alliance with a shared commitment to uplifting Veterans, Deloitte, Amazon Web Services (AWS), and Workday hosted Waypoint 24, the fourth annual DEI initiative and Veteran empowerment event, in San Diego, California. The event welcomed more than 80 service members and military spouses along with an equal number of Deloitte, AWS, and Workday professionals to help accomplish the summit's two-part mission: develop leaders and recruit Veterans. Waypoint is delivered in three segments:

- **Veteran Mentorship**—In collaboration with nine Veteran nonprofit organizations, Waypoint presented career insights to more than 60 military service members transitioning from active duty to the private sector. With an expanded scope in 2024 to include military spouses, the program delivered a tailored educational experience via small group forums to help bridge the knowledge gap between military and corporate cultures.
- **Veteran Recruiting**—A two-hour networking reception helped facilitate relationship building and supported strategic recruitment initiatives by connecting military talent with opportunity.
- **Alliance Building**—To help bolster their own business processes in support of Veterans, members of the Deloitte, Workday, and AWS alliance teams came together for an exclusive and powerful presentation with retired US Army Captain Chad Fleming. One of very few amputees able to return to combat after surgery, Chad's powerful keynote presentation was an inspirational message of perseverance in the face of adversity. He challenged corporate leaders to approach their leadership roles with a service mindset.



Chad Fleming, retired US Army Captain, challenges Waypoint 24 participants to remember that while every day may not be a good day, there is good in every day.

“Participating in Waypoint 24 has been the most exciting experience in my transition from military service to date. From the keynote speaker Chad Fleming’s message of motivation and inspiration, to garnering insights from experienced professionals and meeting like-minded transitioning service members, the event was exactly what I needed to both grow my network and learn about what my future might look like.”

—**Mick Duffy, military Veteran and Waypoint 24 attendee**

“Waypoint week has become one of the best weeks of my year, making a difference in the lives of our Veterans by helping them transition back into the civilian workforce.”

—**J.T. Woodson, US Workday Lead Alliance Principal, Deloitte Consulting LLP**



Pat Conrad, a senior manager with Deloitte Consulting LLP, addresses a “standing-room only” crowd at Waypoint 24.

“We were honored to co-sponsor Waypoint 24. Amazon Web Services (AWS) is proud to stand with Deloitte and Workday to support our nation’s Veterans.”

—**Davinder Singh, Global Account Team Leader, AWS**

“I am so grateful to be a part of an ecosystem that continues to give back to our nation’s Veterans and military spouses.”

—**Matt Brandt, Senior Vice President, Global Partners, Workday**

Deloitte Fellowship Programs

Since August 2017, Deloitte's Department of Defense (DOD) Fellowships have hosted 114 fellows with the goal of exposing them to some of the industry leading practices and either return to their respective DOD organizations or align with future positions within Deloitte. The fellowships feature high-performing officers, enlisted personnel, and career civilian employees from across the DOD who join Deloitte for three to 12 months.

The program contributes to Deloitte brand expansion through Education with Industry/Training with Industry (EWI/TWI) and strategic talent acquisition through Senior Veteran Fellowship (SVF) participation. The Fellowship helps build and expand connections while planning for growth and prioritizing the talent experience. The past year included three new fellowship opportunities:

- **Organizational Culture and Leadership Fellowship**, a collaboration with the US Air Force to host the DOD's first fellow in the Diversity and Inclusion portfolio.
- **Defense Intelligence Agency Partnership**, the hosting of a DIA staff member in an initiative to promote organizational transformation good practices.

- **Army Training with Industry** Team, a specialized short-term rotation for recruiting and career services specialists, helping enable fellows to experience and learn recruiting and career services from a corporate perspective.

Engagements, Development, and Success Stories

As part of each fellow's experience at Deloitte, project shadowing is an important way to share information on service delivery methodologies, assets, tools, and expertise. Project shadowing can range from six weeks to six months depending on the fellow's learning objectives and interests. The process is flexible, allowing fellows to choose to shadow a workshop or multiple projects simultaneously. In 2024, fellows supported nearly 20 client experiences to help provide insights into areas such as security, immigration, Veterans services, regulation, cybersecurity, and customer and marketing activities.

Fellows achieved milestones and enhanced their professional growth in several areas. For example, nine fellows completed their Project Management Professional (PMP) and Deloitte Facilitator Excellence certifications. Additional experiences included opportunities to engage with the [Smart Factory by Deloitte @ Wichita](#), Deloitte's DEI Forum, and a podcast to help increase awareness of force development and design.



Senior Veteran Fellowship

The Senior Veteran Fellowship (SVF) program is a strategic talent acquisition initiative supporting senior military members transitioning from active service. The program continues to expand into new strategic growth areas within the organization to help support Veterans transitioning to civilian careers.

In 2024, nine SVF fellow graduates across various ranks and services became full-time strategic hires in areas such as cyber and strategic risk, strategy and analytics, enterprise performance, customer and marketing, human capital, core business operations, and, for the first time, learning and development. The program placed graduates into manager-equivalent leadership roles that help support numerous clients across multiple government and public service sectors.



Deloitte professionals gather to uplift Senior Veteran Fellows, from left, Eric Neilsen, Benjamin Inners, Richard Hansen, Gregory Campion, Juan Garcia, Jessica Aragon, Jon Hartt, Brian Witte, Roger Hill, Anna Wyant, Grant Jones, and Christian Stover.

“The Senior Veteran Fellowship played a pivotal role in my transition from active duty and provided me with a non-threatening introduction to the civilian workspace. Our military experience undoubtedly makes us an asset to the organization and our clients. SVF helped me to understand why in a nonjudgmental setting. Most significantly, I learned over my 12-week fellowship about Deloitte’s values and culture and how I could be part of it.”

—**Brian Witte, Manager, Deloitte & Touche LLP, retired Chief Master Sergeant, US Air Force**

“The business world has tremendous respect for military leadership, but few organizations have figured out how to translate their respect into hiring opportunities or to fully capitalize on the value of the senior Veteran community. SVF enables Deloitte to do both.”

—**Jason Budde, Manager, Deloitte Services LP and retired Commander, US Navy**

“The Senior Veteran Fellowship program was instrumental in my transition from a retiring Army Special Forces Soldier to a thriving Consultant within Deloitte. Through this program, I collaborated with an exceptional project delivery team, networked across the organization, and received regular one-to-one coaching from a SVF Fellow. These experiences deepened my understanding of Deloitte’s impact on its clients and its culture.”

—**Eric Kreil, senior specialist, Deloitte Consulting LLP and retired Master Sergeant, US Army**

Advanced Degree Veteran Forum

The Advanced Degree Veteran Forum (ADVF) aims to help accelerate the careers of accomplished Veteran graduate students and cultivate new leaders within Deloitte through experiential learning, collaborative working groups, and networking opportunities.

For the tenth consecutive year, Deloitte's ADVF leaders, along with a dedicated team of professionals representing many consulting offerings and personnel from numerous support businesses, sponsored more than 40 high-performing Veteran participants from more than 25 graduate schools. Each year, the event receives support from more than 30 volunteers to help deliver an evolving curriculum to attendees, including some favorites such as speed networking and mock interviews.

Several integration points across the broader Advanced Degree Diversity Conferences (ADDC) encourage inclusion, networking, and collaboration among participants. As of 2024:

 **7 attendees** from ADVF 2023 also **completed Deloitte's Summer Associate Program**

 **More than 250 ADVF alumni** connected via social media

 **More than 40 Deloitte Veterans** participated and contributed as **volunteers**

 **7 integrated forums** have been offered under the ADDC banner: **ADVF**, **Deloitte Women's Leadership Launch**, **Deloitte Consulting Immersion Program**, and **Embracing Your Authenticity**

Special Operators Transition Foundation

The former operators of the US Special Operations Forces, America's preeminent military fighting forces, represent a highly skilled pool of Veterans who have successfully navigated the most intense trainings offered by the DOD. Deloitte recognizes that their training transfers into the civilian sector and can yield enormous positive impacts for the organization and its clients.

Deloitte is a proud strategic hiring collaborator for the Special Operators Transition Foundation (SOTF), a non-profit group dedicated to helping these Veterans transition from highly distinguished special operations military careers to the private sector. Its mission is to help cultivate employment opportunities for these Veterans by providing them with mentors and a personalized step-by-step action plan to help candidates transition to positions that may best align with their interests, strengths, and preferences. Over the past 18 months, Deloitte has hired several of these exceptional Veterans into various roles.

"The SOTF Atlanta workshop hosted by Deloitte was saturated with wisdom for the 15 Special Operations Fellows entering the civilian workforce. We had 10 organizations represented throughout the day, offering the Fellows more opportunities than they imagined possible."

—Austin Moore, CEO, SOTF



Strength in Diversity

Celebrating the strength of our diversity, fostering a culture of inclusion, and leveraging unique experiences to help accomplish a common goal



Fostering inclusion. Deloitte has long been committed to cultivating an environment where diversity and inclusion can thrive, helping to foster a community that can embrace the unique experiences and backgrounds of our diverse workforce. Deloitte emphasizes the need to have professionals who represent all walks of life not only because unique identities can strengthen Deloitte's diverse workforce, but also because unique perspectives can help to develop high-impact solutions for clients.

Veterans bring a unique blend of skills, experiences, and values honed through their service, enriching Deloitte's culture and capabilities. With hundreds of different jobs across the military branches, each Veteran has a distinct and highly individualized story. Deloitte understands the value of the diverse perspectives and experiences that VMSA professionals have to offer. The integration of actively serving Reserve and Guard members into the Deloitte community is an example of how inclusivity can transcend organizational boundaries.

Deloitte's professionals are passionate about helping Veterans by providing them with impactful programs that can celebrate and uplift the VMSA community. According to the [Military Friendly rating](#), Deloitte exceeds standards in the six categories it evaluates, including recruiting and sourcing, policies and compliance, support and retention, culture and commitment, opportunity and advancement, and hiring and onboarding.



Military Spouse Initiative

Military spouses often face their own career challenges as they support a husband's or wife's military career. Through peer-to-peer programs, transition support, and career development, Deloitte is proud to support the Military Spouse Initiative (MSI) within the VMSA to help foster a workplace that supports, attracts, and helps retain military spouses.

Deloitte's inclusive culture, agile workforce, and demonstrated support for the Veteran community serves as a platform for the MSI. With nearly 400 active-duty military spouses and nearly 1,200 spouses of Veterans employed by Deloitte, the MSI offers these professionals and their significant others a space where they can lean on and learn from each other as well as tap into Deloitte resources to help build a career. MSI offers support to professionals in several ways:

- Deloitte and MSI provide a workplace that supports military spouse ambitions while honoring military commitments. As an example, internal transfers within Deloitte are supported and enabled when spouses receive permanent change-of-station orders. The programs within MSI also support military spouses who take assignments within the Deloitte Global Network due to permanent change-of-station orders.
- Community calls and an annual leadership summit offer professional development programs and facilitate community connection.
- Professional development and mentoring to external active and former military spouses help address unemployment and underemployment that are often characteristic of the military spouse community.
- The "Battle Buddy" program helps support MSI members who have a deployed or mobilized partner with guidance on deployment-related questions, resources to aid in navigating the deployment experience, regular well-being check-ins, an understanding ear to listen to concerns and challenges, and meaningful relationships that can extend beyond the deployment period.

In addition, Deloitte military spouses bring innovative thinking and personal experience to military-family-related client projects as well. MSI supports active pursuits and projects in the Defense, Security, and Justice sector with specific insights related to the military family experience, which is often a market differentiator. Deloitte has expanded military spouse fellowship opportunities through multiple pathways to include Hiring Our Heroes' Military Spouse Fellow Program and the Military Spouse Career Accelerator Pilot. To gain a better understanding of the needs from the MSI community, Deloitte launched a new member survey to help capture metrics and strategize new ways to make an impact.

While there are programs at Deloitte for military spouses, Veterans, and those still serving, there are also ways for members of the VMSA community and the organization at-large to continue supporting our nation's Veteran and military community. Deloitte has identified collaborators who also support military service members as they transition out of service, helping them identify their strengths, their unique identity, and the value they can bring to organizations as a civilian.

What advice do you have for fellow MSI members?

"Try to talk to as many MSI members as possible, as they are all so amazing and can offer advice and insights into navigating the world of Deloitte as a [collaborator] to someone serving in the military."

—**Katish Sussman, Consultant, Deloitte Consulting LLP**

"Don't hesitate to seek support from your network, especially during stressful times like deployments or PCS; Deloitte offers numerous resources and a supportive community eager to help you succeed—just reach out!"

—**Calvin Wheat, Senior Analyst, Deloitte Consulting LLP**

“As military spouses, we are used to introducing ourselves and having our elevator pitch at our next duty station. We network and build a rapport with people we have only just met. We get up to speed with new information quickly, and we wear different hats (sometimes a few hats at the same time). These are all amazing traits that make us natural consultants. While we continue to build our networks, we must remember that we do not have to go at this alone. Here, like the military environments we have hailed from, there are diverse backgrounds, stories, and perspectives. There are many people willing to help you and want to see you be successful in your journey.”

—**Laura Vargas, Senior Consultant, Deloitte Consulting LLP**

“Resources are only good if they are shared. MSI has a goldmine of resources to support military spouses in their journey, both professionally and personally.”

—**Jess Rudd, Senior Consultant, Deloitte Consulting LLP**

“Always make time for coffee chats. Our MSI professionals are represented in each of the businesses across different industries. I’ve met some of the most amazing, funny, and down-to-earth spouses virtually, and it’s even more fun if we get to meet in person. Stay curious and connected.”

—**Nina Dahl, Senior Consultant, Deloitte Services LP**

“[MSI] really spoke to me, allowing me the confidence to maintain success in my career and employment while moving to various duty stations with my significant other across the nation. Moving every few years is no small undertaking. Changing your address, moving away from friends and family to be relocated to somewhere new has effects on a family. Deloitte’s resources really supported me through our transition.”

—**Alyssa Case, Senior Consultant, Deloitte Consulting LLP**





The USI Military Veterans Internship Program launched in 2024 with an initial pool of 28 candidates with a goal of helping integrate military Veterans into the corporate workforce. The program endeavors to provide tailored support and opportunities for professional development.

USI Military Veterans Internship Program

An initiative similar to the VMSA in the United States is kicking off in India with the launch of the USI Military Veterans Internship Program in 2024.

Srini Veeravalli, Managing Director, Deloitte USI in India and a Veteran of the Indian Navy, led an effort inspired by the VMSA to develop support and resources for Veterans joining Deloitte to help them transition their skills and military experiences into Deloitte's workplace and culture. The internship is a four-month experience offered in the Hyderabad office to provide military Veterans an opportunity to translate their skills in business, technology, and operations to corporate roles. The 16-week program is focused on cultural and technical skills training as well as project experience.

Inspired by the Veterans Honor Wall in the Rosslyn, Va., office, the USI team developed a similar wall to honor Deloitte USI Veterans who have served in the Indian military. As with the Honor Wall in Rosslyn, the Hyderabad wall contains a dog tag to recognize each Deloitte colleague identified as a Veteran.



“We have established this wall in a prominent area of our office so that it serves as a reminder to each person who passes by that we are committed to supporting our Veterans as they transition into the civilian workforce and that we value their contributions.”

—Srini Veeravalli, Managing Director, Deloitte USI

VMSSA Hubs

Regional hubs across the United States play a crucial role in supporting the Veteran and military community by offering a wide range of activities and resources that are localized to specific geographic areas. These hubs not only help provide professional development and career support but also foster a strong sense of community and advocacy for Veterans and their families.

An important element of the hub experience is volunteer experiences, where Deloitte professionals have an opportunity to give back to their local communities in meaningful and inspiring ways. A sample of some of these events in 2024 includes:

- The East Central Hub attended an event in Columbus, Ohio, to help kick off an initiative to raise awareness about brain health issues that can contribute to Veteran suicides.
- The Carolinas Hub hosted students and coaches in a career readiness program that helps equip Veterans with skills and tools to help support a successful transition to civilian employment.
- Several hubs participated in annual Wreaths Across America events to remember fallen service members during the holiday season.
- Additional events focused on initiatives to help support Veteran-owned businesses, assist Veterans with transitions to civilian employment, raise funds to support wellness efforts for Veterans, support holiday toy drives, combat Veteran homelessness, and provide lodging for Veterans and military families when a loved one is receiving care at a Veterans Administration hospital, among others.

Dog Tag Fellowship

Deloitte supports the Dog Tag Fellowship program as it supports post-9/11, service-disabled Veterans, spouses, and caregivers in their transition to civilian life. Deloitte helps facilitate resume reviews, conduct mock interview sessions, host coffee chats, and create network opportunities. Deloitte also hosts Dog Tag Fellows and provides feedback on their Capstone presentations that focus on their plans to launch new businesses.

The Dog Tag Fellowship program welcomes all Veterans, spouses, and caregivers inclusive of gender, race, ethnicity, disability, and regardless of whether a person has a crystallized transition plan or is facing uncertainty. The program brings forward open-minded volunteers and inclusive professionals to help support its mission, alumni base, Fellows, and staff. Deloitte is proud to participate in this inclusive, evolving programming.



Warrior Ethos

Investing in the health and well-being of our nation's Veterans by sponsoring and assisting with events that can uplift and demonstrate gratitude



Reaching out and pitching in. Of the nation's 17.9 million Veterans in August 2023, 30%, or 5.3 million Veterans, had a service-connected disability.³ For these warriors, the battle doesn't stop when they depart military service and transition to the civilian sector. The importance of supporting Veterans as they navigate challenges following military service is critical, particularly for those who sustained injuries in the line of duty.

Supporting Veterans goes beyond the corporate space. Deloitte is proud to continue its stalwart support of Physical Health and Well-being (PHW) initiatives that can provide meaningful and lasting impacts for Veterans and active-duty service members who seek to find growth and healing despite physical and psychological adversities. Deloitte professionals—both Veteran and non-Veteran—consistently report that supporting PHW events is a career highlight because of the direct interaction they have with many of the nation's disabled or injured Veterans.

The impact these programs have on participants, caregivers, and volunteers alike is a testament to the power of Deloitte's PHW program. Deloitte currently sponsors multiple athletic/adaptive sports and arts events that bring the Veteran community together as well as events that promote wellness in other ways. Deloitte is honored to continue to support those who served.



Warrior Games Service Trial Competitions and Support

Since 2013 Deloitte has sponsored and sent volunteers to the military service trials where service members compete to qualify for the Warrior Games. The trials feature a lead-up competition among wounded, ill, and injured service members in a military adaptive sports competition. Teams include service members and Veterans with upper-body, lower-body, and spinal cord injuries, traumatic brain injuries, visual impairments, serious illnesses, and post-traumatic stress.

This year, the athletes competed in archery, cycling, shooting, sitting volleyball, swimming, track and field, wheelchair basketball, wheelchair rugby, indoor rowing, and powerlifting, with aspirations to make their respective service teams and represent at the Warrior Games at Walt Disney World in Orlando, Florida. Deloitte was able to help support the Warrior Games Service Trials by providing nearly 100 volunteers across the Air Force/Marine Corps Trials at Nellis Air Force Base, Nevada; Navy Trials at Joint Base Pearl Harbor-Hickam in Hawaii; and the Army Trials at Fort Liberty, North Carolina.



Air Force and Marine Corps Trials for the 2024 Warrior Games.

Beyond the Service Trials, Deloitte served as a supporting sponsor for the 2024 Warrior Games where teams from Army, Navy, Air Force, Marine Corps, Space Force, Coast Guard, US Special Operations Command, and the Australian Defence Forces competed across the Department of Defense (DOD). Sixteen volunteers from Deloitte provided critical support to athletes, caregivers, and VIPs in attendance. Athletes who won their respective event were further considered to represent their Service and the greater DOD in the 2025 Invictus Games hosted in Vancouver, British Columbia.

National Disabled Veterans Winter Sports Clinic

The National Disabled Veterans Winter Sports Clinic focuses on hosting Disabled Veterans with spinal cord injuries, amputations, neurological disorders, and visual impairments. Supporting this initiative since 2010, Deloitte was honored to participate this year as a host-level sponsor incorporating a diverse set of activities including alpine and Nordic skiing, snowmobiling, scuba diving, fly fishing, rock wall climbing, sled hockey, and goalball for the visually impaired. The Winter Sports Clinic experience is tailored to help improve physical well-being, psychological health, and self-esteem, empowering Veterans to rediscover life after disability. As part of this event, Deloitte has historically provided volunteers from the Military Health System, US Department of Veterans Affairs, and other organizations to help support event execution and participant activities. In 2024, Deloitte provided 20 volunteers and 5 VIPs who supported the event for an entire week in Snowmass, Colorado.

National Veterans Wheelchair Games

Founded in 1981 as a competitive outlet for Veterans with spinal cord injuries, multiple sclerosis, amputations, and other central neurological impairments, the National Veterans Wheelchair Games sought to increase independence and quality of life through wheelchair sports and recreation. As the sponsor of the powerlifting event, Deloitte was thrilled to send 20 volunteers to the games this year in New Orleans, Louisiana.

National Veterans Summer Sports Clinic

The Veterans Summer Sports Clinic focuses on recently injured Veterans and introduces the many adaptive recreational opportunities available to them such as sailing, surfing, kayaking, cycling, meditation, yoga, and adaptive fitness. A nationwide program, this clinic is designed to combine therapy provided through daily rehabilitation programs with feelings of independence by participating in athletic events provided to Veterans learning to live with injuries ranging from brain trauma to limb loss.

Beginning in 2017, Deloitte collaborated with the VA to sponsor the Surfing Venue for recently injured Veterans. In 2024, Deloitte provided 40 volunteers for a week at La Jolla Shores, California. The Clinic promises a weeklong journey of exploration and accomplishment in water and summer sports for Veterans.

National Disabled Veterans Golf Clinic

A weeklong adaptive golf program presented by the VA and Disabled American Veterans, the National Disabled Veterans Golf Clinic is an annual event to help promote rehabilitation by instructing Veterans with specific life-changing disabilities in adaptive golf. Deloitte sponsored this event, which includes other adaptive recreational sports, for the third time in 2024, providing 10 volunteers to support in Iowa City, Iowa.

National Veterans Golden Age Games

The National Veterans Golden Age Games is the only national multi-event sports and recreational seniors' competition program designed to help improve the quality of life for older Veterans, including those with a wide range of abilities and disabilities. Deloitte sponsored this event for the third time in 2024, providing 15 volunteers to help support in Salt Lake City, Utah.



Tessa Giagtzis, Manager, Deloitte Consulting LLP, assists a surfer at the 2024 National Veterans Summer Sports Clinic.



The 2024 National Veterans Golden Age Games.

Marine Corps Marathon Celebration Weekend

Organized by the US Marine Corps, the Marine Corps Marathon (MCM) is the largest marathon in the world that does not offer prize money, instead celebrating the values ingrained in each Marine: the honor, courage, and commitment of all finishers.⁴ Annually ranked as one of the largest marathons in the United States,⁵ the MCM has tested many Americans including Deloitte professionals. Deloitte helps support the Semper Fi & America's Fund, which operates an independent hospitality and event program for hundreds of families and guests over the marathon weekend. Deloitte provided 30 volunteers to support the Celebration Weekend's three signature events: Family Carnival, Community Athlete Night, and VIP Reception.

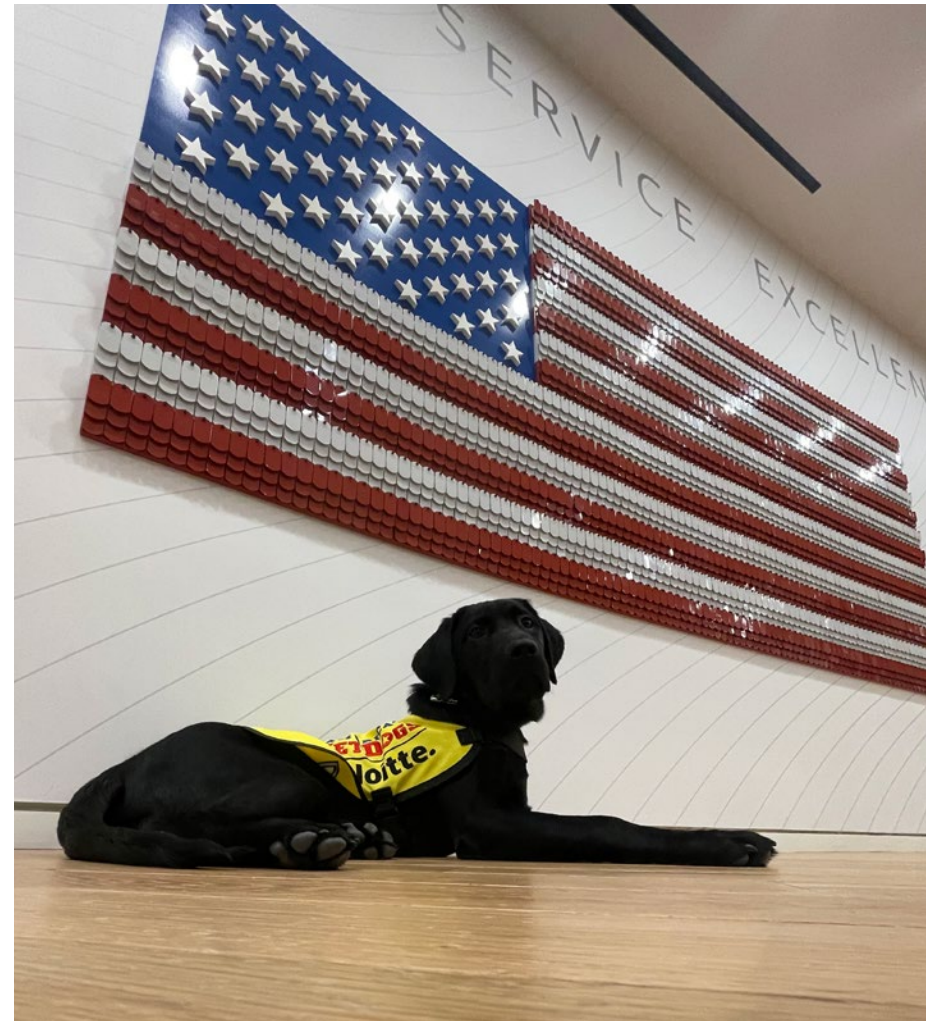
USO Experience Virginia Beach

Offering athletic, recreational, and social activities for military service members and their families, the USO Experience Virginia Beach is a weeklong summer event formerly known as USO Warrior Week, which Deloitte has sponsored since 2016. The social and educational events throughout the USO Experience allow military families and civilian organizations to interact and enjoy shared experiences in a local military community, reinforcing the support and respect community partners have for their military counterparts.

Puppy with a Purpose

With America's VetDogs and the Guide Dog Foundation, Deloitte sponsors the Puppy with a Purpose program to help train and prepare life-changing service dog companions for their forever owners who are Veterans. Deloitte's Corporate Puppy with a Purpose is voluntarily raised and trained by Deborah Golden, Deloitte's US Chief Innovation Officer.

Over a 12- to 14-month raising period, service dogs in training work together with their handlers to establish a foundational set of skills, obedience, and socialization. During this time, the handler and service dog in training travel the country to meet with communities and increase the education and awareness of the exceptionally positive impacts of service dogs. Through



Deloitte's Corporate Puppy with a Purpose, Kevin, at Deloitte's Honor Wall in Rosslyn, Virginia. The flag is composed of thousands of individual dog tags, each representing a Deloitte professional who is also a Veteran.

Deloitte's sponsorship, the Puppy with a Purpose has helped build goodwill and visibility while demonstrating how training dogs can provide vital assistance to Veterans.



Wreaths rest on headstones in Arlington National Cemetery.

Wreath Laying at Arlington National Cemetery

The Tomb of the Unknown Soldier is a monument dedicated to deceased US service members whose remains have not been identified, symbolizing the sacrifices of all service members who have died in battle and remain unidentified. In honor of Veterans Day in November 2023, four Deloitte professionals who are also proud Veterans had the privilege of being escorted by the Sentinels, who guard the Tomb around the clock, to place a wreath after the changing of the guard. These professionals are Juan Garcia and Eddie Reddick, Managing Directors with Deloitte Consulting, LLP; and Alex Haseley, Principal, and Dylan Tracey, Senior Consultant, with Deloitte & Touche LLP.

Wreaths Across America

For more than a decade, Deloitte has supported events organized by Wreaths Across America at cemeteries across the United States to remember fallen Veterans and honor those who serve by laying wreaths on headstones. This past year, Deloitte enhanced its impact with increased national and local sponsorship and more volunteers at more locations to help distribute and lay thousands of wreaths.

Veteran Suicide Prevention Workshop

After co-hosting the Veteran Suicide Prevention (VSP) Workshop in 2022 with the American Foundation for Suicide Prevention, Deloitte has continued efforts to address the actionable challenges and associated approaches to help reduce risk factors relating to suicide among three unique Veteran populations—rural, American Indian/Alaska Native, and women Veterans. Our public and private partners from diverse industries within our workgroups have continued to connect and share information relating to these efforts and seek opportunities to help pilot best practices. We continue to brief Congressional leaders, VA leaders, and federal health leaders on this progress.

Honor Flight

Honor Flight recognizes the bravery, determination, and patriotism of our nation's senior war Veterans with a one-of-a-kind journey to Washington, DC to visit memorials built in tribute to Veterans from WWII, the Korean War, and the Vietnam War. Since 2019, Deloitte has supported this event as a sponsor and through volunteerism. For the Chicago Honor Flight, for example, more than 100 volunteers have welcomed more than 1,000 Veterans during the 2024 season, and in Washington, DC, area professionals often serve as guardians to help escort Veterans as they take in the one-day, life-changing experience to honor them.



Left: Shelly Zocchi, Senior Manager, Deloitte LLP; Robert Gramss, Partner, Deloitte & Touche LLP; and Shalini Appala, Senior Consultant, Deloitte Consulting LLP, volunteer to support an Honor Flight.



Right: During a Veteran Honor Flight in Washington, DC, Tony Juarez, Senior Manager with Deloitte LLP, represented Deloitte by being a Guardian, escorting a distinguished Vietnam War Veteran throughout the Washington sites. Terry Jordan, a former helicopter mechanic in the Army and later a Chicago police officer, shared his remarkable experience with Tony, adding a deeply personal and historical perspective to the visit.



Public wreath-laying ceremony at the Tomb of the Unknown Soldier at Arlington National Cemetery.

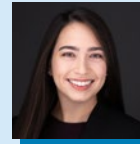


Meet the VIR team



Tammy Whitehouse
Manager, Deloitte Services LP
Ally

Tammy is a writer with Deloitte's Wall Street Journal group focused primarily on content to support the Sustainable Business Journal. She has many extended family members who have served in the military and is proud to support Deloitte's Veteran community.



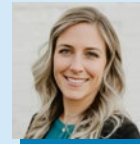
Lindsay Dixon
Consultant, Deloitte Consulting LLP
US Army Veteran and Reservist

Lindsay is a consultant within the Government & Public Services practice. Prior to joining Deloitte, she served as a logistician in the US Army, and she continues her service as an Army Reservist. She is also a lead on the VMSA new hire onboarding initiative.



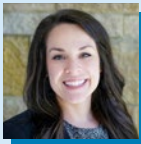
Chandler Adams
Senior Consultant, Deloitte & Touche LLP
Ally

Chandler is a member of the Corporate Development group responsible for executing Deloitte's inorganic growth activities and strategic initiatives. He has a track-record of raising funds for various foundations supporting the military by participating in long-distance runs such as marathons and ultramarathons—and is honored to support Deloitte's VMSA through the VIR initiative.



Jennifer Edwards
Manager, Deloitte & Touche LLP
US Navy Veteran and Reservist

Jennifer is a cybersecurity specialist with Cyber & Strategic Risk services, assisting organizations in tackling obstacles and building new operational capabilities. She served 6 years with the US Navy and has continued her service for the past 11 years as a Navy Reservist. She is proud of her military service and grateful for the opportunities it has provided, and she is continually searching for ways to give back, including by assisting with this year's VIR.



Leslie Cote
Senior Consultant, Deloitte Consulting LLP
US Air Force Veteran and Reservist

Leslie is a human capital senior consultant supporting the Government & Public Services practice. She served on active duty in the US Air Force for more than 5 years. Leslie is currently a US Air Force Reservist, is a military spouse, and is proud to support Deloitte's VMSA through the VIR initiative.



Trace Hughes
Manager, Deloitte Services LP
US Air Force Veteran

Trace is an associate creative director and writer with Deloitte's Marketing Excellence organization where he provides creative and strategic leadership across the Deloitte brand and the organization's sponsorship efforts. He served 6 years in the Air National Guard, deploying once in 2011 to the Middle East in support of Operation Enduring Freedom.



Simone Jo

Creative Services Designer, Deloitte Global

Ally

Simone is a graphic designer with Deloitte's CoRe Creative Services team, assisting this year with her fourth consecutive VIR. She deeply appreciates the work of the military and is honored to help highlight Deloitte's support of the VMSA community.



Craig Reineck

Specialist Leader, Deloitte & Touche LLP

Former Army Reservist

During his 18 years at Deloitte, Craig has served a variety of Government & Public Services organizations in accounting and financial reporting. From these experiences, in addition to his time as an Army Reservist, he has developed a strong interest in helping Veterans and their spouses.

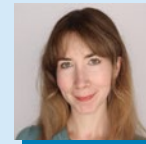


Jim Payne

Senior Manager, Deloitte LLP

US Army Veteran

Jim is a member of Deloitte's US Strategy team where he provides research and insights to inform the organization's strategic decisions. He is a Veteran of the 11th Armored Cavalry Regiment of the US Army, also known as the "Blackhorse Regiment," and takes great pride in helping other Veterans through Deloitte's numerous VMSA initiatives.

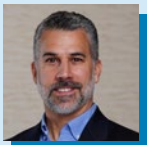


Augusta Runyon

Consultant, Deloitte Consulting LLP

US Air Force Veteran

Augusta is a consultant in Deloitte's Government & Public Services practice supporting financial improvement and audit readiness initiatives. She's passionate about work in climate equity and conservation. During her time in Air Force active duty, she served primarily as a meteorologist and is happy to connect with and support fellow Veterans through this VIR initiative.



Jeff Prager

Specialist Leader, Deloitte Consulting LP

US Navy Veteran

Jeff is a professional in the Supply Chain and Network Operations offering focused on supply chain security and resiliency in the defense and intelligence community mission space. Jeff joined Deloitte in 2022 after a career in Naval Intelligence supporting the Global War on Terrorism and Great Power Competition operations from tactical execution to strategic planning.

Endnotes

- 1 [“National Strategy for Preventing Veteran Suicide,”](#) 2018–2028, US Department of Veterans Affairs.
- 2 [“2023 National Veteran Suicide Prevention Annual Report,”](#) November 2023.
- 3 [“Employment Situation of Veterans Summary,”](#) US Bureau of Labor Statistics, March 20, 2024.
- 4 [Marine Corps Marathon](#)
- 5 Ibid.



For more information on how Deloitte Supports the VMSA Community, click [here](#).



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