

Deloitte.



2021 Veteran Impact Report





2021 Deloitte Veteran Impact Report

At Deloitte, we are committed to supporting and empowering the Veteran and Military-Affiliated (VMA) community—a wide-ranging group of Veterans, military spouses, caregivers, and advocates. Over the years, the organization has made it a priority to welcome members of the VMA community into the fold, not only through supportive words but with actions: a focus on hiring Veterans and military spouses, encouraging continued service in the Reserves and National Guard, and providing coaching and support. Our VMA community is over 1,000 strong and growing annually, and these practitioners and help shape Deloitte’s culture of inclusion by bringing their individual skill-set and leadership to provide excellence in client delivery across all service areas. From single-enlistment post 9/11 Veterans to senior personnel transitioning after a career in uniform, Deloitte strives to match their skills, interests, and experiences with mission-oriented work and purposeful activities as they reorient toward the civilian workforce. Our intention is to make an impact on the well-being of their families and their futures. Much like the armed forces, members of our VMA community reflect the diversity in our country—and by embracing this diversity we can strengthen our commitment to creating an equitable and inclusive workplace.

In this 20th anniversary of the 9/11 attacks, an event which would forever alter the course of their lives, professionally, personally, and in some cases physically, we dedicate this annual Impact Report to those who chose to serve and protect our freedoms.

Contents

5 A message from the VMA Champion

7 A resilient force

Military Spouse Initiative

Collaborating or teaming with the Tragedy Assistance Program for Survivors

TAPS, STEPUP DC

Client spotlight: providing world class healthcare in tandem with the Veterans Health Administration

16 A culture of inclusion

Diversity, Equity and Inclusion Brave Spaces

The Veterans Summit

Waypoint

American Corporate Partners

Client spotlight: information exchange, communication, and interoperability

27 A unique talent experience

Virtual employment bootcamps

ServiceNow

Expanding networks and opportunities by Hiring Our Heroes

Travis Manion Foundation: keeping our commitment to corporate responsibility

Career Opportunity Redefinition Exploration (CORE)

12-Month Journey

CORE support of the U.S. Chamber of Commerce Foundation Hiring Our Heroes Corporate Fellowship Program

Hiring Our Heroes Corporate Fellowship Program (CFP)

39 Physical health and well-being

Warrior Games and Warrior Service trial competitions

National Disabled Veterans Winter Sports Clinic (NDV-WSC)

National Veterans Wheelchair Games (NVWG)

National Veterans Summer Sports Clinic (NVSSC)

Marine Corps Marathon (MCM)

Message from the Veteran and Military-Affiliated (VMA) Champion, Juan Garcia

In a year of major transition—including the emergence of COVID-19 variants, a corresponding work environment shift, and the transition of a new Administration, one thing did not change—our commitment to making Deloitte a leading destination for transitioning Veterans. In this 20-year anniversary of the September 11th attacks, a day which forever altered the trajectory of all our lives, we honor those who fought and who continue to fight for our nation's freedom.

I'm proud to be a part of an organization that recognizes Veterans talent, actively leading efforts that help service members transition into the civilian workplace, find and connect with other Veterans, and identify roles both internal and client-facing that allow them the opportunity to thrive and excel. We are committed to being a leading employment destination for Veterans, military spouses, caregivers, and to those impacted by their service.

This year's Veteran Impact Report captures our commitment across the Military and Veteran communities in producing initiatives that foster inclusivity, strengthen resiliency, prioritize well-being, and improve the talent experience. Included within this report are numerous programs sponsored, hosted, or delivered by Deloitte that help equip Veterans with the skills, knowledge, and materials to succeed in the civilian space, as they have on the battlefield.

2021 began to allow us to get back together for moment that matter, while adding a few new memorable virtual ones. We were grateful for the opportunity to see old faces as well as meet a few

new ones at events like the National Veterans Summer Sports Clinic. Among other initiatives, we hosted virtual employment boot camps and were brought in by the Travis Manion Foundation to craft a 10-year strategic plan to empower the organization's fundraising and growth goals, on a pro bono basis.

Finally, many of us at Deloitte are Veterans who personally played roles over the last two decades in trying to help bring stability and prosperity to Afghanistan and preventing a safe-haven for those who may threaten our homeland. Deloitte's VMA community remains an optimistic one, proud of our service, and committed to delivering value to our clients, our colleagues, and to our country. To our brother and sister Veterans, we say your best days are still ahead of you—the future is bright—with clear ceiling and unlimited visibility.

Fly Navy,



J.M. Garcia

Managing Director
Veteran and Military-Affiliated Leader
Deloitte Consulting LLP



A resilient force

Resilient attitudes help our communities cope with change and allow everyone to stay engaged and encouraged.





A resilient force

2021 offered an opportunity for a fresh start and hope—COVID-19 vaccines became widely available, news and national tone transitioned from anguish to optimism, and members of our resilient workforce maintained their dedication to supporting the VMA community. We adapted to a virtual workplace, focusing on initiatives that helped improve the lives of our Veteran teammates, colleagues, and stakeholders, and we took solace in the art of the possible—holding critical conversations about what types of support our Veteran practitioners may need to become their best selves in the workplace.

Many Veterans bring resilience with them like a badge of honor, able to adapt and overcome challenges. Resilience is also about being able to work around challenges through innovation. This year our VMA professionals were steadfast and resolved in their sense of duty, and sought support from others so they could find ways to reach Veterans and spouses in the moments that mattered—from our Military Spouse Initiative (MSI) to those helping to support families of Fallen Heroes with the Tragedy Assistance Program for Survivors (TAPS), to the continuation of the incredible Career Opportunity Redefinition Exploration (CORE) work and more. Deloitte's VMA community remained at the forefront of 2021, delivering continued results during an unprecedented pandemic which will continue to shape our national narrative for years to come.

★ Military Spouse Initiative

Military Spouse Initiative (MSI) is a program created by military spouses for military spouses. MSI supports, attracts, and retains military spouses through programs such as transition support and career development. Through the MSI, military spouses can lean on each other and utilize Deloitte to find employment and embark on a career journey.

MSI supports active pursuits and projects in the Defense, Security, and Justice Sector with specific insights related to the military family experience, which is often a market differentiator, contributing to numerous “wins” for our clients and practitioners. We offer professional development and mentoring to external active and former military spouses to help address the issue of military spouse un- and underemployment.

“Our military spouse colleagues are an important part of our workforce. We are committed to providing the support, resources, and flexibility needed for our military spouses to not only succeed in their current roles, but grow fulfilling careers at Deloitte, regardless of where their spouses’ orders may take them. The resilience of our military spouse colleagues is truly remarkable—from managing major milestones while their spouse is on assignment, to balancing their career, personal, and family needs. I am grateful for and inspired by their successes and sacrifices.”

—Joe Ucuzoglu, CEO Deloitte US



MSI celebrated their **5-year anniversary** in February 2021



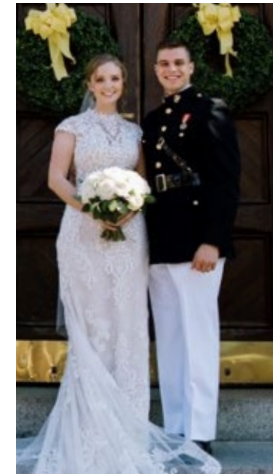
>90 successful organization transfers since MSI’s inception



>200 military spouses onboarded to Deloitte from **48 major offices** and **25 states**



Engaged **324 professionals** representing each Deloitte Business across a **3-day Annual Leadership Summit**

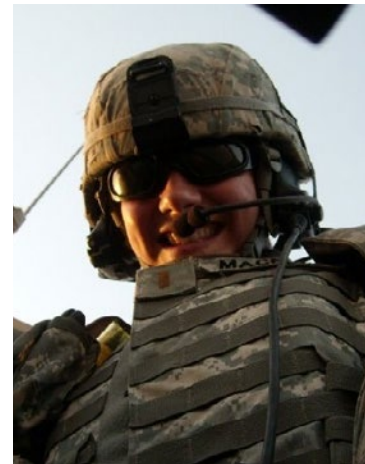


Deloitte is proud to honor those who have served our great country, including our dedicated Veterans who now help make up the unique fabric of our organization, and make Deloitte such a special place to work.

Audra Toms, Specialist Master

Army Veteran and military spouse

“Hi! I’m Audra, and I’m an epidemiologist supporting the Military Health System (MHS). I’m a West Point graduate, and I served in the Army for five years as a Transporter. Less than a year after graduation, I was leading a platoon in Mosul, Iraq. I joined Deloitte four years after separating from the Army and enjoying time at graduate school. I went to a student Veteran event in DC that Deloitte was hosting, and about two weeks later, I was onboarding. I’ve been so grateful for Deloitte’s support as a Veteran. I’ve been able to work with CORE to help other transitioning Veterans and have had the privilege to work with athletes at the Warrior Games. Every day I come to work, I get to impact military health on high priority topics like COVID-19, pain management, opioid safety, women’s health, and others. The work we do for military health is impactful and has allowed me to find a sense of purpose again in my post-military career. Additionally, I am married to a Retired Marine who now works in government, and Deloitte has supported me through three interstate moves! I’m so grateful my teams have supported me through moves, juggling childcare during a pandemic, and allowing me to bring my skills and passions to work.”



Collaborating or teaming with the Tragedy Assistance Program for Survivors

To gain a better understanding of the range of unique needs among military survivors grieving the death of a loved one who died due to an illness (specifically toxic exposure-related illnesses), the Tragedy Assistance Program for Survivors (TAPS) collaborated with Deloitte to create a survey for survivors connected with TAPS and the broader VMA communities who are grieving an illness-related death. Through the survey, TAPS and Deloitte are working to gather knowledge and insight on the breadth of problems related to post-deployment illnesses and loss, honor VMA loved ones who potentially suffered from a toxic exposure-related illness or injury, and better serving VMA families.

The Deloitte and TAPS teams transitioned to an all-virtual environment for meetings beginning in March 2020. Throughout the pandemic, our teams worked effectively to analyze survey data and review specific findings, monitor additional survey responses, and plan for and execute a preliminary gap analysis to identify strategic recommendations for TAPS. Additionally, we've successfully hosted several virtual strategic planning workshops together, which will continue into the future.



★ TAPS, STEPUP DC

Through StepUp DC, Deloitte's skills-based volunteering program, the Deloitte team has supported survey development and deployment, first through an in-depth literature review of other existing surveys on similar kinds of data, and also with an additional re-launch using a narrowed scope. The Deloitte team worked closely with the client team to carefully craft a survey aimed to respectfully gather sensitive information, while also conducting extensive research on innovative and cost-effective tools supporting survey deployment.

After performing an initial analysis and developing communication materials summarizing key trends in the survey responses, TAPS furthered the collaboration with Deloitte to update the survey to focus specifically on those VMA loved ones who deployed out of the United States after 9/11. This work will help position TAPS to better understand target audiences' needs and preferences for grief services, programs, and communications to optimize the existing approach; facilitate the creation of innovative programs and engagement channels; and uncover additional opportunities to improve future survivor engagement efforts.



Developed and deployed **2 surveys** on key marketplace trends



Supported a re-launch that leveraged enhanced communication strategies and analysis



500 survey responses analyzed to answer key research questions



Conducted digital research for **30+ organizations**, in close collaboration with TAPS

Client spotlight: providing world class healthcare in tandem with the Veterans Health Administration

Accelerating supply chain and emergency access to critical medical supplies and personal protective equipment

Deloitte has a long relationship with the Veterans Health Administration (VHA) Medical Supply Program Office (MSPO) and was engaged to help establish a formal system to respond to critical Personal Protective Equipment (PPE) requests from the largest integrated healthcare network in the US. The Deloitte team developed the National Contingency Response Tool (NCRT) to centralize requests for critical supplies and equipment that VA facilities were unable to procure. The initial solution was deployed in two weeks, and enhancements continue to be made to fulfill additional requirements. Today, with NCRT, VHA has centralized web-based access and analytics for more than 1,000 users fulfilling over 10,000 PPE requests nationally.

Deloitte executed a rapid development and deployment of the NCRT, an innovative SEMantic Open Source Software (SEMOSS) solution, to support VHA supply chain operations by managing COVID-19 and other contingency supply and equipment requests, national procurements, shipping information, and warehouse inventory. Deloitte developed and fully implemented the NCRT and associated processes across VHA in a matter of weeks, with the NCRT reaching 100% Veterans Integrated Service Networks (VISN) usage in its first month of deployment. Deloitte

“I’m thrilled to lead Deloitte’s work at the U.S. Department of Veterans Affairs and excited about the impact we can make when combining our firms unwavering commitment to provide the best care for Veterans and capability as the leading health consultancy.”

— **Kevin Brault, U.S. Department of Veterans Affairs Lead Client Service Principal, Deloitte & Touche LLP**

provided continuous support for NCRT communications and adoption to ensure VHA supply chain personnel understood the tool’s purpose, uses, and functionality. This support included development and upkeep of the COVID-19 Resource site, which has seen 27,000+ site visits.

To date, over 450 supply and equipment items have been made available to VA medical facilities through the NCRT. The tool has 1,000+ active users including facility users who request and receive orders, logisticians responsible for fulfilling and tracking orders, and administrative leaders who require insights into the resiliency of processes used to respond to the COVID-19 pandemic. NCRT has supported the management of over \$750 million worth of critical medical supplies and equipment to support the Veteran and civilian communities.

VHA COVID-19 Response Report: detailed account and lessons learned from the historic crisis response by VHA

In April 2020, the COVID-19 Response Report Team was engaged to provide an accurate historical account of the evolution of the VHA's response to the COVID-19 pandemic. VHA executive leadership released the team's report publicly in October 2020 ("Initial Report") and the team was engaged again two months later to produce Annex A to the report, which was publicly released by VA in May 2021. The team completed the COVID-19 Response

Report and Annex A through an extensive look at the department's planning and preparation ahead of the pandemic, the initial crisis response, key policies and directives, interactions and interdependencies with federal and state agencies, and adaptations to health care operations, including terminology management. The reports included analysis of VHA responses to requests for federal health assistance from 47 states and multiple tribal nations. Both



[The report] "brilliantly captured the very complex implementation and challenges that this organization experienced throughout the pandemic."

— Deputy Secretary of the VA

the Initial Report and Annex A examined pandemic response challenges and actions in each of the 18 VISNs.

The comprehensive reports encompass all aspects of VHA's response, and captured key lessons learned. The reports analyzed challenges encountered in the response, assessed mitigating actions, and formulated conclusions. Recommendations focused on actions to enhance preparedness, resilience, supply chain management, emergency management processes, interagency coordination, management of inpatient capacity, human resources, adaptation of ambulatory processes, and research.

The Initial Report and Annex A each served as references for VHA's strategic updates. Recommendations from the report and annex were visible in updates to VHA strategies for modernization of readiness for emergency response, supply chain resilience, clinical contact centers, bed management, hiring and onboarding of new personnel, support to State Veterans Homes, and interagency coordination. The report served as the basis for a series of discussions between VHA leadership and the House Committee on Veterans Affairs regarding plans to enhance preparedness and resilience for future health emergencies. The Executive in Charge of the

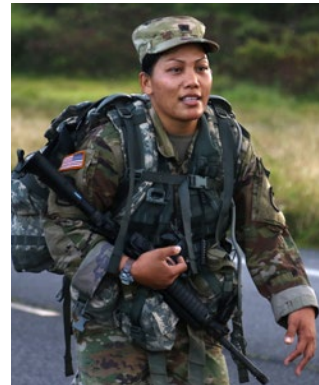
VHA described the report as “spectacular” and the Deputy Secretary of the VA said that we had “brilliantly captured

the very complex implementation and challenges that this organization experienced throughout the pandemic.”



A culture of inclusion

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

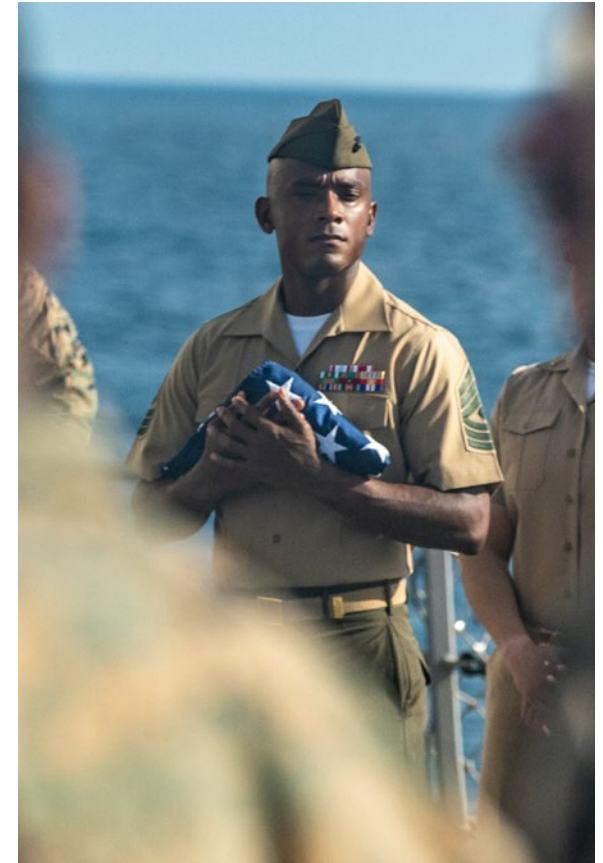


A culture of inclusion

Twenty years ago, on September 11, 2001, terrorists hijacked American Airlines flights 11 and 77, and United Airlines flights 175 and 93. In the proceeding hour and 42 minutes, the Twin Towers were destroyed, the Pentagon damaged; and United flight 93, her passengers having overpowered the hijackers, was downed in a field near Shanksville, Pennsylvania. All told, 2,977 lives were lost. Shortly thereafter, the United States went to war, and remained at war for 20 years, until the withdrawal of forces from Afghanistan this past summer.

Among those who answered the call—those who fought in Iraq, Afghanistan, and elsewhere over these past two decades—there is no archetypal Veteran. Our nation's Soldiers, Sailors, Marines, and Airmen are emblematic of the diversity found within our modern American society; they are representative of a myriad of races, creeds, sexual orientations and identities, socioeconomic backgrounds, and nationalities.

Just as the United States' time in Afghanistan has come to an end, so too does one's military service. And when that time does come, Deloitte has and will continue to stand ready help our transitioning service members. Through diversity, equity, and inclusion (DEI), we remain committed to supporting a diverse workforce and an inclusive culture, because we firmly believe, whether within our Veteran community or organization-wide, we are stronger together.





“Deloitte’s commitment to Veterans is amazing,” says Chris Rivers, an Army Veteran and practitioner based in Washington, DC. “As you’re transitioning from the military, you’re asking yourself all these questions: what comes next, what’s my purpose, how do I navigate this, and so on. It can be an incredibly trying time in the life of a service member.” An alumnus of Deloitte’s Career Opportunity Redefinition & Exploration (CORE) program himself, Chris has experienced this commitment firsthand.

DEI also plays a leading role within Deloitte’s Veteran community. “Deloitte has done a really good job of establishing an environment where, regardless of your background, everyone feels like they belong, and they’re set up for success. The informal Veteran’s network here is great as well; it’s this organic community where, first and foremost, people see you as a fellow Veteran, and that has really helped to create an environment of inclusiveness. Everyone genuinely cares and looks out for one another.”

“From employment bootcamps, to mock interviews, to helping support our wounded warriors, and so on, the outreach has just been absolutely phenomenal.”

—Chris Rivers



“As a woman there’s something special about being able to connect here with other female Veterans—someone who understands the unique circumstances that come with being a female Veteran.”

—Kristin Lein

“At its core, being a Veteran means service to the nation, and when it comes to service, a lot of our clients have missions that transcend profit—they’re trying to figure out how to best serve the American people. And when we focus on one another, DEI is a natural part of the equation, even if it means having those really hard discussions about what that actually means. Deloitte really excels at taking DEI the whole way. **We put together teams focused on the same mission, but in a way that acknowledges that everyone brings to the table their own unique experiences and insights, and in a meritocratic environment.**”

“I was really lucky to get pulled into Deloitte’s Veteran community,” says Kristin Lein, a Navy Veteran and Senior Consultant based in Washington, DC. “A big part of it was that the Deloitte realizes how difficult that transition from military to civilian service can be. I’ve had some incredibly great men as mentors throughout my career, and still do, but as a woman, there’s also something special about being able to connect here with other female Veterans—someone who understands the different circumstances that come with being a female Veteran.”

Kristin too, has seen firsthand how a commitment to DEI has made the organization stronger. “At Deloitte, it’s about getting the right voices around the table, no matter who they are—everyone brings their own personal perspective to the problem. I appreciate knowing how intentional we are about bringing in the right people, not just those who look, and sound just like us. Not once have I felt like my voice wasn’t heard or doesn’t matter. There’s something special knowing that even among the organization’s most respected and revered leaders, I’m heard and appreciated.”

But even before Deloitte, many of our service members have sought and found support and solace in a different group, one much closer to home—their families. “A really important part of this whole thing is supporting military spouses and families as well. Deloitte doesn’t just focus on Veterans; they work tirelessly to support their families as well. The military family work is just so important to our DEI efforts, they’ve played a major role too these past 20 years.”

Whether for Veterans or their families, Deloitte has a network of VMA professionals that use their personal military knowledge to support employee growth at the organization, clients, and overall needs of local Veteran and military communities. The network supports VMA professionals through their transition to employment, as well as helping ensure that those wounded, ill, or injured could attain physical health and recovery.

Led by the Deloitte’s local inclusion councils, allies and communities, these activities encompass everything from mentoring, recruiting, and professional skills building. Our

“At Deloitte, it’s about getting the right voices around the table, no matter who they are—everyone brings their own unique perspective to the problem.”

—Kristin Lein

inclusion councils are active in offices throughout the country and include the Deloitte’s National Communities (NC):

- ★ Ability First NC People with Disabilities & Allies Community
- ★ Asian NC Asian & Allies Community
- ★ Hispanic/Latinx Employee Network Hispanic/Latinx & Community
- ★ Armed Forces NC Veterans and Military & Allies Community
- ★ Black Employees Network Black & Allies Community
- ★ Women’s Initiative Network Women & Allies Community
- ★ Gay, Lesbian, Bisexual, Transgender Employees and Allies NC LGBTQIA+ & Allies Community
- ★ Middle East and North Africa NC Middle Eastern/North African & Allies community

In many instances, and in a nod to the rich diversity of our practitioners, some of our Veterans participate in NCs and networks outside of the Armed Forces NC. Not only does this provide Veterans with access to a network of individuals with whom they can identify, but these groups themselves are strengthened by the individual experiences and insights that Veterans bring to the table

Throughout the year, Deloitte also offered a number of inclusion-related initiatives or events, including:

Diversity, Equity and Inclusion Brave Spaces

Coinciding with the 20th anniversary of the 9/11 terrorist attacks and in response to the United States withdrawal from Afghanistan, Deloitte offered a series of Brave Space for Dialogue sessions for its practitioners in September 2021. These small-group sessions, facilitated by Deloitte leaders, not only provided participants with the opportunity to both share and reflect on how these events impacted them personally, but also provided a forum for others to listen and learn from shared experiences.



The Veterans Summit

Formed through joint sponsorship from Deloitte, Hire Our Heroes USA, Call of Duty Endowment, and others, the Veterans Summit seeks to support Veteran employment by interfacing directly with hiring managers and human resources professionals through a series of three summits held between September 2020 and April 2021. The Veterans Summits reached over **150 hiring managers and organizations**, empowering them to better understand and support the Veteran population and giving them the resources needed to help build effective Veteran employment programs within their respective companies. Some key impact areas addressed in the summits were Veterans physical and mental health, homelessness, employment, financial wellness and economic disparity, women Veterans, DEI, and COVID-19 impacts.



Waypoint

Formed by an alliance between Deloitte and Workday and strengthened by teaming with Veteran-focused non-profit organizations (NPOs) such as American Corporate Partners, Elite Meet, and The Honor Foundation, and Deloitte launched Waypoint, a 60-minute virtual event, to mentor military Veterans

transitioning into corporate America. Along with Deloitte's Vice Chair for External DEI, Dr. Terri Cooper, and Workday's President and CFO, Robynne Sisco, who served as the executive keynote speakers during the inaugural event on August 5, 2021, business leaders from Deloitte and Workday provided mentorship to over 100 transitioning Veterans through small group discussions on topics ranging from "advice from recently transitioned Veterans" to "mastering LinkedIn." Of the Veteran attendees who elected to participate in a post event survey, **100% reported that they believed that the Waypoint program was beneficial** and that they would recommend it to other transitioning Veterans.

American Corporate Partners

Since 2010, Deloitte has collaborated with American Corporate Partners (ACP) by participating in ACP's protégé mentorship program and hosting events for ACP protégés. Since inception, over 175 Deloitte mentors have provided mentorship to over 600 Veterans supporting their search for meaningful employment after completing their active duty service. In 2021, Deloitte hosted a virtual Leadership Perspectives Panel in June and a recruitment event in August bringing over 300+ ACP proteges together facilitating mentorship, networking, and offering Deloitte employees an opportunity to serve our country's military.



Since inception, **over 175 Deloitte mentors** have provided mentorship to **over 600 Veterans** supporting their search for meaningful employment after completing their active duty service.

Jackie Norell, Deloitte & Touche LLP, Managing Director

Active duty and Veteran ally



“My name is Jackie Norell, and I am a survivor—a 9/11 Pentagon survivor. I am also the product of 10 generations of Veterans, a mother who spent a career as a Government Contractor, and a father who is a Vietnam War Veteran and retired as a Senior Executive from the Intelligence Community. I am also witness to what time served in a war zone can do to ones’ mental health. My cousin was an MP at Abu Grab (three tours) at the beginning of the War on Terror. We are all survivors. And we couldn’t have done it without the love, support, and care of those around us. My experiences may not look like yours, but my empathy runs deep. Almost as deep as my patriotism! I channel my experience and passion into the work I do for my clients, our Government & Public Services practice, and our people every day. I feel blessed that I am able to create an impact to a mission focused on protecting our country. Find your passion and follow it wherever it may lead you!”

Client spotlight: information exchange, communication, and interoperability

Transforming how health information is shared through the Veterans Health Information Exchange (VHIE)

The Veterans Health Information Exchange (VHIE) Program allows VA and participating community care providers to securely share a Veteran's health information electronically. In Spring 2020, Deloitte helped the VA implement the Joint VA-DoD HIE (Joint HIE), which is a solution that queries and parses Veteran and service member medical records and responses to community provider requests. Through Deloitte's efforts, the VA was able to implement Section 132 of the MISSION Act of 2018, which moves the program to an informed opt-out model for health information sharing between VA and participating community care providers.

Simultaneously transitioning to the Joint HIE and implementing Section 132 (H) of the MISSION Act has enabled over 90% of the nine million Veterans enrolled in the VHA system to share their electronic health information with community care providers. The benefits of the new Joint HIE capability are currently available to VA and DoD care providers and to participating community. The Joint HIE also provides a platform for interoperability expansion. Recently our team helped the Joint HIE connect to CommonWell, a network of more than 15,000 community providers.

Connecting additional partners to the Joint HIE also benefits inclusivity; for example, VA can now share patient data with Indian Health Services.

COVID-19 rapid communications support

Beginning in April 2020, Deloitte supported the VHA Executive in Charge (EIC) and other senior leadership with rapid response communications capabilities such as internal/external messaging, speechwriting, media preparation, site visit planning & support, and other critical tasks around both COVID-19 and other emerging matters.

The team created and executed agile and responsive national campaigns in the constantly evolving crisis. These included campaigns to encourage Veterans and employees to wear masks, and responses to over 100 congressional requests for information. The team also supported six hospital visits, composed many keynote addresses, planned and executed a VHA senior leader strategic offsite, published multiple op-eds targeting Veterans and employees, and supported several executive appearances, including a TEDx Veterans Affairs production. The team developed products that were used daily on the VA website in coordination with teaming agencies. Additionally, the team drafted the forward for the COVID-19 Response Report.

“I don’t know how we would have made it through the COVID-19 pandemic response without this team.”

— **Dr. Richard Stone, Executive in Charge and Acting VHA Under Secretary**

“Your team jumped in on day one and never let up. You were with us every step of the way and an integral part of the team.”

— **Jon Jensen, VHA Chief of Staff**

The team planned and executed over 250 daily videos from the EIC to the field around COVID-19 and other emerging topics, building trust, transparency, empathy, and authenticity for leaders during the pandemic, sent to 362,000 VHA employees.

Accelerating radical interoperability through the Solor Project

Since 2018, the Deloitte Health Informatics team has supported the Solor Project, an industry award-winning collection of interoperability enabling solutions dedicated to improving health information quality and infusing High Reliability Organization (HRO) principles into enterprise data governance and management efforts. Using broad analysis of VA’s current data sets, the Solor Project team identifies system errors that could lead to Veteran patient safety issues and provides recommendations and tooling for Independent Verification & Validation (IV&V) and highly reliable data transformation. By placing an increased emphasis on the relationship between data

quality and patient safety, the Solor Project is arming VA with the processes and tools that can help them become an HRO that can eliminate preventable patient harm.

This year, the Solor Project has received wide recognition for its forward-thinking and patient safety-centric approach to health care information management. The VA’s Chief Data Officer has included the Solor Project’s solutions in VA’s new enterprise data strategy. One of the Solor Project’s terminology solutions, Tinkar, received unanimous approval on its informational ballot from HL7, the leading US healthcare standards development organization, and is poised for further development and national trial use in the coming year.



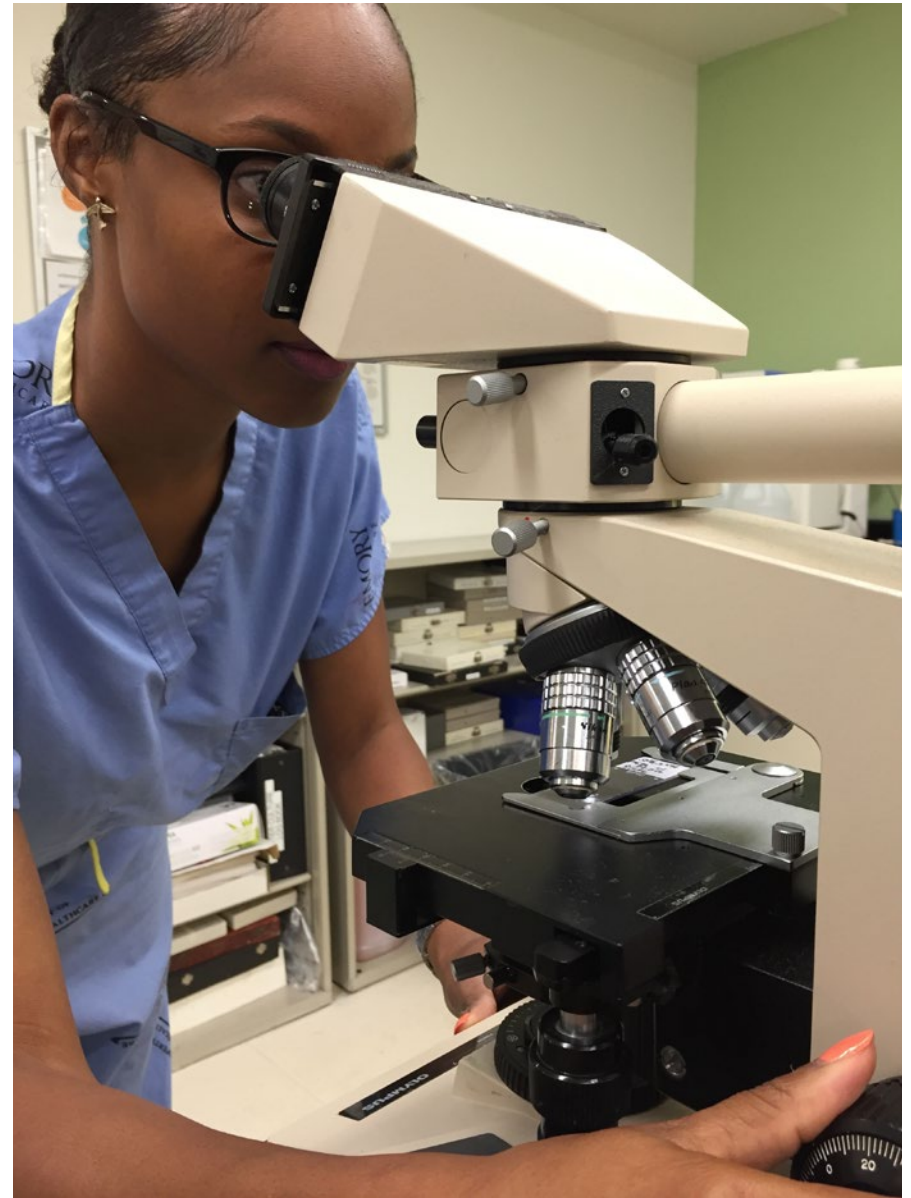
Delivering a single standard of care through an integrated health practice

Deloitte teamed up with IT Concepts, a Service-Disabled Veteran-Owned Small Business (SDVOSB), to help the VA establish an Integrated Health Practice (IHP) Program so that VHA's missions of clinical operations, research, education, and emergency management are consistently achieved by aligning clinical programs and operations to its informatics and data management capabilities.

Deloitte helped plan for and stand up more than 20 IHP-related Integrated Project Teams (IPT) across VHA to establish an enterprise governance structure that is aligned with VA's current electronic health record modernization (EHRM) and High Reliability Organization (HRO) efforts.

One of the IPTs created at the start of the pandemic was the COVID-19 IPT. As a result of these efforts, the VA was able to create 11 end-to-end workflows for COVID-related care. These workflows then drove the creation of 19 clinical care templates that have been used over 43 million times for 7.4 million patients.

Deloitte and ITC are now using the IHP construct to help prepare VA sites for the EHR modernization effort, where there will be dedicated multi-disciplinary teams working with each site during and after each go-live. By promoting a single standard of care, VA can deliver its mission with excellence through systems integration and by optimizing Veteran and employee experiences across the care continuum.





Veterans Benefit Administration (VBA) Business Architecture, Requirements, & Strategy

The VBA Business Architecture, Requirements, & Strategy (VBARS) contract supports the Office of Business Integration (OBI) by

helping them manage their IT portfolio investments, improve claims processing for each VBA Line of Business, and reduce operational inefficiencies. Last year, the Under Secretary for Benefits and Pension & Fiduciary Services (P&F) wanted to automate pension services related to dependent and indemnity compensation, net-worth adjustments and burial benefits, while simultaneously transferring legacy Fiduciary functionality from the Beneficiary Fiduciary Field System (BFFS) to the Veterans Benefits Management System—Fiduciary (VBMS-F). Pension was independently unable to develop requirements that were sufficient for testing and Fiduciary was a complex system they wanted dismantled quickly to improve efficiencies. Deloitte helped OBI implement scaled agile framework techniques that revamped the functional requirements development process for Pension. This enabled the creation of testable functional requirements that the Office of Information Technology (OIT) used for development and identification of off-ramps for manual



intervention. For Fiduciary, Deloitte implemented a locked down period and hosted 100+ sessions to move BFFS functionality to VBMS-F on schedule, effectively eliminating the need for users to navigate multiple systems to facilitate the Fiduciary process.

These successful initiatives have allowed VBA to develop and modernize their technology. While planned system enhancements are still being rolled out and the return on investment has not yet been fully realized, the VBA expects these changes to significantly improve the quality of P&F services available to Veterans and their families.

A unique talent experience

Embracing the unique perspectives of our Veterans, reservists, and military families to deliver a dynamic, inclusive, and equitable talent experience.



A unique talent experience

Deloitte values and embraces the lived experiences of our talented and diverse professionals, and we are grateful for the extraordinary perspectives brought by our Veterans and military spouses. We honor their service through our dedication to fostering an environment that leverages their dynamic backgrounds in positive and impactful ways. The largest group of military-affiliated professionals in the workforce are the Post-9/11 Veterans and military families, each of whom offer unique points of view and skillsets that strengthen and empower our VMA community and Deloitte as a whole.

To increase our Veteran talent pool, Deloitte continued its innovative recruitment, hiring, onboarding, staffing, and professional development programs specifically designed to acquire VMA practitioners. In addition, we sustained our teaming efforts with some of the nation's leading Veteran service organizations to help provide an engaging and substantive talent experience for our VMA community. Our unique programs are designed to target, recruit, and cultivate exceptional VMA professionals by:

- Leveraging our vast network of highly experienced recruiting and human resources practitioners to provide resume building assistance, in-depth interview coaching, and core professional development.
- Tapping into our world-class technical practitioners to design curriculums and fellowship programs that prepare service members and Veterans to enter into highly skilled and specialized fields.

“As a recently retired Veteran and a new leader at Deloitte, I have been truly impressed with the organization’s focus on supporting Veterans; internally, ensuring we are included and that our unique perspectives and experiences are welcomed, as well as providing significant support to the Nation’s Veterans at-large.”

— **Major General (Ret.) Dr. Lee E. Payne, Specialist Executive, Deloitte Consulting LLP**

- Collaborating with Veteran service organizations (VSO) and government and commercial entities to provide pro bono services that have a direct positive impact on workforce transition for service members, Veterans and military families.



Virtual employment bootcamps Building the core consulting skills

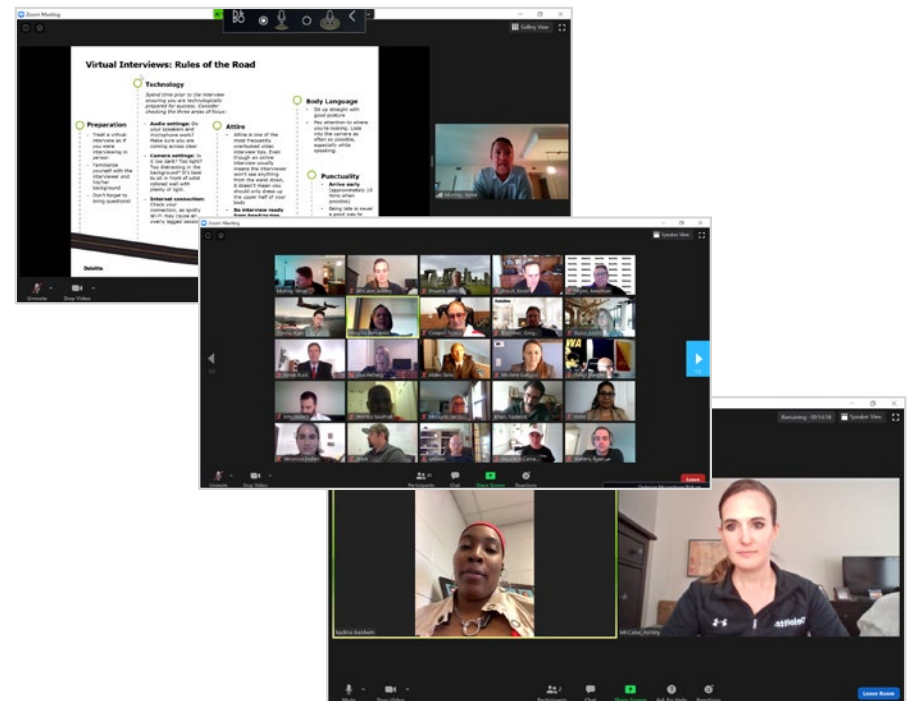
Deloitte collaborated with Wounded Warrior Project (WWP) and Air Force Wounded Warrior (AFW2) Foundation to create Virtual Employment Bootcamps (VEBCs) for service members and Veterans transitioning to the civilian workforce. Led by Steve Murray, a Specialist Master and retired U.S. Navy Command Master Chief, these bootcamps are designed to provide these warriors with the skills needed to thrive in today's competitive job market.

Deloitte's collaboration with WWP and AFW2 was in response to transitioning service members and Veterans raising concerns over challenges and difficulties that they face translating military experiences into a format understood by civilian hiring managers. The VEBC teaches these professionals how to articulate their transferable skills in both their resumes and interviews to make them highly competitive in the civilian job market.

 Deloitte and its collaborators have held **15 virtual employment bootcamps**, serving 150+ Post-9/11 service members and Veterans

 The program drew a **favorability rating of 4.91 out of 5**, and 100% of participants said they would recommend it to another transitioning service member or Veteran

Since the beginning of 2021, Deloitte and its collaborators have held 15 virtual employment bootcamps, serving 150+ Post-9/11 service members and Veterans seeking to transition to the civilian workplace. The program, despite being held in a virtual environment, maintained its highly positive impact in program quality and value. It drew a program favorability rating of 4.91 (on a 5.0 scale), and 100% of program participants said they would recommend it to another transitioning service member or Veteran.



ServiceNow

Preparing for technical fields at Deloitte and beyond

In collaboration with ServiceNow, Deloitte co-designed the ServiceNow Veteran Academy, a hire-to-train program that enables Veterans to become ServiceNow developers. After completion of a 10-week course of consulting and ServiceNow technical training that prepares them for both their Certified System Administrator (CSA) and Certified Application Developer (CAD) accreditations, the cohort of Veterans conclude with a capstone presentation to Deloitte leadership.



ServiceNow Veteran Academy has trained
and staffed **30 practitioners**

Since June 2020, the initiative has trained and staffed 30 practitioners in two separate cohorts. Across both cohorts, every military branch of service was represented. Additionally, many of the Veterans are cleared practitioners (nearly 50% have Top Secret/Sensitive Compartmented Information (TS/SCI)), which helps fill critical business and mission needs for our Intelligence Community accounts requiring ServiceNow functional and developer roles.

Currently, the program is training our third Cohort of 15 practitioners and will deliver at least four more cohorts during FY22. With these numbers, the program is on track to train and staff over 60 practitioners to ServiceNow projects within the year and growing.

Gavin Rivas, Consultant

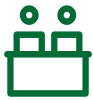
Army reservist and combat Veteran

“My name is Gavin Rivas and I served in both the Marine Corps and Army, with combat tours in both Afghanistan and Iraq. The impact of 9/11 completely changed the course of my life in a most unexpected and serendipitous way. I was a Marine Corps CH-46 pilot looking to leave the military once my last tour was complete. I left the service to pursue my master’s degree and transitioned out of active duty in August 2001. I visited family soon after starting my classes, traveling late on September 10th. I was sleeping on my brother’s couch when he woke me with news a plane hit the first tower; as a family we watched in silence as the second tower was struck. Over the next few of days I reached out to my friends still serving to find out what was happening and what they were being called upon to do. I hated I was no longer in the military and looked for anyway to help. A friend directed me to a Marine Corps Civil Affairs unit needing people. I jumped at the opportunity and returned to service where I deployed with no training or clear understanding of the unit’s mission. I learned what I could from an expired Army Civil Affairs manual given to me right before deploying, learning the rest as I went. From that terrible day, I embarked on a new, positive career allowing me to help impoverished communities in such areas as Afghanistan, Iraq, the Pacific Rim, and Central and South America.”



★ Expanding networks and opportunities by Hiring Our Heroes

Deloitte is a proud participant in the U.S. Chamber of Commerce Foundation's Hiring Our Heroes Corporate Fellowship Program. Throughout the 11-week program, service members and Veterans enhance their professional network, undergo technical and soft skill training, and gain exposure to real team client issues through project shadowing.



Veterans partake in an 11-week **fellowship program** with the opportunity to be hired full-time at Deloitte upon completion



More than **100 Deloitte practitioners** contributed to the successful planning and execution of these fellowships



Over 40 service member and Veteran fellows have participated across **10 different business areas**



75% of these fellows **accepted full-time positions** at the conclusion of the program



Projected to host over **150 fellows** in FY22



★ Travis Manion Foundation: keeping our commitment to corporate responsibility

Beginning in October 2019, Deloitte initiated a formal pro bono engagement with the Travis Manion Foundation (TMF) leaders and board members. We held stakeholder visioning sessions to understand the organization’s aspirations and challenges, create its strategic goals, and develop key performance indicators (KPI) across the organization’s departments—programs and operations, marketing and communications, and fundraising and development—that support meeting the goals. The adoption of the TMF strategy report will help the foundation expand its programming throughout the country, making an impact on Veterans and families of the fallen, youth, and their communities.

With the War in Afghanistan having drawn to a close, and an increasing number of Post-9/11 service members and families transitioning into the civilian workforce, it is important that Deloitte continue honoring our commitment to be a meaningful, inclusive, and supporting environment for our current and future VMA community.

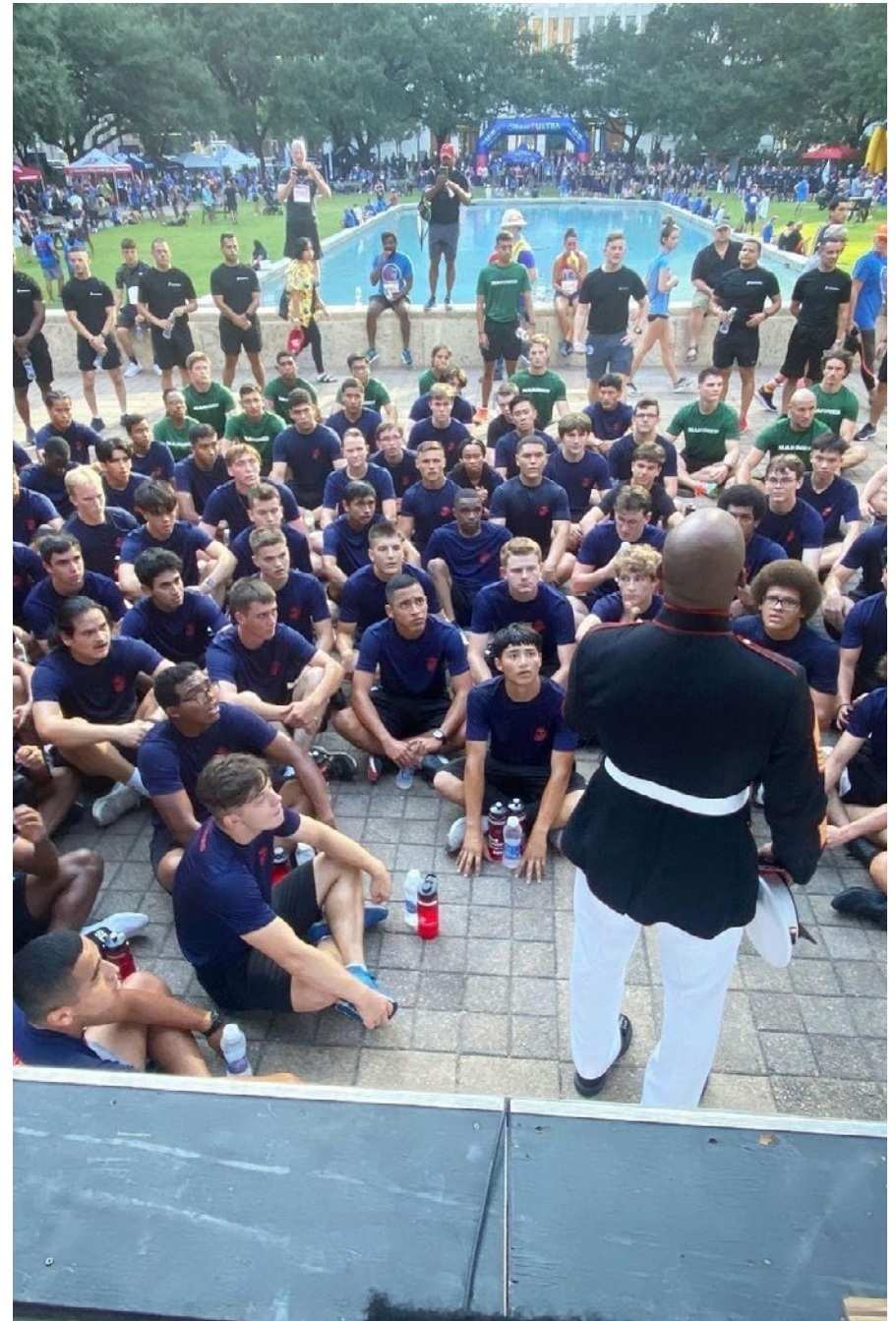


Unveiled a 10-year **strategy report** that empowers fundraising and growth

100,000 Veterans in
100 communities across 50 states



Impacts **1 million** youth by 2031




★ Career Opportunity Redefinition Exploration (CORE)


CORE  The Career Opportunity Redefinition and Exploration (CORE)

Program's purpose is to help transitioning service members and Veterans gain a better understanding of themselves and their career goals, and to build the skills for a successful transition to the civilian workforce. All CORE Programs are designed, managed, and delivered by Deloitte's U.S. Learning & Development team, in collaboration with the broader organization. Two CORE Programs target Veterans who are in the pre-hire phase and one program targets post-hire Veterans.





 **727** 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

 **97%** of CORE Success alumni agreed that the program was a **valuable investment** of their time

 **500+** active Deloitte volunteers on our roster, including more than **50** Partners, Principals, and Managing Directors

 **25,000+** volunteer hours in support of the CORE program portfolio since 2013

 **30+** clients have participated in the **Corporate Panel at the CORE Leadership Program**

 **Top 2** Veteran transition programs in the U.S., according to LinkedIn

"The Deloitte CORE Leadership Program is the single best professional development course I've ever attended...The instructors, coaches, and staff are all incredible with a huge heart for the military and Veteran communities."

—CORE Leadership Alum

"Fellow Veterans...I highly recommend anything sponsored by Deloitte. Their transition assistance program for Vets is the gold standard."

—CORE Leadership Alum

This year, the CORE Program Portfolio team continued its altruistic mission to support transitioning Veterans and service members, especially through the unique challenges presented by the COVID-19 pandemic, by continuing to lead the way with live-virtual transition programs. The CORE Program Portfolio expanded to include new virtual offerings of CORE Fundamentals and CORE Success, which leverage Deloitte's award-winning leadership curriculum and the organization's internal volunteer CORE Program coaches in highly interactive, technology-enabled, live-virtual workshops.

The CORE Program Portfolio makes an impact that matters through a high-touch delivery model, dedicated Veteran volunteer faculty, and strategic content designed to leverage the wealth of diversity of background, thought, and experience of our Veteran volunteer faculty pool through peer-to-peer learning programs. CORE faculty are representative of the diversity of the military as well as Deloitte.

★ 12-Month Journey

The 12-Month Journey for Veteran New Hires addresses challenges faced by Veterans across Deloitte by providing each newly hired Veteran with targeted communications and activities during their first year on the job, consistently addressing 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 attend CORE Success.



100+ interviews conducted, that identified needs and retention challenges



1,678 Deloitte practitioner Veteran new hires included since 2018



Finally, the CORE Program Portfolio helps enable participants to shift their mindset to focus on their individual strengths and interests, as well as find meaning and purpose in their new roles. Health and well-being are cross-cutting topics within the CORE Program Portfolio as a program designed by Veterans for Veterans. This includes the support network provided by our Veteran coaching team and targeted topics within the curriculum such as tools for managing ambiguity and finding a sense of purpose.

CORE support of the U.S. Chamber of Commerce Foundation Hiring Our Heroes Corporate Fellowship Program

On Impact Day in 2019, Deloitte US CEO, Joe Ucuzoglu, announced that Deloitte committed \$200,000 of pro bono funding for 2020 (extended into 2021) to support Hiring Our Heroes. Building on the original sponsorship agreement, which was subsequently extended until October 2021, Deloitte was able to support additional 2021 Hiring Our Heroes Corporate Fellowship Cohorts. The expansion included a focus on enhancing components of the existing Corporate Fellowship Program across the Atlanta, Joint Base Lewis-McChord (Seattle), and National Capital regions. This sponsorship represented the ongoing collaboration between two of Deloitte's Veteran investments that support our strategic priorities in the community: Deloitte's CORE Portfolio of Programs (specifically, CORE Fundamentals and CORE Success) and multi-year pro bono support of the U.S. Chamber of Commerce Foundation's Hiring Our Heroes Initiative through the Veteran Employment Task Force, inclusive of subject matter specialty in Future of Work.



Hiring Our Heroes Corporate Fellowship Program (CFP)

The CORE Program launched support with the first CORE Fundamentals program on August 26, 2019, for the Hiring Our Heroes National Capital Region. The Hiring Our Heroes Corporate Fellowship Program is an innovative 12-week program that provides transitioning service members with professional training and hands-on experience in the civilian workforce. The professional development offered through the program is designed to prepare candidates for a smooth transition into a meaningful civilian career. Participating companies can benefit by gaining access to some of the best and brightest transitioning service members, while also having the opportunity to develop a more broad understanding of the Veteran job market. The CORE Program Portfolio provided specialty and volunteer facilitators to deliver CORE Fundamentals for fellows during the first week of their fellowships, helping Veterans better understand how to leverage their strengths and interests in their career search, coupled with CORE Success in the sixth week of their fellowships, beginning to prepare to interview for their prospective post-military careers, highlighting program topics are based on common high-priority performance needs and retention challenges.

Shari Dodson, Project Delivery Specialist

Veteran/military spouse

"I'm an avid writer, agility and scent-work dog trainer, and recovering crafter. I've supported a variety of projects with Deloitte during my five-year tenure with Deloitte. I joined the US Navy straight out of school—because I would always be stationed somewhere near the water. During my service in the US Navy, I was fortunate enough to visit over a dozen military bases in locations throughout the US and the Pacific including places like Hawai'i, Guam, and Japan. Following my service, I continued supporting the warfighter as a communication equipment installation instructor, and a wife—until my husband retired from the US Navy. Little did we know, we would gain another perspective on the military when our son joined the US Marines. Over the years, I've continued to support our Veterans and their families through an assortment of activities such as résumé writing workshops, mock interviews, and job research. Since joining Deloitte, I've participated in some of our military support efforts: the Veteran Mentorship Program (VMP); and the Military Spouse Initiative (MSI). I'm proud to promote Deloitte as a leader in Both Government and Public Services (GPS), and military family and Veteran initiatives."



Physical health and well-being

#DeloitteSupports our Wounded Warriors and Veterans





Deloitte is proud to support the Veteran community in many ways, however, our physical health and well-being initiatives truly stand apart because they support our Heroes while allowing Deloitte volunteers to interact directly with many of our nation's disabled or injured Veterans. Oriented around physical competitions, rehabilitation and recreational sports, Deloitte currently sponsors multiple athletic events that bring the Veteran community together in the spirit of camaraderie while allowing our volunteers the opportunity to fulfill Winston Churchill's wartime speech of "Never was so much owed by so many to so few."

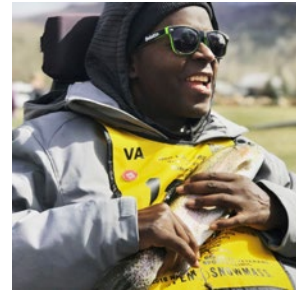
Warrior Games and Warrior Service trial competitions

Currently, the flagship program that Deloitte sponsors is the Warrior Games: an annual sporting competition that brings together wounded service members and Veterans from across the country. Together they can compete in nine adaptive sporting events to include archery, cycling, shooting, sitting volleyball, swimming, track and field, wheelchair basketball, indoor rowing, and powerlifting. Service members from all branches of the Armed Forces compete in trials with aspirations to represent their respective branch of Service at the 2022 Warrior Games.



National Disabled Veterans Winter Sports Clinic (NDV-WSC)

The Disabled Veterans Winter Sports Clinic is the largest rehabilitative program of its kind in the world. This clinic specifically focuses on hosting disabled Veterans with spinal cord injuries, amputations, neurological disorders, and visual impairments. Supporting this initiative since 2007, Deloitte was honored to join this year as a Host-level sponsor incorporating a diverse set of activities including Alpine and Nordic skiing, snowmobiling, scuba diving, wheelchair self-defense, rock wall climbing, sled hockey, and goal ball for the visually impaired. The Winter Sports Clinic experience is tailored to improve physical well-being, mental health and self-esteem, with the focus on empowering Veterans to re-discover life after disability.



National Veterans Wheelchair Games (NVWG)

Founded in 1981 as a competitive outlet for Veterans with spinal cord injuries, multiple sclerosis, amputations or other central neurological impairments, the National Veterans Wheelchair Games sought to increase independence and quality of life through wheelchair sports and recreation. As a Platinum-level sponsor since 2018, Deloitte is thrilled this year to provide 20 volunteers and 20 VIPs, including GPS Industry Leader Mike Canning, and Kevin Brault, Lead Client Service Partner for the VA, to support approximately 600 athletes competing in 19 different sports including cycling, basketball, motor rally, power soccer, quad rugby, swimming, and weightlifting at this year's games in New York City.



National Veterans Summer Sports Clinic (NVSSC)

The National Veterans Summer Sports Clinic focuses on recently injured Veterans and introduces the many adaptive recreational opportunities available to them such as sailing, track and field, surfing, kayaking, and cycling. A nationwide program, this clinic is designed to combine the therapy provided through daily rehabilitation programs with the feelings of independence provided via athletic events for Veterans learning to live with injuries ranging from brain trauma to limb loss. Beginning in 2017, Deloitte worked with the Department of Veteran's Affairs to sponsor the Surfing Venue for recently injured Veterans. This year, Deloitte provided ~50 volunteers across five locations including New York, California and Hawaii in support of the NVSSC.



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, instead celebrating the values ingrained in each Marine: the honor, courage and commitment of all finishers. Annually ranked as one of the largest marathons in the United States, the MCM has tested many Americans including Supreme Court Justice Clarence Thomas, First Lady Dr. Jill Biden and Congressional Medal of Honor Recipient, Corporal (Retired) Kyle Carpenter. Though COVID-19 brought disruptions to the 2021 Marathon, Deloitte has proudly been a sponsor of and supported the MCM since 2017, supplying volunteers to support those brazen enough to accept a challenge from the United States Marines.



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



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