



# 2020 Veteran and Military Affiliated Impact Report



MAKING AN  
IMPACT THAT  
MATTERS  
*since 1845*



## **This is the 2020 Deloitte Veteran and Military Affiliated Impact Report**

At Deloitte, we are committed to enabling the veteran and military affiliated (VMA) community, matching their skills and interests with mission-oriented work and activities. This shapes our culture, our delivery and our local communities across the United States. Through a broad range of programs and resources, we are also committed to supporting and strengthening their overall health and well-being as they transition into the civilian community. Together with our own VMA community, we connect, learn, grow, and make a tremendous impact on their health, their families, their careers and their future—all while staying true to the core values of Deloitte.

Members of our VMA community reflect the broad diversity of our nation's people and each of our nation's armed forces. They are veterans, military spouses, and caregivers to the wounded or those with disabilities. They share one thing in common—they are passionate patriots, committed to honoring the duty and sacrifice of all those who help maintain the freedoms we enjoy as a nation. We are proud of that and the supportive community that we've built. Because at the end of the day that is part of what makes us Deloitte—a professional community where new ideas and innovative thought born from a well-rounded, diverse group leads to solutions our clients and people expect. We are pleased to recognize the spirit of our VMA community in this year's report.





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## To the Deloitte family and friends—

It's been an honor this past year to succeed Mark Goulart as the firm's champion for veterans. His legacy includes doubling our veteran hiring rate and the inauguration of the Honor Wall in our Rosslyn, Virginia office. With this year's *Impact Report*, we look to build on the tremendous work our Department of Veterans Affairs account led in documenting Deloitte's commitment in previous years, and expand the aperture to include those initiatives provided to our service members, military spouses and caregivers of the wounded.

At Deloitte, we aspire to be the leading destination for veteran and military affiliated (VMA) talent to thrive in a professional services career. We are committed to a wide range of programs to support this community. Our employment transition and physical health and well-being programs are widely admired in the marketplace, having viscerally impacted thousands. We take pride in our diverse and talented VMA community at Deloitte and call upon their unique experiences to drive excellence in client service and strengthen our culture of inclusion, well-being and integrity. This report proudly features a few personal journeys from our firm's practitioners.

The guiding themes in this year's report reflect the pulse of our firm: Resiliency, Inclusivity, Talent Experience, and Health and Well-Being. From the more than 1,000 veterans at Deloitte, to the countless nonveteran patriots across the firm who took on this mission, our professionals are dedicated to advancing

the VMA cause of both improving employment outcomes for transitioning service members, veterans and military spouses, and supporting the military's wounded warrior population.

Finally, this report may look a bit different than in years past—that's because 2020 looked a lot different. We missed being part of the in-person events that are signature Deloitte commitments, like our transition and employment workshops, the National Veterans Summer Sports Clinic and the Warrior Games. But we're proud that our veteran and military-affiliated initiatives were some of the first to pivot to the virtual world that we've all come to know this year. Read on, as we detail the incredible planning and preparation that went into delivering for our people and our clients, while simultaneously making the virtual a reality. And the same message we seek to impart to the wounded warriors we support applies to the rest of us managing our way through the pandemic: Your best days are still ahead of you.

Fly Navy,  
*Juan*  
**J.M. Garcia**  
Managing Director  
Veteran and Military Affiliated Leader  
Deloitte Consulting LLP





## New and notable

**This year was defined by a civic challenge**—a pandemic, a recession and a national response that shined a light on societal inequities. As a country, we experienced a monumental shift in the way we live, work and interact with our families, friends and neighbors. The easiest (and perhaps even logical) response would have been to put many of our initiatives on hold. We chose not to. Instead, we challenged ourselves to meet this moment and uncover new opportunities in our journey together. And so our Deloitte VMA community rose to the occasion—whether that meant transitioning to an all-virtual veteran transition program or meeting veterans by video chat to help prepare them for job interviews—we continued to support our service members, veterans and their families during a highly tumultuous year.

See what we mean. Look at the stories and photos of the people and programs highlighted in this report. We hope you see what we do—that no matter where we all are, the mission continues. That's why we left no stone unturned and gave back to a community that gives everything to defend our freedoms.





## A resilient force

Shaping every action and response, resilient attitudes help our communities cope with change and allow everyone to stay engaged and encouraged.



**Resilient attitudes** shape every action and response, help our communities cope with change and allow everyone to stay engaged and encouraged, keeping morale high when the outlook seemed bleak.

The uncharted course of 2020 affected us all. Each of us felt the impact of events throughout the year in different ways but also at a family, local, community and national level. In response to the COVID-19 pandemic, for example, we adapted to life under quarantine, social distance procedures, telework and virtual activities. We personally and professionally faced a mission unlike anything we had seen. And so, we remained indoors, hunkered down, limited exposure to family, colleagues and friends, and above all we waited.

**Calculating a measured response**  
Amid the pandemic, the Deloitte VMA community found opportunity in creatively rethinking the delivery of many of our programs and initiatives. We stood at the forefront of the firm's response to the pandemic,

demonstrating a flexibility common to our U.S. military, veterans and their families. Time saved from long office commutes and in-person events was invested into researching the art of the possible—how do we continue to deliver the incredible support our veterans and military families have come to expect, without missing out on the synergies that come from face to face interaction? The thoughtful response from our VMA professionals was evident in countless ways, such as with the **Military Spouse Initiative (MSI)**, and reinforced our commitment to military spouses and transitioning service members.

**Resiliency is our M.O.**  
Resiliency resonates throughout the VMA community at Deloitte. Resilient attitudes shape every action and response, help our communities cope with change and

allow everyone to stay engaged and encouraged, keeping morale high when the outlook seemed bleak.

**The Career Opportunity Redefinition & Exploration (CORE) Leadership Program** aims to equip transitioning service members with the resources and tools to select and obtain an ideal career in the civilian workforce. Program activities enable participants to gain a better understanding of themselves, their career goals and how to begin the transition to the civilian workforce.

Leveraging Deloitte's award-winning leadership curriculum, the CORE Leadership Program uses an immersive environment enabling veterans to achieve the following outcomes over two-and-a-half days at Deloitte University in Westlake, Texas:

- **Identify** unique strengths and experiences to build a personal brand
- **Target** career opportunities based on their personal brand, interests and priorities
- **Demystify** networking and explore the power of networks
- **Tell their story** in a way that resonates with others, including potential employers

As of January 2020, 96% of participants active in the job market found new careers, 98% agreed they can better articulate their skills, experience and interests to employers, and 100% said they agreed the CORE Leadership Program was a valuable investment of their time. CORE Leadership Program alumni are employed across almost every industry.

In 2020, the CORE Program portfolio team expanded the program with new virtual transition programs. The year began with Deloitte's flagship veteran and service member transition program, the CORE Leadership Program, which completed its 25th delivery in February 2020. This milestone would not have been possible without more than 500 CORE volunteers (including Deloitte partners, principals and managing directors) who dedicated nearly 20,000 hours to impact the lives of over 2,000 transitioning veterans since the inception of our first CORE Program in 2013.

MILITARY Spouse INITIATIVE

Deloitte's Military Spouse Initiative (MSI) is a program created by military spouses, for military spouses, that provides a workplace that supports, attracts and retains military spouses through transition support and career development to increase the readiness of our armed forces. They assist Deloitte's active-military spouses with career and transition support. In addition, they support active pursuits and projects in the Defense, Security and Justice (DS&J) Sector with specific insights related to military families.



4


200+

90+

**New hires** Sourced to Deloitte from MSI mentoring relationships

Military spouses onboarded to Deloitte from **48 major offices** and **25 states**

Successful **firm transfers** made since MSI's inception



**Hosted two community all-hands calls** (130+ attendees total) on how military spouses can leverage their experiences and lead their Deloitte teams through the transition to virtual work





# CORE Leadership Program: Giving back and ongoing veteran support

*“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**

When it comes to making a difference in their communities, many Deloitte professionals choose to support veterans. Working directly with veterans, they see the results over the course of the CORE Program and beyond. In addition to providing program coaching and support, Deloitte volunteers are also assigned to each veteran participant to provide ongoing resume support after they complete

the program. Volunteers also maintain a growing CORE community on LinkedIn, with more than 1,500 veteran alumni of the CORE Program, to facilitate ongoing networking and camaraderie.

Deloitte professional volunteers who support the CORE Leadership Program also build their own leadership skills and network as they help transitioning veterans with their new careers. The program has attracted guest speakers such as Paralympic gold medalists Alana Nichols and Brad Snyder, who himself is a veteran.

## Supporting transitioning veterans beyond Deloitte University

In 2015, Deloitte created CORE Fundamentals, a streamlined five-hour version of the CORE Leadership Program curriculum, to reach a broader audience. To date, more than 60 sessions of this program have been delivered to over 700 transitioning service members from the U.S. and Canada.

In adapting to 2020’s virtual environment, Deloitte expanded the CORE Program portfolio to include new four-hour virtual offerings of CORE Fundamentals that incorporate Deloitte’s award-winning leadership curriculum and the firm’s internal volunteer CORE Program coaches in highly interactive, Zoom-enabled, virtual workshops. The first of these virtual courses, CORE Fundamentals, was piloted for over 100 transitioning service members as part of Deloitte’s pro-bono sponsorship of the Hiring our Heroes Corporate Fellowship Program in May 2020. By August 2020, Deloitte conducted 13 virtual CORE Fundamentals workshops for the Hiring Our Heroes corporate fellows.

CORE Success, the third program in the CORE Program portfolio, launched in 2015 to enable recently-hired veterans at Deloitte to learn the firm’s culture, thrive in a corporate

work environment, master business norms for communicating with others, build their career network and find meaning in civilian work. It is the pillar of Deloitte’s broader veteran retention strategy, and also is licensed by clients to aid in the retention of their veteran hires.

Similar to the other CORE Programs, CORE Success leverages Deloitte’s award-winning leadership and transition support curriculum, interactive learning techniques, and Deloitte volunteer coaches to help enable veterans achieve success in the following areas:

- **Adapting by understanding the similarities and differences** between military and civilian work culture and identifying ways to accelerate adaption and thrive in a corporate work environment
- **Interacting via the development of key skills** for successfully engaging with others in a civilian work setting, including communicating, influencing and leading others in a way that aligns with business norms
- **Engaging by finding fulfillment and connectedness** in a civilian job through building a strategic networking blueprint to enable purposeful career development and by taking steps to find meaning and purpose in their new role

In June 2020, the CORE Program team piloted the first virtual version of CORE Success, delivered over six-hours in two parts for 84 participants as part of the Hiring Our Heroes Corporate Fellowship Program. As of October 2020, Deloitte conducted 44 virtual (external) CORE Success workshops for the Hiring Our Heroes corporate fellows. Deloitte continued to support its own veteran new hire community, delivering 15 virtual CORE Success workshops to the firm’s newly hired veterans, as well as Department of Defense fellows. Similar





“**After attending CORE Success, I realize that there are things that I need to re-prioritize in order to make a bigger influence with my work colleagues. Networking isn’t always about me. Now I’m able to have more meaning at work and invest into my co-workers.**”

—CORE Success Program Alum

to the virtual CORE Fundamentals curriculum, CORE Success focuses on accelerating the transition of veteran new hires in a virtual environment via high-touch programming, pairing participants with veteran peers with corporate experience and introducing innovative virtual tools and learning modalities.

Deloitte expanded the CORE Program volunteer coach roster in 2020 to accommodate the growing need for virtual programming. From May through October 2020, 80 volunteers dedicated more than 1,000 hours of support in 73 virtual CORE Fundamentals and CORE Success programs.

#### Twelve-month veteran engagement and retention

CORE Success is part of our 12-month veteran journey that supports veteran retention across Deloitte by providing each recently hired veteran with targeted communications and activities during the first year at the firm. Since its inception in 2018, over 1,100 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, volunteer opportunities, a connection to a senior executive veteran champions within their practice area, and an invitation to attend CORE Success.

#### CORE Program support of the Hiring Our Heroes Corporate Fellowship Program

As part of our 20th annual Impact Day celebration in June 2019, Joe Ucuzoglu, the chief executive officer of Deloitte US, and Stephani Long, the chief talent officer of Deloitte US, announced a “Year of Impact” highlighted by a \$5 million charitable contribution distributed across 11 organizations. As part of that contribution, Deloitte awarded \$200,000 to the Hiring Our Heroes Corporate Fellowship Program. Deloitte also provided additional pro-bono support to Hiring Our Heroes in fiscal years 2020 and 2021 to deliver CORE Fundamentals and CORE Success to their corporate fellows across the metro Washington, DC and Atlanta areas and the Joint Base Lewis-McChord region in Washington state.

The CORE Program portfolio provides content, materials, expertise and volunteers to deliver programs as well as implements a phased “train-the-trainer” model to facilitate sessions in partnership with Hiring Our Heroes program managers across the country. To date, more than 330 Hiring Our Heroes Corporate Fellows have attended 45 live or virtual CORE Fundamentals and CORE Success programs. In October, the final cohort of 2020 participated in a CORE Success program, totaling 65 program sessions during the sponsorship duration. Participant response to these events was overwhelmingly positive with over 94% reporting attendance as a valuable investment of their time. ★

## CORE SUCCESS BY THE NUMBERS

603

...Deloitte veteran new hires have attended CORE Success

98%

...Of CORE Success alumni are better able to recognize the similarities and differences between military and Deloitte culture, and can 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



Deloitte hosted events in Washington, DC, and Boston in support of the veteran transition nonprofit FourBlock, which **helps veterans adapt to the business world through cohort-style learning seminars and networking.** In 2020, Deloitte hosted four events where veterans at Deloitte shared their personal transition experience, professional journey and perspectives on corporate life with the FourBlock cohort. Veterans at Deloitte also took time to answer questions and network with the FourBlock participants.

As a result, **Deloitte impacted more than 100 transitioning military veterans,** aiding them in all things transition including interview preparation and career planning. Of the veteran participants, 77% remain with their first job or employer for 12 months or more (making transition less difficult for veterans and reducing turnover costs for companies) and 94% say the program aided them in their transition. Want to learn more? Visit **[www.fourblock.org](http://www.fourblock.org)**.



Deloitte supports the Wreaths Across America mission to **remember our fallen U.S. veterans, honor those who served and teach our children the cost of freedom.** For the seventh consecutive year, we laid wreaths at six national cemeteries and assisted with the clean-up afterward. At Arlington National Cemetery, a team of Deloitte professionals, offloaded and distributed more than 3,000 wreaths to volunteers—including 400 of our people—laying them at gravesites. We also raised more than \$5,000 to go toward the wreaths our volunteers helped distribute and place.

## Windle Riles

Senior Risk and Compliance Analyst  
and U.S. Marine Corps Veteran

One of my biggest fears after retiring from the Marine Corps was that I would never have that feeling of camaraderie, teamwork and sense of purpose again. Deloitte solved that problem for me, and it's truly become more than a job—my teammates and colleagues are like family. The technical skills I learned as a tactical communication/cyber network systems manager in the military translated to Deloitte and gave me the opportunity to grow as a cyber professional. Many of the soft skills I gained in the military—like leadership, teamwork, flexibility

and problem-solving—have been invaluable here, and I've been given a platform to continue honing those skills by working on major projects in the cybersecurity industry, while learning from a team of dedicated professionals who understand the veteran experience. Furthermore, I've felt encouraged to pursue professional training, having recently passed the Certified Information Systems Security Professional (CISSP) certification, which was paid for through Deloitte's generous education reimbursement program.

Outside of my work, I'm passionate about volunteering, and Deloitte has offered me an incredible platform to do that through our work with Wounded Warrior Program, and community service projects like Habitat for Humanity and Junior Achievement







## A culture of inclusion

Engaging a more diverse workforce, building inclusive leadership capabilities and fostering a culture of belonging.





We are fostering a **culture of belonging** and embedding equity and inclusion.

This year was marked by critical discussions nationwide, including within Deloitte, on issues of diversity, equity and inclusion (DEI). Deloitte reaffirmed its commitment to engaging a more diverse workforce, building inclusive leadership capabilities, fostering a culture of belonging and embedding equity and inclusion across our firm.

**A culture of togetherness**

For Josh Walker, a U.S. Army veteran and specialist master based in Tampa, Florida, Deloitte’s commitment to VMA professionals aligns with the firm’s core values, including a culture of inclusion. “I do like how the firm is engaging veterans,” Walker said. “It does fall under diversity, but it’s a different set of concerns. Adding veterans to DEI is a force multiplier. You could be a veteran and also fall into other groups as well. Having it under one umbrella, you get the most support.”

A central inclusion message at Deloitte, for its over 100,000 U.S. professionals, is to bring your authentic self to work. That

message resonates with Nik Hall, a U.S. Army veteran and senior manager based in Rosslyn, Virginia. “We understand that for people to be their authentic selves—to show up and thrive at work—they need to be able to bring all identities,” Hall said. “For me, for example, that means that I can show up as a veteran, a gay woman, a mother, a black woman and an immigrant. I need to be able to show up at work being able to bring all those identities.”

Deloitte has a network of VMA professionals that use their unique military knowledge to support employee growth at the firm, clients and the overall needs of local veteran and military communities. The network supports all VMA professionals through their transition to employment, as well as ensuring that those wounded, ill or injured can attain physical health and recovery.

Led by local inclusion councils, these activities encompass everything from mentoring, recruiting and professional skills building. Our inclusion councils are active in our offices across the country, composed of local inclusion and well-being communities, including our business resource groups (BRG):

- Ability First BRG
- Asian BRG
- Hispanic/Latinx Employee Network
- Armed Forces BRG
- International BRG

- Black Employees Network
- Women’s Initiative Network
- Gay, Lesbian, Bisexual, Transgender Employees and Allies BRG
- IBRG-Middle East and North Africa

Throughout the year Deloitte also offers inclusion-related initiatives or events. In 2020 that included three which brought our people together:

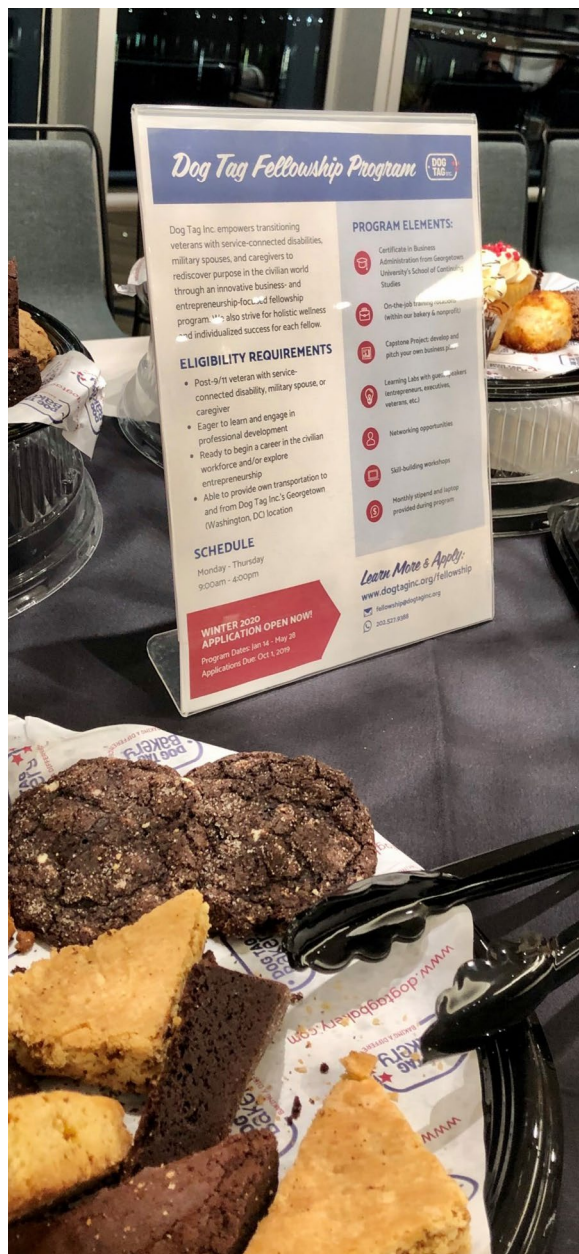
- **Military Spouse Initiative (MSI):** A program created by military spouses for military spouses that provides a workplace that supports, attracts and retains military spouses through transition support and career development. (See page 3)
- **Consulting Veteran Excellence Team (VET):** Deloitte aims to be the premier professional services employer for veterans. VET supports veterans and reservists through recruitment and retention. The firm’s hires can also participate in the Veteran Mentorship Program (VMP), simply by opting-in to receive a mentor.
- **Greater Washington Area (GWA) Veteran Cohort Signature Event:** This annual event brought together over 200 Deloitte professionals, Washington, DC area veterans and thought-leaders from emerging technology and human capital focus areas for a panel discussion and engagement event.

“We understand that for people to be their authentic selves—to show up and thrive at work—they need to be able to bring all identities.”  
—Nik Hall, Senior Manager and U.S. Army Veteran

**Being Your authentic self**

As part of building a culture of inclusion, Deloitte recognizes the value, skills and unique perspectives military veterans bring to Deloitte, the workforce and society. This commitment to unique perspectives is what Walker tells other veterans starting out at Deloitte is a key piece of their success. He advises those with military backgrounds wanting to join Deloitte that much of what they learned in the military prepared them for consulting. “A lot of the skills they have are transferrable—the ability to lead teams, a strong work ethic,” Walker said. “At Deloitte, know what you like and what you do well—and establish yourself around that. Deloitte rewards the subject matter expert.” ★





## Dog Tag Bakery

Dog Tag Inc. is a 501(c)(3) that helps post-9/11, service disabled veterans, spouses, and caregivers transition to civilian life through a five-month entrepreneurial fellowship. The evolving, inclusive program reflects the diverse fabric of today's military. Deloitte is proud to have participated in cornerstone fellowship programming and to have supported Dog Tag Bakery leadership strategy in 2020.

- To date, Deloitte provided 12 total Business Chemistry workshops, resume review, and mock interview sessions, as well as one-on-one networking and coffee chats
- Shifted to a virtual format while effectively maintaining a strong connection with Dog Tag Inc. fellows
- In 2020, we added a crisis communications presentation to our standing programming

The team helped organize and host a panel on “Emerging Technology and the Future of Work” with Deloitte's Greater Washington Area Veteran Cohort. Like all stellar events, Dog Tag Bakery goods were served and met with rave reviews.

Dog Tag welcomes all—veterans, spouses, caregivers—inclusive of gender, race, disability, ability, and regardless of whether a person has a crystallized transition plan or total ambiguity. Dog Tag brings forward open-minded volunteers and inclusive practitioners to support their incredible mission, alumni base, fellows and staff.



## Mikaela Rodkin

Manager and U.S. Navy Veteran

I didn't have a smooth transition from the Navy. When I left in 2013, I had no plan and no idea what I wanted to do. I traveled for a year and then followed my curiosity to graduate school where I got an MBA from the University of Michigan.

Soon after completing my degree, I joined Deloitte and went to the CORE Success program. The value of the program was being in a room with 25 other veterans who otherwise I would not have met and making

me feel safe. I walked away from CORE feeling deep gratitude that Deloitte creates a space for us veterans.

I have now been with Deloitte for three years as part of our Human Capital Consulting practice, working on issues related to diversity, equity, and inclusion. I'm so proud to be a part of this firm - it is completely altruistic and gives veterans a safe space to talk.

My number one piece of advice is that Deloitte embraces the individual and unique perspective. Bring that self to work, don't be afraid to shine, have an opinion, build relationships and know this is a place you can stay. We bring people here because we think they have something very special.





## A unique talent experience

Delivering a world-class talent experience for our veterans, reservists, and their families that enables them to thrive in a professional services career.







“Coming from the military, depending on your specialty, you may not possess the necessary hard skills, but instead more of the intangibles. My Deloitte colleagues helped me hone my skills through mentorship and experiential learning.”

—Kevin Dwyer, Manager and USMC Veteran

Our people are Deloitte’s most valuable resource, and we are grateful for and honor the contributions made by our service members and their families. Our evidence-based, inclusive leadership principles ensure that the unique characteristics of groups, such as the VMA community, are valued, accepted and leveraged to improve Deloitte’s diversity of thought and achieve smarter ideation. This includes a commitment to fostering environments where team members can be themselves. To benefit the nation’s veteran workforce is one reason why our firm provides leadership and subject matter expertise relating to well-being in the workplace. Accordingly, the full spectrum of the talent experience is tailored to create a unique journey for veterans, reservists, military spouses and caregivers.

Deloitte empowers VMA practitioners throughout their employment lifecycle—from recruitment through hiring, onboarding, project staffing, performance

management and more. Our policies, benefits, team structure and communities provide a talent experience uniquely tailored to the VMA community. Deloitte’s targeted veteran recruiting strategies help us customize hiring practices and efficiently recruit, develop and deploy newly hired veterans. Some of our initiatives this year included the following:

- Expanded our veteran “Hire-to-Train” and “Train-to-Hire” talent channels across multiple business areas
- Invested in rigorous technical and soft-skill training to scale pilot veteran programs and broaden our recruiting aperture to reach new and diverse candidates
- Provided select technical trainings in Workday, ServiceNow, Salesforce, SAP, robotics and cyber

To access unique talent pools, Deloitte also taps into strategic partner relationships. For example, in 2020, Deloitte’s veteran recruiting team attended various national events gaining direct exposure to more than 5,000 transitioning veterans. We had partnerships and/or a presence with the Service Academy Career Conference, Military Officer Job Opportunity, AcademyWomen, MBA Veterans, Joint Women’s Leadership Symposium, Elite Meet, NS2 Serves, Hire Heroes USA,

RecruitMilitary, ClearedJobs, Hire our Heroes, Service to School and the Special Operations Transition Foundation.

Once a part of the firm, our **veteran onboarding program** leverages a cohort-based model to create a team environment like in the military. At the same time, we provide an onboarding support system of mentors and peers, customized coaching and training opportunities and ongoing performance monitoring for our veterans’ first 12 months at the firm.

#### Advanced degree veterans forum

The Advanced Degree Veterans Forum (ADVF) helps prepare top veteran graduate students for a career in consulting. This is done by providing them training and insights on the industry as well as a network of practitioners to support them through the transition and beyond. As a part of all this, the mission of our Consulting Veteran Excellence Team (VET) is to support veteran and reservist recruiting and retention through campus outreach to high-potential veteran candidates, mentoring and community building:

- VET Recruiting pairs a dedicated veteran recruiting lead with graduate and undergraduate campus teams, and connects high-potential student veterans with Deloitte veterans to provide a trusted resource for veteran applicants.

- The Veteran Mentorship Program (VMP) matches new hire Deloitte veterans (who opt-in) with experienced veteran mentors in the firm. The VMP generally aligns mentor and mentee pairings by practice-specific focus.
- VET Connectedness builds the veteran community in Deloitte through community building events and publications. This ensures a VET team member connects with veteran practitioners at Deloitte milestone trainings and events.
- VET Development provides resources for Deloitte veterans including the veteran networking dashboard, a database of more than 300 experienced veterans who volunteered to be available for networking, and the veteran engagement series, a set of veteran-focused facilitated discussions around adapting to life at Deloitte.
- Deloitte’s Veteran Enablement Team provides support and training to Deloitte-hired veterans, equipping them with the knowledge, tools and network to succeed in their role(s). The team also manages an ecosystem that includes new hire communications and access to Deloitte’s CORE Success Program.



ELEVATED ENGAGEMENT:

# Marketplace Recognition

We're honored to be recognized among industry players as a top place to work for veterans, and even prouder of the investment we make in their career growth. We're working hard to help every veteran hire understand that, once in the fold, you're never alone. There are over a thousand vets like you at our firm, standing ready to help you carve a career path forward.



Identified by *Military Friendly* as a **Top Military Friendly Employer in 2020** for the 10th consecutive year



Selected as a **2020 Top Military Spouse Employer**, by Military Friendly



Ranked 31st (jumping 68 spots) in the **2020 Military Times "Best for Vets"** employer award



Recognized as the **2020 Top Employer** by *Hire Heroes USA*

“**Deloitte’s MSI program supported me through my husband’s permanent change of station and getting staffed as a Government and Public Services practitioner.**”  
—Brenna Hearn, Consultant and USMC Spouse

**Support for reservists**

At Deloitte, we recognize that reservists balance two careers—one with our firm and one in the military. That is why we provide a flexible and supportive environment to empower individuals to fulfill military service requirements while growing their career. We know that reservist requirements including drills, annual training, deployments and education vary based on branch of military service, military occupational specialty, unit or command.

When one of our team members is deployed, our support and engagement is not halted. Deloitte provides continued support through deployment. For example, employees who volunteer or who are called for service are eligible to apply for a paid military leave and to receive differential pay for the length of the service, essentially providing the difference between your Deloitte pay and your military pay for up to 18 months. Upon return, the time away does not count against the practitioner or impact

performance review, evaluation metrics or unused/accrued personal time off upon return to work. These and other benefits ensure that reservists have the needed support to balance both their careers in the military and at Deloitte.

**Support for veterans outside Deloitte**

Deloitte offers veteran-focused transition groups which help support any veteran in making adjustments from military to civilian careers. For example, the Veteran Talent Network is a community of veterans that opted in to receive recruiting and talent communications from Deloitte. When a veteran opts in, they receive career resources, potential job opportunities that may fit them and insights into life at Deloitte. Our recruiters also may contact them when they have an interesting opportunity that may be a fit. The network also receives a monthly newsletter with highlights on jobs, stories about our veterans at Deloitte, and recruiting events we may be participating in. ★

# Lacey Raymond

Senior Manager and Military Spouse

Hey everyone, Lacey here. I’m a strategy practitioner supporting our defense clients and a proud wife, runner, wine explorer, and long-suffering political junkie. I’m passionate about military readiness and resiliency and made the bold attempt to make a career out of it. My journey started as an operational readiness analyst at the Department of Defense, assessing and measuring risk based on a range of warfighting scenarios.

A few years ago, right before joining Deloitte, my experience with the military turned personal. I married an Air Force pilot and quickly began to see military resiliency through a different lens—through the military

family. Throughout my husband’s major command and a weekly commute back and forth between Washington, DC, and Dover, Delaware, Deloitte gave me the support, resources and (most importantly) flexibility, to continue to succeed in my job.

Today, my personal and professional association with military resiliency intersect more closely than ever—I focus on client delivery and growth opportunities within the military family market. We bring innovative and diverse thinking to our clients within the Department of Defense to enhance and reform their military family programs through a customer-focused approach.

Deloitte is uniquely suited to drive impact to the modern military family experience because their customers are our employees—reservists, veterans, military spouses, caregivers and survivors.





# BRINGING MILITARY VETERANS AND ★★ THEIR LEADERSHIP SKILLS ★★ **to the workplace**

At Deloitte, innovation plays a crucial rule in making us an employer of choice for veterans. Our talent strategy aims to make an impact that matters at every career stage. Innovation has improved the effectiveness of our talent communications and facilitated the onboarding journey of new hires.

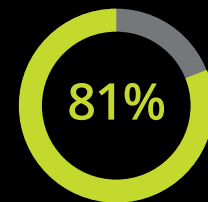
**HOORAH, OORAH, HOOYAH AND HOOAH!**

**503** Our Veteran Talent Network grew from **1,264 people to 1,767 people** between January and September 2020

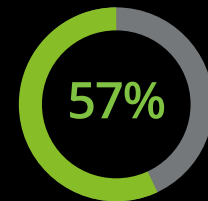
**70+** The number of **new hire veteran and mentor pairings** made by the Veteran Mentorship Program

**127** The number of new-hire veterans and summer associates our VET Development Team reached **through seven engagement series sessions**

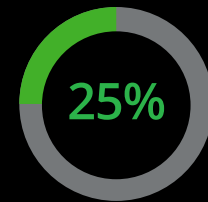
**40+** Number of first year ADVF veterans who attended the program at Deloitte University, with **35% receiving offers to join as summer associates** and 100% of those associates opting in to veteran mentorship programs



The percentage of new veterans the VET Recruiting team helped bring to Deloitte between fiscal years 2018 and 2019



Our average open rate for our monthly Veteran Talent Network email newsletter



Increase in veteran hiring and retention at Deloitte, since 2015. Nearly 350 VET volunteers contributed to this significant increase

66

**KRISTIN LEIN**

**Senior Consultant and U.S. Navy Veteran**

"About eight months after I joined the firm, I participated in Deloitte's CORE Success program. Going through this program with a community who shared and had a similar military experience that I had was really helpful. This opportunity enabled a mind shift for me and helped me do a lot more in my role. I went from a service member who works at the firm to being a Deloitte professional who has valuable military experience."

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**SHEREE MCFADDEN**

**Senior Consultant and U.S. Air Force Veteran**

"I am impressed with the Veterans Mentorship Program, which allows new veteran Deloitte professionals the opportunity to connect with more seasoned Deloitte veterans. This helps with their transition and gives them guidance on how to adapt. It is a great way to build a sense of community among the veterans but also provide mentorship to succeed in the civilian work culture, which is different from the military culture."

66

**JC MOCK**

**Specialist Leader and U.S. Air Force Veteran**

"What sets Deloitte apart, especially for veterans, is creating a strong culture of belonging to something bigger. I think many veterans long for that connection after leaving military service but not all find it. I started with the firm in January and have never felt as welcomed and appreciated on day one of a job. With Deloitte, it is all about the team and the collegial nature in which we all succeed as a collective whole, with genuine care for every teammate. During these uncertain times, the daily firm and leadership reinforcement of these aspects through open, transparent, and accessible communication reaffirms why organizational culture is so important to transitioning veterans."

66

**CHRIS MAX**

**Senior Consultant and U.S. Army Veteran**

"During my transition from the Army, I started looking for my next career. I participated in the three-day employment boot camp (EBC) that Deloitte and the Wounded Warrior Project held in San Antonio, Texas. It was a terrific program that taught valuable transition skills, like networking and interviewing, and allowed me to sit down and talk to many Deloitte employees. I was fielding other job offers at the time, but the EBC really drove my decision to work for Deloitte. I retired in December and started working as a senior consultant for Deloitte in February. One of the great things with the firm is that I am still able to give back to the military community by volunteering with the EBCs, CORE and other veteran firm initiatives."



## A focus on well-being

Living our shared values and honoring our responsibility to have a positive impact on the VMA community.







To be our **best selves**,  
we need to focus on all  
aspects of our well-being.

Deloitte takes a holistic approach to well-being that gives our people support and flexibility to make daily choices that enable them to be energized, confident and aware. We invest in the well-being of all Deloitte professionals, with careful consideration of individual needs and goals. We take that same approach with the VMA community to empower men and women who served our country and help them on their journey through skills-based volunteering, pro bono efforts, sponsorships and collaboration. We ensure that families and caregivers have what they need to prioritize their mental health journey and be there for loved ones. We also strive to provide the VMA community with the opportunity to personalize their experiences in ways that matter most to them in body, mind and purpose.

#### Taking care of our heroes

**Deloitte's Veteran Physical Health and Well-Being (PHW)** program consolidates support for adaptive sporting and wounded warrior events and inspires recovery through physical and psychological well-being. Through PHW, Deloitte sponsors and sends approximately 300 volunteers to an average of 12 events each year. Our professionals who volunteer for these programs consistently say that interacting with veterans at these events contributes to their own well-being, making them feel re-energized and bolstering their sense of purpose.

This year, many of these in-person events were postponed until 2021. Deloitte maintains its commitment to the PHW program and to the VMA community, their employment and their well-being needs. So we focused efforts on planning for the year to come, including the Warrior Games service trials, National Disabled Veterans Winter Sports Clinic, National Veterans Summer Sports Clinic, USO Warrior Week and National Veterans Wheelchair Games. We remain in constant contact with our partners and veteran service organizations to continue shaping our ongoing commitment.

#### Support at the seams

The military transition to civilian life is a difficult one for veterans, their spouses

and families. It is especially difficult for service members who are retiring after more than 20 years of service and have never been in the business world before. The COVID-19 pandemic adds to that stress and uncertainty, which is why we believe in our approach to helping transition veterans and inform, educate and prepare them. We also work to alleviate some of veterans' fears and concerns by demystifying the transition and building confidence in their journey.

For PHW, March and April are typically the busiest two months of the year, with multiple employment boot camps (EBCs) all taking place over the span of a few weeks. Because of COVID-19, the team made a seamless shift by going virtual with its EBCs, ensuring their veteran boot camp participants—from the **Wounded Warrior Project (WWP)** and **Air Force Wounded Warrior Program (AFW2)**, for example—continued to get the transition support they deserve. Between April and October 2020, the team delivered more than 16 virtual EBCs to more than 250 warriors, assisting with transferable skills, 30-second elevator pitches, networking, resume development, mock interviews and more. To date, about 58% of participants are employed within 90 days of attending the program this year, and the team plans

## ★★★★★★★★ EMPLOYMENT **Boot Camp**

EBCs give warriors the tools they need to transition careers and to succeed in the job market.

### 250+ WARRIORS SERVED



Recommended by **100%**  
of EBC participants



**4.8/5** Average program  
rating

# 16

**EBCs delivered** in  
partnership with WWP  
and AFW2 since April 2020

*"The Employment Boot Camp was transformative. I walked away from the EBC feeling more confident, excited about interviewing, and incredibly supported."*

—EBC Participant





## Dan Pelton

Specialist Leader and U.S. Army Veteran

When I left the Army in 2011, I was unsure of how translatable my skills as a clinical psychologist would be to a broader business context. Nine years later I can confidently say that Deloitte is a place that values military service and positions our veterans to provide incremental value to our firm and our clients.

Upon leaving the Army, I learned of a military mental health opportunity Deloitte was pursuing in Washington, DC. I joined the firm, began this pursuit and through this experience recognized that the firm

valued veterans like me by putting us in leadership positions early on, despite limited non-military experience. I also saw first-hand how Deloitte pours resources and support into the veteran community. Fast-forward nine years to 2020 where we find ourselves in a protracted season of coronavirus and social unrest. I've been given a platform to speak to thousands of our people since April about how to curate a resilient mindset during hardship, based on what I learned personally and professionally in Afghanistan.

I am grateful to be a part of this firm and can't think of a better place that helps veterans like me transition and apply our skills to tackle challenging business problems.

“My Deloitte leaders, at all levels, are exceptionally understanding as I flex my schedule to accommodate military transition demands.”

—Caleb Gowan, Manager and USMC Veteran

to continue holding virtual EBCs every other week going forward, guaranteeing a real and lasting impact on the lives of our nation's heroes at a time when many need it more than ever.

### Beyond our walls

Deloitte supported overall workplace well-being as an original signatory of the **Hiring Our Heroes (HOH) Well-being Pledge** alongside the U.S. Secretary of Veterans Affairs in the fall of 2019. Since then, Deloitte has continued to provide leadership and subject matter expertise to HOH Wellbeing in the Workplace to benefit the VMA workforce. In May 2020, Lynda Boggs, a Deloitte principal and GPS Consulting well-being leader, was invited to speak during a **Managing Wellness in a Virtual Environment** event to discuss the topics of inclusion and inclusive leadership. In August 2020, HOH also invited Deloitte to provide remarks related to building a culture of inclusion in the workplace during the launch of the

**Wellness in the Workplace: A Practical Guide for Business** which featured Deloitte insights on building a culture of inclusion.

In collaboration with the **President's Roadmap to Empower Veterans and End a National Tragedy of Suicide (PREVENTS)** Executive Order Task Force and the Department of Veterans Affairs, the U.S. Chamber of Commerce Foundation worked with Deloitte and other organizations to identify best practices on mental health. We provided subject matter expertise support to develop the overall guide with a specific emphasis on Deloitte's principles for fostering a culture of inclusion.

We connect our professionals to these events through resources such as the **VMA SITREP**. Deloitte professionals create and produce materials, like the VMA SITREP, to promote well-being and connect dots across firm initiatives, resources and people. ★

★★★ VETERAN & ★★★  
MILITARY AFFILIATED

—SITREP—



The VMA SITREP is a newsletter for Deloitte's VMA community.

In 2020, it highlighted Deloitte supported events, volunteer activities, check-ins from our colleague reservists mobilized to active duty and news from across the firm's VMA space. Most notably is a section on "Total Force (& Firm) Fitness," which features articles on mind, body and spirit advice from our very own subject matter experts in military health care.

This year, we also featured content on suicide prevention, COVID-19 resources and psychological impacts of racial trauma.





## A commitment to clients

Be the most influential professional services firm that supports our nation's service members, veterans and their families while creating exceptional mission impact for our clients.





## Through it all, the **Deloitte ambition** has remained the same—to persevere, innovate and make moments matter for clients.

Every day, our network of more than 100,000 professionals in the United States works with clients to address the unique needs of their veteran and military populations. We have learned that when our people and work align, we can help clients make better long-term investments and provide greater value to their most valued stakeholders.

### Investment in our partners

It has been 175 years since William Welch Deloitte, an accountant, entered professional services at the age of 25 in London. He helped develop a system that formed the basis for the English railway accounts and even unraveled the infamous frauds at the Great Northern Railway and the Great Eastern Steamship Company. Since then, our world has faced multiple threats, challenges, hardships and inequalities that made us all look again at life, culture and society. But through it all, the Deloitte ambition has remained the same—to persevere, innovate and make moments matter for clients. And as we go, we like to inspire a little social good while we are at it.

Today, we are a diverse group of consultants that includes psychologists, doctors, clinicians, public affairs officers, engineers, marketers and many more. Our people have been on the front lines of wars, public health crises and pandemics, and political campaigns. We have worked for you and with you, as active duty service members, veterans and government civilians. And so, as Deloitte professionals, we are all bound by our commitment to serve, give back and partner with clients whose missions we are extraordinarily passionate about. For instance, we created strategies for the **Travis Manion Foundation (TMF)** and **Tragedy Assistance Program for Survivors (TAPS)** to help them better serve their constituent audiences, advance respective missions and bring a vision to life.

### Travis Manion Foundation

With TMF, our Deloitte StepUp skills-based volunteer team examined growth potential, mission and vision statements and the programmatic path forward for the organization. Our team facilitated eight strategy sessions, gathering input to create a strategic roadmap to help TMF grow and thrive in local communities over the next five to ten years. Today, the organization has a high-level strategic plan to efficiently and effectively make strategic decisions that impact the mission and operations of the organization. That means, for example,

they are better equipped to tailor their programming to best meet members' needs and demonstrate an ongoing commitment to diversity and inclusion.

### Tragedy Assistance Program for Survivors

Deloitte supported deployment of a **TAPS** survey to gather data and help advocate for and protect the health and well-being of VMA communities who were grieving the death of a loved one due to toxic exposure related illness. In 2019, we conducted in-depth literature reviews and analyzed data from other like surveys, crafting 21 questions to precisely and respectfully gather information. The survey launched Memorial Day weekend and was closely followed by a second one that focused on VMA loved ones who deployed after 9/11. The results—from more than 550 respondents—helped shape strategic plans to effectively advocate for VMA loved ones in policy and legislative initiatives as well as through programs and services for families.

### Meaningful solutions

During the past year, our Deloitte professionals, who are typically embedded with clients, were told to stay home due to the pandemic. Working remotely is nothing new at Deloitte but doing it full time while simultaneously serving as parents and

caregivers, and preserving high levels of performance, became our new normal. We found new ways to take care of our people, help them focus on their well-being and enable exceptional client service and delivery.

We stepped up to support clients, like the Military Health System (MHS), which was given the challenge of responding to the COVID-19 pandemic. We have been able to deliver multidisciplinary strategies and solutions that our clients needed to respond and recover in the early stages of the pandemic and remain resilient several months later. In partnership with the **MHS Communications Division**, we created a communications campaign that produced more than one million products to educate military audiences about COVID-19. We helped keep more than nine million TRICARE service members, retirees and family members safe and healthy during the pandemic with communications focused on COVID-19 symptoms, protection and treatment.

### MHS Communications Division

With the MHS Communications Division, Deloitte created a COVID-19 social marketing campaign. We found ways to connect audiences with the right information at the right time. And we found how to deliver it in the right context that would resonate with the military culture, helping service





## Marissa Lemar

U.S. Navy Lieutenant and Senior Consultant

Hi, I'm Marissa. I'm a communications consultant and a writer, runner, mom, and Navy Reserve public affairs officer. I'm passionate about writing on current events, military topics, and veterans' issues, and lately because of my experience supporting health communications with Deloitte, I've taken on writing about health and fitness as well. My work has appeared in The Washington Post, Insider, and Task & Purpose. At Deloitte, I've been fortunate enough to work with clients such as the Military Health System (MHS), managing digital editorial content on social channels as well as one of the most visited websites

in the Defense Department. As both a service member and military spouse, I have unique insight into our client's work and the challenges they face, which the firm values as an asset. What's more, Deloitte supported me in my aspiration to assist my military colleagues during the coronavirus pandemic, recognizing that the communication and digital skills I developed at MHS would be of use to the Navy. And they've supported me as I've been recalled to active duty to teach at the U.S. Naval Academy. What should you know about the work Deloitte does, in support of its clients?

We think differently, communicate with purpose, and do things that matter for our clients. That's because our diverse workforce of reservists, veterans, retirees, and military spouses are the very people who our clients strive to serve. And Deloitte recognizes the unique insight and perspective we bring to the table.

members, military retirees and family members take preventive actions to combat the virus. We identified and prioritized communications force multipliers, established frequent two-way communications with partners and created an interactive communications toolkit and suite of products. What's more, we embedded data into everything we did. In six months, we produced more than one thousand communications products (e.g., social media, web, articles, videos) and analyzed real-time emerging trends and topics to proactively adjust campaign strategies. As a result, we saw more than 29 million pageviews to two websites (tailored by audience) containing our content (**tricare.mil** and **health.mil**), had 5.7 million impressions, 264,000 engagements on social media, and over 8.2 million email opens. And we did more than just communicate—we changed the way audiences perceived the MHS brand. How do we know? Because the percent of positive sentiment on the organization's Facebook page increased from 19% in mid-March 2020 to 68% at the end of June 2020.

### An emphasis on impact

Deloitte's purpose—to make an impact that matters—compels us to contribute to the communities where we live and work. Our work does not end when a

“As a Deloitte practitioner supporting the Department of Veterans Affairs and a current VA beneficiary myself, I am personally committed to helping VA fulfill President Lincoln's promise “To care for him who shall have borne the battle, and for his widow, and his orphan.”

—Kenneth Bond, Senior Consultant and U.S. Navy Veteran

project does. Rather, we advise and implement solutions for our clients, enable them to operate long into the future and simultaneously focus on making a positive impact, like we did with the following:

- We developed and deployed the **National COVID-19 Request Tool**, an innovative semantic open source solution designed to support the Veterans Health Administration (VHA) supply chain operations by managing supply and equipment requests, national procurements, shipping information, and warehouse inventory.
  - With the **Veterans Health Information Exchange**, we helped the VHA become a high reliability organization (HRO) that focuses on the provision and coordination of safe, quality care. The work will impact nine million veterans using VHA health care in 170 Veterans Affairs medical centers across 18 Veterans Integrated Service Networks (VISNs). Our team, led by former Air Force Surgeon General Dr. Mark Ediger, supported a VHA HRO Steering Group and VISN Directors to create a strategy and tactical plan to modernize the VA.
  - Since 2018, a Deloitte health informatics team has supported the Department of Veterans Affairs to develop an open source platform that enables health information technology developers to collaborate and convert any user-supplied terminologies into a single, shareable model.
- We are committed to helping the veteran and military populations that our clients strive to serve, feel they can be themselves and thrive no matter where they are. ★



We're always **innovating and collaborating** with our clients.

**The Office of the Secretary of Defense (OSD)** recognizes that COVID-19 significantly impacted the lives of military families, from spouse unemployment to move disruptions. OSD asked Deloitte to provide an in-depth analysis of COVID-19 impacts on the military family – specifically on childcare, spouse employment and domestic abuse. This will include comprehensive research and analysis to recommend long-term transformations in support of military families in the current and future COVID-19 environment. Our recommendations will be based on research and engagement with all relevant stakeholders, industry best practices and innovations to inform long-term strategic investment in the DoD's Family Assistance Programs portfolio.

To best support our nation's military community, we must understand the most pressing needs of the modern military family. **The Military Family Advisory Network (MFAN)** 2019 Military Family Support Programming Survey, sponsored by Deloitte, allowed approximately 8,000 members from the military and veteran community to generously share details of their lives – including challenges, accomplishments, and their military journeys. We are proud to have supported this important research as part of our ongoing commitment to understanding the evolving needs of military families and help forge a path forward.

In June, our Military Families 'Futures Bold Move' and the Texas offices joined forces to host a virtual roundtable titled **Designing a Resilient Community for Military Families: Life in Military City USA**. The event brought together local civilian, military and government leaders for a vibrant conversation about what new and exciting solutions were made available in San Antonio to enhance the city as an exceptional community for military families and spouses. Participants also discussed how recent changes in the global and local economy may provide new opportunities for military spouses to pursue remote-enabled careers.





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



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