Veteran Impact Report
Our commitment to Veterans and their families, caregivers, and survivors
2019
“In the beginning of a change, the Patriot is a scarce man, and brave, and hated and scorned. When his cause succeeds, the timid join him, for then it costs nothing to be a Patriot.”

Mark Twain
UNDERSTAND
We seek to understand and apply Veterans’ experience to our work.

EMPLOY
We are recognized as a leading employer for Veterans and military spouses.

TRANSITION
We help Veterans transition to careers they are passionate about.

LEAD
We believe in and develop Veterans’ leadership skills.

WELL-BEING
We invest in the health and well-being of Veterans and their families.

INFORMATICS AND ANALYTICS
We use big data and analytics to make the invisible visible for Veteran organizations.

MENTOR
We work with and mentor Veteran-Owned Small Businesses.

CLIENT IMPACT
We share our clients’ sense of duty, honor, and commitment.
Deloitte US CEO Joe Ucuzoglu addresses participants of the 2019 Inclusion Summit at Deloitte University in Westlake, Texas.
“My own experience with Hiring Our Heroes has been rewarding and inspiring, and has deepened my respect for the diverse skills and unique experiences Veterans bring to the table. At Deloitte, we are committed to enabling Veterans to uncover how their military skills can be leveraged to gain a foothold in the workforce through a broad range of programs and resources. I’m proud of all that we do to help Veterans learn, grow, join, and make a tremendous impact on the workforce of the future—it’s helping to make our economy stronger and our nation more prosperous.”

Joe Ucuzoglu  
Chief Executive Officer  
Deloitte US
Recognized by...

- Military Times’ Best for Vets: Employers 2019
- Military Friendly Silver Employer 2020
- Military Friendly Spouse Employer 2020
- Over 1,000 Veterans at Deloitte across the US
- U.S. Chamber of Commerce Foundation’s Hiring our Heroes’ 2018 Lee Anderson Veteran and Military Spouse Employment Award for overall excellence in hiring and retaining Veterans, transitioning service members, and military spouses
- Champion of Veterans Award from the National Veteran Small Business Coalition
Proud to have served these organizations

Over 1,000 members strong, Deloitte’s Veteran community is a key part of our culture. We are dedicated to helping Veterans and their families transition to civilian life, gain meaningful employment, grow as leaders, achieve a sense of well-being, and succeed.
“I try to accomplish two things every day: one thing for myself that makes me happy, and one thing for someone else to make them smile.”

Kinga Kiss-Johnson
US Army (OEF)
Consultant
Deloitte Consulting LLP
Understand

We seek to understand and apply Veterans’ experience to our work.

Our Commitment to Veterans Begins with Understanding.

Through a combination of data analytics, human-centered design experience, and research, we have developed a distinct and deep understanding of the Veteran population and the individual Veteran experience. The work we’ve done, and the work we continue to do with Veterans every day, makes us distinctly qualified to help Veteran-serving organizations, policymakers, and employers.

Veterans Experience Journey Map & Personas

Every Veteran is a unique individual, with their own strengths and aspirations. Yet as a group, Veterans share a broad set of needs and goals, which change as they move through their lives. To help the U.S. Department of Veterans Affairs (VA) understand the Veteran journey, Deloitte was part of the team that stood up the Veterans Experience Office, defined and mapped the Veteran experience, and prioritized opportunities to improve. The Veteran Experience Journey Map enabled the VA to shape its services to fit Veterans’ lives and be there for the moments that matter most to them.

Journeys of Veterans is an aggregated view of Veterans’ life journeys from pre-service through death. The map covers ten major life stages and associated VA services, and is divided into three key phases: Serving in and Separating from the Military; Living Civilian Life; and Retiring and Aging.

George W. Bush Institute Military Service Initiative (MSI)

Through its Military Service Initiative, the Bush Institute focuses on expanding opportunities for Veterans in employment, education, health and wellness, housing, and other areas. In years past, our support to the MSI centered on the critical issue of employment. We designed a VET Roadmap and a corresponding analytical tool to visualize Veteran employment challenges across the US.

Our Veteran employment work with the MSI continues this year as we assist with the production of an industry paper related to the future of Veteran Employment. The MSI has also asked Deloitte to expand our involvement this year to include Veteran Wellness. Together, we developed a strategic framework to help more Veterans receive high-quality care for invisible wounds of war.
Deloitte “recruits” working together to complete an obstacle course.
Deloitte’s Military Health System (MHS) Veteran’s Initiative

Building empathy through Veteran experiences

The mission of the MHS Veterans Initiative is to serve those who serve and have served. Empathy for Veterans, their families, and our military clients is essential to the success of this initiative.

We designed a series of immersive experiences to provide Deloitte’s MHS practitioners with a greater appreciation of our clients’ journeys and the unique value that our Veteran colleagues bring to the workplace.

As part of the experience series, 21 Deloitte practitioners volunteered to participate in a Veteran-led Boot Camp designed to simulate the experience of initial military entry training. At the command of a retired Marine Corps Drill Instructor, participants worked together to solve complex, team-based problems, completed a portion of the military physical fitness training regimen, and had the opportunity to wear a variety of military equipment. The shared experience gave participants greater appreciation for the challenges of military service, and for the ethic of service, leadership, and teamwork that military training inculcates.

The MHS Veterans Initiative serves as a communal hub, connecting Veterans to each other and to senior account leadership. At its core is a commitment to inclusion. The Initiative also helps MHS practitioners understand the true meaning of military-centered holidays, such as Memorial Day and Veterans Day.

“The MHS Boot Camp allowed me to work with practitioners from all levels across MHS to achieve a better understanding of our clients’ [and Veteran colleagues’] experiences... I gained a deeper understanding and appreciation for what our nation’s heroes have endured and I’m grateful for the experience!”

Summer Church, Consultant, Deloitte & Touche LLP
“We are a team that knows what it means to serve with a shared commitment to the health, wellness, and safety of our sisters and brothers – America’s Veterans.”

Lt. Gen (retired) Dr. Mark Ediger
22nd Air Force Surgeon General
Specialist Executive
Deloitte Consulting LLP
Since 2016, Deloitte has worked with the George W. Bush Institute and the U.S. Chamber of Commerce Foundation’s Hiring Our Heroes (HoH) initiative to advance Veteran employment, education, and health and well-being.

Deloitte is also co-chair of a group of public, private, and non-profit sector leaders known as the Veteran Employment Task Force focused on the current state of Veteran employment. Task Force members include decision-makers from federal agencies, private companies with a demonstrated commitment to hiring Veterans and military spouses, and leaders from the non-profit sector.

At the 2018 U.S. Chamber of Commerce Foundation’s HoH Awards Gala, Deloitte was presented with the Lee Anderson Veteran and Military Spouse Employment Award for overall excellence in hiring and retaining Veterans, transitioning service members, and military spouses. This award is the highest national honor for overall corporate Veterans initiatives and recognizes the contributions we strive to make.

Key statistics
- Recognized by Military Times’ Best for Vets: Employers 2019
- Military Friendly Spouse Employer 2020
- Military Friendly Silver Employer 2020
- Over 1,000 Veterans at Deloitte across the US
- Committed over $6.7M in pro-bono support to Veteran-serving non-profits in the last three years
- 2018 Hiring our Heroes Lee Anderson Veteran and Military Spouse Employment Award

We aspire to be the leading destination for Veterans to thrive in a professional services career.

Deloitte Military Spouse Initiative

The Military Spouse Initiative was launched by and for military spouses to provide a workplace that supports, attracts, and retains high-talent military spouses through transition support and career development. Military spouses have a unique profile, as their spouses’ transfers are military-ordered and required by federal law. Approximately 80% of military spouses made a Permanent Change of Station (PCS) move across state lines or abroad in the past five years.

The Military Spouse Initiative leverages the Deloitte US Firms’ existing infrastructure to support Deloitte military spouse employees with the critical support they need when their spouse service member receives orders for relocation. Volunteers offer onboarding and transfer support when military spouses are hired and transition.

The Military Spouse Initiative has four pillars of support for Deloitte military spouses:
- Military Spouse Ambassador Program: offers an onboarding and mentorship for military spouses to help expand their networks and find new opportunities as they transition within Deloitte
• Talent Support: raises awareness and support of the unique profile of the military spouse
• Recruiting: coordinates recruiting efforts that market Deloitte as a career option to qualified military spouses including a national Military Spouse Mentorship program
• Professional Development: offers skill development and coaching opportunities that enable military spouses to pursue fulfilling careers

The program demonstrates Deloitte’s ongoing commitment to the military and its families and attracts a largely untapped talent pool of qualified applicants.

Military Spouse Initiative Awards and Affiliations

2018 Hiring our Heroes Lee Anderson Veteran and Military Spouse Employment Award

2019 Military Friendly Spouse Employer Award

Represented Deloitte at the White House as “best in class” program during American Corporate Partners’ military spouse employment session

2019 New Partner with Military Spouse Employment Partnership

Gold Sponsor, Military Spouse of the Year (MSOY), 2018-2019

The Military Spouse Initiative also regularly champions military spouses at such events as the Veterans Employment Summit and the Hiring our Heroes Military Spouse Employment Advisory Council and Working Group.

Additional resources for review:

• External Military Spouse Initiative Website: provides an informational video about our program and success stories of Deloitte’s military spouses
• White Paper: Published by GI Jobs
• Podcast: Deloitte Human Capital highlights Military Spouse Initiative, experience, and leadership perspectives. “By us for us: Creating meaning at work for military spouses”
Veteran's Excellence Team (VET)

The Veteran’s Excellence Team brings together efforts for Deloitte to increase recruiting and retention of high-potential Veterans. The overall vision for VET is for Deloitte to be the premier professional services employer for Veterans.

VET focuses on all phases of the Veteran employee lifecycle, from on-campus recruiting to onboarding, mentorship, and engagement. Practitioners volunteer to be a Veteran Recruiting Lead (VRL) and partner with Deloitte campus recruiting teams at leading undergraduate and graduate institutions. Others support prospective new hire Veterans prepare for experienced hire interviews. Veteran welcome events help new hires connect, and the monthly Scuttlebutt Veteran communication, distributed to over 600 Veterans and their colleagues in Deloitte Professional Services, helps them stay connected. New Deloitte hires can also participate in the Veteran Mentorship Program (VMP), simply by opting-in to receive a mentor. And the VET development team leads efforts such as new hire cohort discussions, networking tools, and the Deloitte Reservist Playbook (a resource for Deloitte Professional Services employees currently serving in the National Guard and Reserves).

The program has been highly effective, chalking up an 81% YoY Veteran hiring increase from FY18 to FY19. More than 70 Veterans are currently working with campus and experienced hire recruiting teams, and over 350 Veterans have signed up to serve other Veterans once they arrive at Deloitte. There are, as well, currently over 70 mentor and mentee pairings for new hires.

Advanced Degree Veterans Forum

The Advanced Degree Veterans Forum focuses on professional growth for Veterans by Veterans. Held at Deloitte University – The Leadership Center in Westlake, Texas, for a weekend of experiential learning, working sessions, networking, and fun, the forum is designed for top graduate students who are interested in professional services and who have served or are currently serving in the US Armed Forces. The forum features discussions with senior Deloitte practitioners on topics including career transition, translating leadership skills from the military to business, building your network, refining interviewing skills, and identifying personal strengths for future success. Our goal is to further prepare Veterans for the professional services industry.

MHS Diversity & Inclusion Leadership Discussion

Deloitte’s Military Health Systems team hosts a quarterly leadership dinner series focused on Veterans.

The gathering presents an opportunity for the Veterans within MHS to have one-on-one time with Deloitte leadership to share ideas and build their professional network. It’s an opportunity to make new connections, share ideas, and build a system of mentorship and support. Veterans are asked to bring guests, so that the network of support we provide extends to spouses, family, and friends.
“There’s nothing as all-encompassing and defining as military service, so transitioning to a new life can be hard. Helping our nation’s Veterans creates a sense of purpose and allows you to look beyond yourself.”

Bill Womack  
Managing Director  
Policy and Government Relations  
Deloitte LLP
Transition
We help Veterans transition to careers they are passionate about.

There are three keys to a successful transition from military to civilian life: achieving optimal health and well-being, having access to education and training, and finding meaningful employment. As America’s post-9/11 Veterans and their families navigate these areas, Deloitte delivers a range of programs in all these interconnected areas to smooth the transition for those who have served.

**Employment Bootcamps**

Deloitte is working with the Wounded Warrior Project (WWP) to design, plan, and facilitate Employment Boot Camps for transitioning service members, Veterans, and military spouses across the country. These one- to three-day workshops provide a hands-on opportunity to develop critical skills to obtain civilian employment, including resume writing, interview skills, and career road-mapping and networking. We have delivered 10 Employment Bootcamps to over 200 transitioning service members, Veterans, and their caregivers. The Bootcamps achieve a 55% hiring rate within six months and are delivered in various locations throughout the US (including Joint Base San Antonio, Nellis Air Force Base, San Diego, Colorado Springs, and Arlington).

**Stand-To III: National Veterans Convening**

As co-chair of the Veteran Employment Task Force, Deloitte is dedicated to improving employment outcomes for Transitioning Service Members and Veterans.

At the inaugural Stand-To National Veterans Convening in June 2017, the Task Force selected three recommendations for the focus of its work over the next fiscal year. At Stand-To II in July of 2018, Task Force members presented initial proposals along with a white paper to modernize the Veterans Transition Assistance Program (TAP) that was submitted to Government and Congressional leaders.

In August 2019, Deloitte co-hosted Stand-To III with the U.S. Chamber of Commerce, George W. Bush Institute, and The Blackstone Group. Stand-To-III focused on the Future of Work and Warfare through a series of panels that explored the Work, Workforce, Workplace, and Warfare of the Future from a Transitioning Service Member and Veteran perspective.

In 2020, the Task Force will continue to focus on the Veteran of the Future. Deloitte has also expanded its collaboration with HoH to deliver its proprietary CORE curriculum to individuals participating in HoH’s Corporate Fellowship Program.
Inclusion Council

We have a powerful network of experienced Veteran employees that use their unique military knowledge to support Deloitte employee growth, clients, and the overall needs of the local Veteran community. The network supports all Veterans through their transition to employment and ensures that those wounded, ill, or injured can attain physical health and recovery. These activities encompass everything from mentoring, recruiting, and professional skills building.

Call of Duty Endowment (CODE)

Helping 60,000 Veterans secure jobs

Created by the CEO of Activision, makers of the video game Call of Duty, CODE helps Veterans find high-quality careers, raises the awareness of Veteran employment challenges, and supports grants to non-profit organizations that assist transitioning Veterans. Last year, Deloitte helped CODE place 60,000 Veterans in high-paying jobs in the US and the UK.

To help CODE find reputable non-profits, Deloitte provides review and assessment of non-profit organizations, with pro-bono audits of around 10 non-profits annually. CODE’s metrics now distinguish it as a leading Veterans organization, and the pro-bono effort helped Deloitte identify a number of new opportunities where consulting, audit, and advisory services can improve business and non-profit outcomes. In recognition of the project’s success, Deloitte and CODE were invited to ring the NASDAQ bell last October.
FourBlock Initiative

FourBlock helps Veterans build professional networks. The organization partners with Fortune 500 companies, top universities, and high-potential Veterans to connect transitioning service members to Veterans already in the workforce. Recognizing the importance of meaningful employment to the transitioning Veteran and dedicated to helping a new generation of Veterans find careers that fit their calling, FourBlock offers a blended online and in-person learning program.

As a FourBlock collaboration organization, Deloitte has hosted three FourBlock Cohort events, with over 25 Deloitte volunteers putting in more than 180 hours to make them a success. Our events reached nearly 100 transitioning Veterans, and over the past year we have hired several transitioning Veterans from the FourBlock Cohort.

American Corporate Partners (ACP)

On Impact Day, Deloitte’s annual day of service, volunteers spent the day providing professional guidance to Veterans nationwide on ACP’s online question and answer community, ACP AdvisorNet. The Deloitte volunteers answered questions such as, “What are the areas of consulting?” and “When going through resumes, which portion would you consider to be the most important?”

NS2 Serves SAP Certification

NS2 Serves helps Veterans by providing valuable IT training and employment assistance at no cost to Veterans. Full-time, paid participants are trained in world-class software solutions that support US national security, leading to official SAP certifications.

Transition Goals, Plans, Success Outreach Program

Deloitte practitioners support transitioning service members in Veteran service organizations. Our workshop support service improves transition programs by conducting mock interviews, explaining case study interviews, reviewing resumes, participating in installation job fairs, and participating in employer panels.

DCipher

Deloitte created DCipher, a prototype application that uses big data analytics to intelligently identify job openings that match a job-seeking Veteran’s skillset. DCipher streamlines the initial pre-screening process to help organizations match Veterans with appropriate jobs based on their past experiences, military records, third party lifestyle data, and other submitted information.
“Deloitte represents what is best about a military and civilian partnership when it comes to supporting our nation’s heroes and their family members. As a Marine, I am proud to be part of another dedicated team of people who value service above self.”

James D. Rodriguez
First Sergeant United States Marine Corps Ret.
Specialist Executive
Deloitte Consulting LLP
Lead

We believe in and develop Veterans’ leadership skills.

Deloitte’s Leadership Development Program

- Named by Chief Executive magazine as 2015’s No. 1 Private Company for Leadership Development
- Honored for our exceptional recruiting with the Talent Board’s Candidate Experience Award for the fifth year in a row
- 4,500 recruits hosted annually
- Top 10 of ideal employers for business undergraduates according to 65,000 students surveyed by Universum America’s IDEAL Employer
- Deloitte ranks in the top 10 for graduate students in the United States

CORE Leadership Program

The CORE Leadership Program aims to equip transitioning service members with the resources and tools to select and obtain their ideal civilian career. Program activities are designed to enable participants to gain a better understanding of themselves, their career goals, and their network. The CORE Leadership Program also helps Veterans effectively begin the transition into the civilian workforce.

Leveraging Deloitte’s award-winning leadership curriculum, the CORE Leadership Program presents an immersive learning environment. The program enables Veterans to identify their unique strengths and experiences to define their personal brand, leverage proven career exploration and networking strategies, and tell their own story in a way that resonates with others, including potential employers.

Participants in the CORE Leadership Program learn to identify personal strengths and interests, including how those influence career choices and translate into career opportunities. They explore the concept, value, and mechanics of professional networking, and gain insights on how to develop a network that supports their career goals. An interactive Corporate Panel (which has historically featured over 30 participating Deloitte clients) is designed to help Veterans gain feedback from decision makers.
and understand what top companies are looking for. Soft skills – such as communicating effectively and driving thoughtful conversations – are also a part of the program, and the concepts learned are put into practice through hands-on activities and mock interviews.

**CORE Fundamentals & CORE Success**

Deloitte continues to capitalize on the success of our flagship Veteran transition program through the expansion of our CORE Program portfolio.

In 2015, we created CORE Fundamentals, a distilled-down, five-hour version of the CORE curriculum that enables us to reach a broader audience. We have since delivered this new program to over 500 transitioning service members in Canada to the Canadian Armed Forces and at locations across the United States, including university campuses and events, such as the Air Force Wounded Warrior trials at Nellis Air Force Base.

The CORE Leadership Program and CORE Fundamentals are designed to help Veterans define their strengths and interests and understand how to begin the transition to a civilian career. CORE Success is a post-hire, eight-hour learning program that enables recently hired Veterans to learn Deloitte culture, thrive in a corporate work environment, master business norms for communicating with others, build their career network, and find meaning in civilian work. In addition, CORE Success builds camaraderie and facilitates long-term networking among participants and faculty.

**12-Month Veteran Engagement & Retention**

To support Veteran top talent and accelerate their transition to the corporate world, Deloitte conducted a needs assessment in 2015, interviewing over 100 Veterans to identify Veteran performance needs and retention challenges related to transitioning into the civilian workforce.

This needs assessment informed the creation of a 12-month Veteran journey and retention plan delivered to every Veteran hired by Deloitte.

The 12-month Veteran journey addresses Veteran retention challenges across Deloitte by providing each Veteran with targeted communications and activities during their first year on the job. Since its inception in 2018, 693 Deloitte practitioner Veteran new hires have been included in the program across all practice areas.

This 12-month Veteran journey consistently addresses Veteran transition challenges across Deloitte by providing recently hired Veterans with mentoring and volunteer opportunities, a connection to a senior executive Veteran Champion within their business, and an invitation to CORE Success.

- 384 Deloitte Veteran new hires have attended CORE Success since September 2016
- CORE Success attendance in FY20 is forecast to increase 109% from FY19
- 98% of CORE Success alumni are better able to recognize the similarities and differences between military and Deloitte culture, and identify ways to accelerate adaptation to a corporate environment
- 97% of CORE Success alumni agreed that the program was a valuable investment of their time
Managing Director and CORE Program Dean, Terry Bickham, presenting to CORE Leadership Program participants at Deloitte University in Westlake, Texas.
CORE Program: Participant Feedback

The CORE Leadership Program at Deloitte University recently completed its 23rd delivery, supporting the transition efforts of over 1,200 military Veterans since 2013. Four times per year, cohorts of 50 Veterans travel from across the United States to Deloitte University to attend the pro-bono program. As of March 2019, 95% of participants who told us they were active in the job market have found new careers, 98% agreed they can better articulate their skills, experience, and interests to employers, and 100% said they agreed the CORE program was a valuable investment of their time. CORE alumni are now employed across almost every industry.

“The Deloitte CORE Leadership Program is the single best professional development course I’ve ever attended. Absolutely every aspect of the program is top notch. The instructors, coaches, and staff are all incredible with a huge heart for the military and Veteran communities…. Leaving the armed services is difficult and I think it always will be, but the folks at Deloitte have made things much, much easier. I’m very grateful to have been a part of the program!”

CORE Leadership Program Alum

CORE Program: Giving Back and Ongoing Veteran Support

When it comes to making a difference in their communities, many Deloitte professionals choose to serve Veterans. They are able to work directly with Veterans and see results over the course of the program and beyond. The CORE program also helps professionals build their leadership skills and network as they help transitioning Veterans with their new careers.

At present, we have over 500 active Deloitte volunteers on our roster, including more than 50 of our Partners, Principals, and Managing Directors; and CORE volunteers have dedicated 18,000+ volunteer hours to date. Along with many of our clients, the program has also attracted guest speakers such as Paralympic Gold Medalists Alana Nichols and Brad Snyder (a Veteran), who shared their inspiring stories.

Support for CORE participants doesn’t end when the program does. Every Veteran is assigned an experienced Deloitte professional to provide ongoing digital resume support after they leave the program, and a CORE Community online (with over 1,300 members and growing) is maintained to facilitate ongoing networking and comradery.
Veterans Leadership Council

The Veterans Leadership Council (VLC) is a professional network for Veterans who are leaders in business and government. The mission of the VLC is to establish an authentic and relevant leadership voice for the Veteran community by creating locally thriving and nationally connected networks of Veterans.

Deloitte has been working with the VLC since 2014, when Deloitte hosted the first VLC event in Chicago. The VLC currently has chapters in Chicago and Washington D.C. consisting of almost 700 Veterans from over 200 organizations, with plans to add 10 new chapters over the next several years.

Over the course of 2018-2019, with two Deloitte professionals serving as Co-Presidents, VLC D.C. grew its membership by 65% for a total of 480+ members, held five events bringing together over 350 Veterans, Veteran spouses, and Veteran supporters in the D.C. community, and contributed 500+ volunteer hours to the Greater Washington area’s community.

VLC serves to connect Veterans to each other across the life cycle of their career, from transition through senior leadership, and helps them successfully make post-military professional transitions.
“Our team embraces the principle that every day is ‘Day One’ in helping our clients throughout the VA and its ecosystem ensure that ‘Veterans get the best.’ Each day is a new opportunity to help Veterans and their families, caregivers, and survivors lead healthy and purposeful lives.”

Greg Pellegrino
Lead Client Service Principal
United States Department of Veterans Affairs
Deloitte Consulting LLP
Well-being

We invest in the health and well-being of Veterans and their families.

We take a holistic approach to well-being, which includes physical, mental, and financial health. We invest in the well-being of all Deloitte practitioners, with careful consideration of individual needs and goals. Through skills-based volunteering, pro-bono efforts, sponsorships, and collaborations, we take that same approach to the Veteran community to empower men and women who have served our country and help them on their journey to well-being.

Take, for example, rehabilitative sporting events, which inspire recovery through physical and psychological well-being. Deloitte has sponsored and sent volunteers to 10 adaptive sports events for service members and Veterans this year, and over 300 Deloitte practitioners from across the country have dedicated their time to participate in adaptive events held by the Department of Veterans Affairs and Department of Defense.

Deloitte practitioners who volunteer for these programs consistently report that interacting with Veterans at these events contributes to their own well-being, making them feel re-energized and bolstering their sense of purpose.

“The highlight was seeing how adaptive sports can inspire disabled Veterans and wounded warriors to re-conquer things in their lives that traditional therapy methods may not.”

Deloitte volunteer, National Veterans Summer Sports Clinic

“The number of warriors who said, ‘I needed this,’ or ‘thank you so much’ made this one of the most moving moments I’ve ever encountered.”

Deloitte volunteer

Warrior Games Service Trials

The Warrior Games is an annual sporting competition bringing together wounded, ill, and injured service members and Veterans from across the country to compete in eight different adaptive sporting events. From 2010-2016, Deloitte proudly served as the Presenting Sponsor for the Warrior Games, becoming integral to the success of the games in financial, organization, and sponsorship planning, as well as leading the community volunteer efforts for the Games.

We also regularly collaborate with Semper Fi Fund (SFF), Army/Navy MWR, AFA, and Marine Corps Community Services to sponsor athlete selection for each of the Services Warrior Games teams and send volunteers to help make the tryouts a success. Teams include active-duty service members and Veterans with upper-body, lower-body, and spinal cord injuries; traumatic brain injuries; visual impairment; serious illnesses; and post-traumatic stress.
This year, the athletes went head-to-head in archery, cycling, shooting, sitting volleyball, swimming, track and field, wheelchair basketball, indoor rowing, and powerlifting, with aspirations to represent the Navy at the 2019 Warrior Games in Tampa, FL.

In 2018, Deloitte also worked with the Air Force Association to support Permanent Disability Retired List (PDRL) Veterans at all Air Force Wounded Warrior Camps, clinics, trials, and Warrior Games.

The competition offers athletes an opportunity to test and demonstrate their impressive skills, connect with other wounded, ill, and injured service members and Veterans, and practice teamwork and other soft-skills critical to their transition into civilian life.

United Services Organization (USO) Warrior Week

USO Warrior Week brings together various physical, therapeutic, and recreational organizations from across the country to focus on the rehabilitation of wounded service members and their families. The highly attended, five-day event brings together more than 500 wounded warriors and their families. Each wounded service member along with their families have the opportunity to participate in various activities: deep sea fishing, golfing, horseback riding, kayaking, surfing, and skydiving. This year, Deloitte was one of the presenting sponsors for Warrior Week and sent volunteers to one of their three events in Virginia Beach, VA.

George W. Bush Institute Military Service Initiative - Warrior Wellness Alliance

The Bush Institute Military Service Initiative Warrior Wellness Alliance targets all transitioning Veterans that have served since 9/11. The latest figure is 2.5 million Veterans with one million additional Veterans transitioning in the next five years. The MSI primarily targets transitioning Veterans under 25, those without a four-year degree, women, minorities, and Veterans with a non-directly transferable skill.

The Warrior Wellness Alliance is a network of high-quality care providers and Veteran peer-to-peer networks that aims to expand treatment for the invisible wounds of war, such as post-traumatic stress disorder and traumatic brain injury. Deloitte provided strategy advisory services to refine key components of the strategy and business model. Deloitte-led workshops typically produce a strategy, business model canvas, draft operating model, success measures, and a Veteran-centered design playbook.
Armed Services Art Partnership (ASAP)

The mission of the ASAP is to integrate Veterans into their communities through the arts. The reintegration of our nation’s Veterans is not just a Veteran’s issue. It involves Veterans and civilians, community arts organizations, local health providers, military recruiting, and VA care. Deloitte is a proud sponsor and has co-hosted the ASAP comedy show and provides volunteer support.

Military Child Education Coalition (MCEC)

The Military Child Education Coalition provides a support system and resources for more than 4.2 million military-connected children affected by mobility, family separation, and transition.

Deloitte has supported MCEC since 2011 through five strategic visioning pro-bono projects and three Impact Day workshops along with annual support for the last six National Training Seminars. Deloitte has contributed close to 4,000 hours in supporting MCEC initiatives outside of the pro-bono projects since 2013.

Wreaths Across America (WAA)

Each December, Wreaths Across America honors the sacrifice of our nation’s Veterans through wreath laying ceremonies at more than 1,400 cemeteries in all 50 US states, at sea, and abroad. Last December marked Deloitte’s sixth year volunteering at Arlington National Cemetery. More than 400 Deloitte colleagues, along with their friends and families, honored our fallen by both placing wreaths and helping distribute wreaths to tens of thousands of volunteers at the following locations:

Colorado: Fort Logan National Cemetery and US Air Force Academy

Missouri: Jefferson Barracks

Nebraska: Omaha Veterans Cemetery

Oregon: Willamette National Cemetery

Virginia: Arlington and Alexandria National Cemeteries

National Veterans Wheelchair Games (NVWG)

NVWG began in 1981 as a competitive outlet for Veterans with spinal cord injuries, multiple sclerosis, amputations, and other central neurological impairments with the goal to increase their independence, health activity, and quality of life through wheelchair sports and recreation. During the week, approximately 600 athletes are expected to participate in 19 sports, including cycling, basketball, motor rally, power soccer, quad rugby, swimming, and weightlifting.

Since 2018, Deloitte has been a gold-level sponsor of NVWG. As part of this event, Deloitte has sent volunteers from the Washington- and Florida-area offices to attend the NVWG ceremonies, spectate various sporting events and, manage the 3-Hole Golf Tournament by participating alongside Veterans.
Marine Corps Marathon (MCM)
Organized by the men and women of the United States Marine Corps, the MCM is the largest marathon in the world that doesn’t offer prize money, celebrating, instead, the honor, courage, and commitment of all finishers. Annually ranked as one of the largest marathons in the US and the world, the MCM remains a repository of inspiration, ambition, desire, stamina, tenacity, and resilience. Deloitte has been a sponsor of the MCM since 2017 and sent volunteers to help manage water stations for runners throughout the marathon.

Paralyzed Veterans of America (PVA) ABLE Awards
The PVA is a congressionally chartered Veterans service organization and has worked for over 70 years on sustainable improvements to ensure every Veteran can access the care, benefits, and job opportunities to which they are entitled. The PVA Mission: ABLE Awards recognize those who have demonstrated extraordinary leadership and fought for expanded rights for the 22 million courageous Veterans, 56.7 million people with disabilities, and 800,000 Americans living with spinal cord injury or disease. Deloitte has sponsored this event since 2018 and sent volunteers to publicly showcase our organizations support for Veteran initiatives and wounded warriors.

National Veteran’s Summer Sports Clinic (NVSSC)
NVSSC introduces recently injured Veterans to adventure sports and recreational activities such as sailing, track and field, surfing, kayaking, and cycling. Complementing the therapy provided in daily rehabilitation programs, the clinic gives Veterans a glimpse into the many adaptive recreational opportunities awaiting them.

The Summer Sports Clinic offers a weeklong journey of exploration and accomplishment in water and summer sports for Veterans from across the country who are learning to live with an array of injuries, ranging from brain trauma and polytrauma, to spinal cord injury and limb loss. Since 2017, Deloitte has worked with the VA to sponsor the adaptive Surfing Venue at a weeklong event for recently injured Veterans.
“I cannot count the amount of times I heard ‘thank you,’ ‘I am having so much fun,’ or ‘let’s do that again’ after a fall or a missed wave. It is truly rewarding to see first-hand the impact this event and Deloitte’s commitment to Veterans’ health and wellness has on everyone involved. I am incredibly grateful to have been a part of it.”

Deloitte volunteer, 2019 Warrior Games Service Trials

National Disabled Veteran’s Winter Sports Clinic (NDVWSC)

Deloitte has been a gold-level sponsor of the National Disabled Winter Sports Clinic since 2007. The Winter Sports Clinic is the largest rehabilitative program of its kind in the world and includes activities such as alpine and Nordic skiing, snowmobiling, scuba diving, wheelchair self-defense, rock wall climbing, sled hockey, and goal ball.

The clinic targets disabled Veterans with spinal cord injuries, amputations, neurological disorders, and visual impairments, to improve physical well-being, mental health, and self-esteem, and help Veterans re-discover life after disability. As part of this event, Deloitte has provided volunteers from both local and Greater Washington area offices.

Deloitte’s Physical Health and Recovery Leader Steve Murray fishing with a fellow Veteran.
"If it weren’t for my uncle, a Vietnam Veteran, my parents would not have been able to start anew in the United States – giving my sister and me the opportunities that we have today. I am so grateful for the opportunity to honor my uncle’s memory by supporting the VA in establishing and improving an enterprise-wide standard of care during their health IT modernization efforts and beyond."

Cynthia Kossally
Senior Manager
Deloitte Consulting LLP
Informatics and analytics

We use big data and analytics to make the invisible visible for Veteran organizations.

We help leading organizations see critical information that’s often hidden from view. Programs serving Veterans are made more effective – and more personalized – through data and analytics. Where we improve the collection, storage, and maintenance of data, we help organizations measure performance, highlight improvement opportunities, and better allocate resources.

Providing Seamless Care Through Interoperability Solutions

In February 2019, Deloitte's Health Informatics Team, led by Cynthia Kossally and Greg Rehwoldt, had the opportunity to showcase and promote their health care interoperability solution at HIMSS19, the largest health care IT conference in the world.

HIMSS brings together over 45,000 health care professionals representing over 1,300 health care vendors from both private and public sectors. The annual conference allows health care professionals to network and learn about the latest innovations in health care IT, as well as find opportunities to collaborate on addressing a variety of health care challenges such as interoperability.

This project was featured as a key seamless care interoperability solution on behalf of the Department of Veterans Affairs (VA). Throughout the conference, the team received overwhelming interest and had strong engagement with conference attendees on identifying how Deloitte can help address the pain points faced by health care organizations in improving interoperability through the integration of disparate health data.

Through our efforts, we had the opportunity to collaborate and connect with 69 stakeholders representing 39 organizations, including other federal agencies and health IT vendors, and share our thoughts on improving health care interoperability and patient safety.

“As part of VHA’s Office of Health Informatics we are working to enable high-reliability semantic interoperability – to reduce the reliance on error-prone terminology mapping techniques – a step towards becoming a High Reliability Organization and achieving Zero Harm for Veterans.”

Dr. Keith Campbell
For over 75 years, the USO has been the nation’s leading organization serving the US military and their families throughout their time in uniform. Now, the USO is investing heavily to support transitioning service members into civilian careers. Deloitte has backed this initiative through its Impact Metrics Framework & Social Change Approach, giving the USO a comprehensive view of their Pathfinder operations, including customer segmentation assessment, portfolio analysis, and metrics comparisons.

Deloitte’s support has helped the USO to transition more service members into civilian careers faster and at higher salaries than service members could regularly do.

Deloitte also provides volunteer support to USO transition workshops for resume reviews and workforce transition training as a supplement to the USO’s 360 program.

For the Paralyzed Veterans of America, Deloitte worked to create a dashboard of priority metrics, based on leading practices for organizing performance measurement data related to the case management system. For our work, Deloitte received the Achieve: ABLE award, highlighting Deloitte’s leadership and financial support of the PVA’s mission to provide disabled Veterans access to care, benefits, and jobs.

The Veteran Summit, hosted by Deloitte and the Call of Duty Endowment, organizes and leads companies to address key challenges facing Veterans and builds a supportive community of companies and non-profit organizations interested in improving the success of Veterans. The highly interactive and collaborative learning events focus on issues that impact transitioning Veterans to the civilian workforce associated with recruiting, onboarding, and retention. The Summit has held seven regional events across the country, with 145 companies and 257 individuals attending.

“Words can’t describe what a fantastic event you executed – I’m certain it exceeded all the attendee’s expectations... I, for one, have already set five different efforts in motion based on the session!”

Lead Non-profit Partner
Mentor

We work with and mentor Veteran-Owned Small Businesses.

Veteran-Owned Small Business (VOSB)

Deloitte established a program to help VOSBs to be stronger teaming partners, successful federal contractors, and grow to achieve their potential. The Deloitte Small Business and Supplier Diversity Office manages the identification and assessment of stable, capable small businesses, as well as forms relationships that are mutually beneficial to Deloitte and the organizations with whom we collaborate.

As a result, Deloitte has continued to achieve results in the utilization of Veteran-Owned Small Businesses, compliance with our Small Business Subcontracting Plans and Mentor-Protégé Program. Over the last three years, Deloitte has subcontracted over $36M to Veteran-Owned Small Businesses. A priority for the VA is to set-aside contracts for Service-Disabled Veteran Owned Small Businesses (SDVOSB). Deloitte serves as subcontractor to many SDVOSBs and VOSBs, supporting their growth as a successful federal prime contractor. As a result of our strong support of the VOSB community, Deloitte proudly received the Champion of Veteran Enterprise Award at the Veteran Entrepreneur Training Symposium 2019 (VETS2019), hosted by the National Veteran Small Business Coalition (NVSBC).

Dog Tag Inc. (DTI)

Dog Tag Inc. is a 501(c)(3) that helps post-9/11 service-disabled Veterans, spouses, and caregivers transition to civilian life through an entrepreneurial Fellowship supported by Georgetown University.

The five-month entrepreneurial Fellowship Program offers a certificate from Georgetown University, classroom studies using Dog Tag Inc’s in-house small business venture (Dog Tag Bakery) as the case study, site visits to Capitol Hill and Dog Tag alumni businesses, and learning labs from corporate partners like Deloitte. The evolving, inclusive program reflects the diverse fabric of today’s military.

In 2019, Deloitte provided DTI with an analysis of their business model and assessed opportunities for growth locations and a potential corporate structure for the national level using Deloitte’s PIVOT methodology for mission transformation. Deloitte, in conjunction with Georgetown University undergraduates and DTI Board Members, also hosted an IMPACT Day session to present five specific “deep dives” into expansion considerations for DTI leadership. We also participate in the DTI curriculum and have provided ten of each Business Chemistry workshops, resume reviews, and mock interview days to date. We provide ad hoc support as requested; in the past, this has included a leadership visioning lab with the Greenhouse and facilitation preparation for Board meetings.

“The Deloitte team is grateful for the opportunity to support Dog Tag, its mission, and our university collaborators with a unique Impact Day event for the last two years. With our engagement and support, Georgetown University’s brightest undergrads were able to directly engage with Dog Tag leadership and recommend innovative solutions to the non-profit’s toughest challenges.”

Connor Bellows, Consultant, Deloitte Consulting LLP

35 | Veteran Impact Report
"Supporting the VA’s mission and working to improve the way our Veterans receive their benefits – and knowing that, even in small ways, I’m able to give back to our Veterans – brings me a sense of personal pride in my work."

Danielle Eucker
Senior Manager
Deloitte & Touche LLP
Client impact
We share our clients’ sense of duty, honor, and commitment.

In the work we do with clients, Deloitte is committed to serving Veterans by improving the quality of health information, encouraging and enabling Veterans to be in charge of their health information, and bringing innovative solutions to improve health outcomes across the board.

**Successful Publication at Health Level Seven (HL7)**
In August 2019, the VA Health Informatics Team published a new Health Level Seven International Model for Clinical Data that can improve quality of care for Veterans. The Veterans Health Administration (VHA) Office of Health Informatics aims to improve clinical processes and procedures by refining clinical decision support systems to improve health care for Veterans. One of the major challenges to overcome is that health care data is unnecessarily complex and incoherent. There is also no universal standard approach to dealing with these complexities in current health IT tools used today.

To help reduce inconsistencies in clinical data, Deloitte’s VA Health Informatics Team helped publish a Health Level Seven International Informative specification for a clinical data model called “Analysis Normal Form.” Analysis Normal Form establishes a common model for representing clinical data so that it is understandable, useful, and reproducible – thereby improving our ability to implement advanced analytics and clinical decision support systems. Publishing the Analysis Normal Form specification can help guide the improvement in the quality, accuracy, and effective use of health data for care delivery for Veterans.
Helping VHA Train Staff and Communicate Changing Privacy Practices

Through Deloitte’s work on the Veterans Health Information Exchange (VHIE) Program, the team has helped the VA inform Veterans of upcoming MISSION Act advancements that can enhance coordination between the VA and participating community care providers and improve the overall quality of care for our Veterans. The team has also assisted training VA staff to ensure VA honors Veteran’s privacy decisions in accordance with the new MISSION Act. These efforts include creating educational and training materials, emailing millions of Veterans, a five-week social media campaign, and updating other communications materials such as websites, newsletters, blogs, etc.

VA Women’s Health Transition Training Pilot

Working with the Air Force (AF) Women’s Initiative Team, the Department of Veterans Affairs (VA) Office of Women’s Health Services contracted Deloitte Consulting LLP and Higher Echelon, a Service Disabled Veteran Owned Business (SDVOB), to design and develop a women’s health training program for servicewomen transitioning from the military to the civilian sector.

A complement to the Transition Assistance Program (TAP), this training course seeks to inform servicewomen about their access to and eligibility for the broad suite of women’s health and well-being services at the VA.
Since the launch of pilot sessions at five U.S. Air Force bases in July 2018, the training has expanded to 13 training sites by July 2019, and now includes Army, Navy, and Marines bases across the continental United States. The team plans to deliver the training at two overseas bases by December 2019.

Using human-centered design to understand the physical, mental, and emotional needs of servicewomen during the transition to civilian society, we put the end users’ perspective and needs at the core of our tailored solutions. We also delivered a marketing and communications plan to increase engagement and spread awareness and designed an outcome-based evaluation.

Feedback from the 390 participants has been overwhelmingly positive, and current trends show a 66% increase in VA enrollment among training participants, compared to the national baseline enrollment rate from the previous year.

In May 2019, the project was awarded an option to extend trainings and evaluation through March 2020. In June, the Joint Executive Committee approved the training for all active-duty women across all military services. Legislation has been introduced to appropriate funding for VA to continue the pilot through FY20, mandate that all military services encourage servicewomen to attend the training, and make the training available as an elective addition to TAP.

A phased national rollout is expected to begin in January 2020.

**Deloitte's Annual IMPACT Day**

At Deloitte, we are committed to collectively making an impact that matters in all that we do – in our work with clients, in the investments we make in our people, and in the ways we serve our communities.

This commitment comes vividly to life in communities across the country on IMPACT Day, our annual day of service. On IMPACT Day, Deloitte professionals and leaders come together in 80 cities across the country to work on more than 1,000 projects for nearly 190,000 collective hours of service. Over 7,900 hours are dedicated in one day to Veteran service organizations, including the DC VA Medical Center Boulder Crest Retreat (BCR) in Northern Virginia and the Ft. Belvoir USO Wounded Warrior and Family Center.

We also have ongoing local volunteer efforts at Crossroads Adaptive Athletic Alliance and Working Wounded Games.
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Connect

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