

**Deloitte.**



## 2022 Veteran Impact Report





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# This is the 2022 Deloitte Veteran Impact Report

## A new generation of Veterans: Navigating the post-Global War on Terrorism era

At Deloitte, we are proud to have a robust, diverse, and incredibly talented Veteran and military-affiliated (VMA) community made up of Veterans, servicemembers, military spouses, military families, caregivers, and allies. Our goal of enhancing the Veteran experience through deliberate efforts to build awareness of, and access to, various career pathways to success has been a focal point in Deloitte's diversity, equity, and inclusion efforts. We are proud to have positioned ourselves as one of the premier destinations for post-9/11 Veterans and their families through targeted recruitment—doubling the number of Veterans hired, bolstering our internal engagements with mentorship opportunities to improve retention, and strengthening collaborations with external organizations to positively impact Veterans across the nation. Deloitte's VMA community currently includes over 3,000 Veterans, and over 1,000 military spouses, military families, caregivers, and allies who strengthen and improve Deloitte by bringing passionate leaders with deep and meaningful experience to projects and client deliveries across our organization. Its diverse and representative makeup fosters an inclusive work environment and exemplifies the strength and power of different identities coming together as part of the Green Dot.

This year's theme, "A new generation of Veterans: Navigating the post-Global War on Terrorism era," celebrates the skills and talents of the approximately five million Veterans who served during the conflicts of Desert Storm and post-9/11 Operations. It honors their service and the sacrifices they and their families made. This report highlights Deloitte's continued efforts to elevate the VMA community and demonstrates its corporate responsibility and continued commitment to engage the Veteran and military-affiliated community at large.

## A message from Deloitte US CEO, Joe Ucuzoglu



I am tremendously proud to introduce Deloitte's 2022 Veteran Impact Report, our annual showcase of the accomplishments of our Veteran and Military-Affiliated (VMA) community. The theme of this year's report strongly resonates with me. Since the September 11 attacks, millions of American servicemembers have answered the call to defend our nation in the Global War on Terrorism (GWOT), and two decades later, many of us likely know a Veteran who has served in a GWOT conflict. Last year's withdrawal from Afghanistan marked the end of America's longest war, and as GWOT Veterans and their families are now transitioning to the next chapters of their lives, Deloitte proudly stands ready to support Veterans as they navigate a post-GWOT era. I hope that as you read this year's report, you feel inspired to show your gratitude by engaging with our VMA community.

Thank you to our entire VMA community for your many contributions and positive impact here at Deloitte. I am incredibly grateful for your leadership and service and all that you do to support our Veterans, servicemembers, military spouses, military families, caregivers, and allies.

## A message from Deloitte US Chief Diversity, Equity, and Inclusion (DEI) Officer, Kavitha Prabhakar



Our identities have extraordinary value. For our Veterans, factors such as military branch, rank, family legacy, combat experience, gender, race, and age shape how one views their time in service. Reflecting on their lived experiences, this report is a testament to all of what they bring and share with us every day.

To all of our Veterans, and their families, we stand grateful for everything you do for us. Our appreciation is grounded in something greater than what occurred while our Veterans were in uniform. It's an appreciation of the example that our Veterans continue to set after their service has ended. Examples of kindness, selflessness, courage, humility, and service. As we search for ways to support one another, remember that some of the best illustrations come from our Veteran community.



## A message from the Veteran and military-affiliated champion, Juan Garcia

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The two decades following the terrorist attacks of Sept. 11, 2001 have shaped the early adult life of so many. According to the USO,<sup>1</sup> around 181,500 Americans enlisted in the military during the year following the attack. The Department of Defense marked that as an 8% increase in military enlistment interest. Now, about one-in-five Veterans have served on active duty since that fateful day. Their collective experiences—from combat deployments to the transition back to civilian life—are markedly different from those who served in previous eras. Deloitte’s goal is to drive programs that help our military and Veteran practitioners thrive through transition support and career development. We are committed to being the leading employment destination for Veterans, servicemembers, military spouses, caregivers, and to those impacted by their service. Over the last year alone, Deloitte has doubled the number of Veterans hired, a milestone feat of which we are exceptionally proud (and a return on investment from committing to a dedicated Veteran recruiting team).

I would like to highlight our cover photo subject. Rosslyn-aligned consultant Anna Zaccaria volunteered to serve as the lead on this year’s issue of the VIR. However, in August she received activation orders to undergo training at the US Army Ranger School, a trailblazing opportunity. Anna’s balancing act between Deloitte practitioner and National Guard Member highlights the challenges of being “twice a citizen,” and this year’s VIR is dedicated to our still-serving Reservist/ Guard member colleagues.

This year’s VIR 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. We want our Veterans, active servicemembers, and spouses to have the skills, knowledge, and materials to succeed in the civilian space, as they have in military life. In addition to our internal programs to support servicemembers with the necessary tools to select and forge an ideal career in the civilian workforce, for the first time in two years since the start of the pandemic, we were able to support local community and national Veteran and military events. Just one example was the Warrior Games Service Trials, providing local Deloitte volunteers across the Navy Trials in San Diego, CA and Air Force Trials in San Antonio, TX, which fed into the 2022 Department of Defense (DoD) Warrior Games held in Orlando.

I would like to thank all those who made this report possible. When Anna received her orders, her fellow Soldier, Tampa-based Consultant Mark Footerman, rogered up and took point as the 2022 VIR Lead, guiding the team through the process from project planning, to drafting, to completion. To all of our project management, writers, and analytic support contributors: Rebecca Acanfora, Carrie Comley, Austin Embry, Quade Gibson, Wendy Goodwin, Craig Hollinrake, Dana Reid, Nicole Unis Senerth, Joshua Williams, and Anna Wyant, thank you for your dedicated support to each section of this report.

To our Veterans, active servicemembers, and spouses, we say your best days are still ahead of you—the future is bright—with a clear ceiling and unlimited visibility.

Fly Navy,

<sup>1</sup> <https://www.uso.org/stories/2849-why-9-11-inspired-these-patriots-to-join-the-military>



## A message from the 2022 VIR leads



### Anna Zaccaria

Everyone has a unique, personal story about why they chose to serve the nation in uniform. For me, it started as a freshman in high school inspired by a presentation from the then-Commandant of the Virginia Women's Institute for Leadership as well as the example set by my Vietnam-Veteran swim coach. A few failed service academy applications and countless coffee chats with servicemembers later, my plans went in a drastically different direction. Through all of the experiences and paths I've taken since a freshman in high school, the one constant was the servicemembers and Veterans who personified true leadership of people and mission. Thanks to these leaders—many of whom are at Deloitte—and their support, advice, and example, I am on a path that far surpasses any plans from high school.

In August, I took a leave of absence from Deloitte to attend the Infantry Basic Officer Leadership Course (IBOLC) where I will develop the tactical and leadership skills necessary to lead an infantry platoon, followed by US Army Ranger School. For many of the leaders who have been in my corner, the opportunity for women to serve in combat arms roles and attend these schools did not exist when they served. I'm grateful for the opportunity, and more importantly, for the team of people that pushed me to strive for these opportunities I originally wouldn't have deemed possible. No matter where my plans and paths take me, I hope one day I am able to set a similar example for someone in the same way these leaders did for me.



### Mark Footerman

I enlisted as a medic in the Army National Guard after high school. My career included embedding with an infantry unit as its line medic and then training with a flight medic crew on helicopters, experiences that positively shaped me as a person and instilled in me a deep longing for service.

When I left the military, my passion for serving remained steadfast. I was selected as a HillVets Fellow, where I worked in a US Congressional office on DoD and Veterans Affairs legislation, and later pursued consulting in the healthcare and government sectors—all the while committing to serve my community and country as much as I could.

When I joined Deloitte, my natural inclination was to get as deeply involved in the VMA Community as possible. Three employment boot camps, the 2021 Veteran Impact Report, the 2022 National Veterans' Creative Arts Festival, and the 2022 DoD Warrior Games later, I'm still pursuing that passion. The opportunities Deloitte has provided me to continue serving, despite no longer wearing the uniform, have been truly remarkable. So naturally, when I was asked to step in and lead the 2022 Veteran Impact Report while Anna pursued her incredible and historic dream of becoming an Army Ranger and Officer, I gladly accepted. My hope is that Anna's incredible accomplishments, as well as those of every Deloitte VMA practitioner, are reflected in this report. Deloitte is empowered by the amazing achievements of our Veteran practitioners, and I'm grateful to be a part of the team showcasing that. Thank you to the amazing writers and editors who poured their hearts into this report, thank you to Juan for his steadfast VMA leadership, and thank you to Deloitte for its continued dedication to the Veteran and military-affiliated community. Go Army!

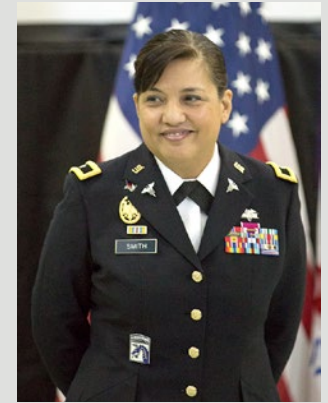






# Impactful leadership

Leading from the front by highlighting the strengths of our communities and uplifting those around us.



**Leadership from within.** Deloitte has long recognized that the strength of an organization starts with sound and skilled leaders. As the 21st century continues to test organizational fortitude with diverse challenges like a global pandemic, geopolitical tensions, and economic hardships, there is a significant market for leaders already practiced in managing with prudence, agility, and conviction. The over two-decade Global War on Terrorism produced a wealth of diverse and talented leaders possessing these skills, ready to enter the civilian workforce. Deloitte is pursuing targeted efforts at recruiting, retaining, and promoting them.

Through commitment to meaningful initiatives that foster an environment in which VMA practitioners can be themselves, Deloitte continues to emphasize programs that allow Veterans to make impactful contributions beyond their military service and serve as a force multiplier for the teams that they lead and support. Successful programs like Career Opportunity Redefinition and Exploration (CORE) and the Veteran Mentorship Program (VMP) enable Deloitte to leverage the VMA community to build our next generation of leaders, strengthening our core offerings and the products we deliver to our clients.

## Mark LaViolette, Managing Director, Deloitte Consulting LLP

Colonel, USMC (Ret.)



“Hi! I’m Mark. I’m a brand-new Managing Director in the Government & Public Services (GPS) Supply Chain & Network Operation (SCNO) practice focused on supporting the National Security Innovation Base ecosystem. I’m a 26+ year career logistician who completed two deployments in Iraq, survived three Pentagon tours (including three years on the Joint Staff), served as a Congressional Liaison, and commanded Marine and Sailors in combat. I joined Deloitte as a Specialist Leader after my retirement in 2012. During my 10+ year tenure with the organization, I’ve supported clients and pursuits in every GPS sector including Defense, Security & Justice (DS&J), Civil Government, Federal Health, and State Local & Higher Educations (SLHE). The versatility of jobs, leadership opportunities, and experience gained in uniform provided me the resiliency, flexibility, and agility to be successful at Deloitte. I’ve seen first-hand how the Veteran experience is part of the secret sauce in the organization and how Veteran programs have helped create the conditions needed for the success of our Veterans. The GPS mission focused on making the world a better place and creating a positive impact on communities is keeping with the core values we learn in the Armed Forces. Day-to-day, I’m energized working with our clients to achieve exceptional mission impact and helping operationalize a world-class talent experience for my teams—especially work-life integration. Believe it or not, I learned that last part while a Marine in uniform. My Veteran experience is foundational to who I am, and how I operate as a leader at Deloitte.”



## Career Opportunity Redefinition and Exploration (CORE) programs

# CORE

The purpose of the CORE programs is to help transitioning military servicemembers and Veterans gain a better understanding of themselves and their career goals, and to build skills for a successful transition to the civilian workforce. All CORE programs are designed, managed, and delivered by Deloitte's US 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. CORE programs have impacted thousands of Veterans and have inspired hundreds of volunteers since their inception in 2013.

### Program highlights:

- Deloitte won the coveted **Brandon Hall Group Excellence Gold Award** for Best Strategy for Corporate Citizenship in August 2021. This prestigious award recognized Deloitte for the value and impacts the CORE Program Portfolio made for transitioning servicemembers and Veterans, and the organization's multi-year, pro bono support of the US Chamber of Commerce Foundation's Hiring Our Heroes Corporate Fellowship program. These global awards represent the best of the best in the learning industry and identify organizations that have successfully deployed programs, strategies, modalities, processes, systems, and tools with measurable results and long-term impacts.
- The CORE Leadership program returned to live in-person deliveries in April 2022 at Deloitte University, after a more than two-year hiatus due to COVID-19.
- The CORE Program Portfolio Team has partnered with several Deloitte clients across industries to license or create custom versions of our CORE Success program to help drive onboarding, transition, and retention efforts for their own Veteran hires.



**2,100+** transitioning servicemembers and Veterans are alumni of CORE Leadership and Fundamentals programs



**98%** of CORE Leadership program alumni agreed they can more effectively articulate their skills, experience, and interest to employers



**100%** of CORE Leadership program alumni agreed the program was a valuable investment of their time



**350+** Hiring Our Heroes Fellows have attended CORE Fundamentals and/or Success programs in FY22



**900+** Deloitte Veteran new hires have attended the CORE Success program



**30+** clients have participated in the Corporate Panel at the CORE Leadership program (with the list growing in FY23)



**500+** active Deloitte volunteers on our roster, including dozens of partners, principals, and managing directors



**27,000+** volunteer hours used in support of the CORE Program Portfolio since 2013

"The experience was very eye-opening for me. I feel that it has better prepared me to translate my military skills in a heavily nuanced environment to the private sector. All the coaches and staff were phenomenal. Overall, very informative and beneficial."

—CORE Leadership 2022 program participant





“This was an exceptional program. My favorite part was the coaches. Their passion, accessibility, and relatedness made it easier to learn and be vulnerable.”

—CORE Leadership 2022 program participant

This year, the CORE Program Portfolio Team continued its altruistic mission to support transitioning servicemembers and Veterans, especially as we resumed offering in-person 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 workshops. The CORE Program Portfolio makes an impact that matters through a high faculty- and coach-to-learner ratio delivery model and a dedicated Veteran volunteer faculty. The CORE program faculty are representative of the diversity of the military as well as Deloitte.

Finally, the CORE Program Portfolio guides participants through a proven process where they apply their leadership experience, strengths, and interests—in an environment of trust and authenticity—to discover meaning and purpose in their post-military careers. 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 Program Portfolio support of the US Chamber of Commerce Foundation Hiring Our Heroes Corporate Fellowship program**

Since 2019, Deloitte has committed \$200,000 of pro bono funding to support Hiring Our Heroes. Building on the original sponsorship agreement, Deloitte was able to virtually support 2022 Hiring Our Heroes Corporate Fellowship Cohorts across the Atlanta, 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 US Chamber of Commerce Foundation’s Hiring Our Heroes Initiative through the Veteran Employment Task Force, inclusive of subject matter specialty in Future of Work.

## Veteran Mentorship Program (VMP)

The VMP is a one-year mentorship program that pairs newly hired Veterans with experienced Veteran practitioners to help accelerate their transition to Deloitte. The program uses a variety of attributes to effectively pair new hires with mentors who have similar military backgrounds and who work in similar areas at the organization.

The VMP supports Deloitte Veterans in three ways:

1. **Understanding Deloitte culture:** Military culture is vastly different than Deloitte's culture. VMP mentors provide training and resources to help Veterans acclimate to the organization and hit the ground running. The program aims to connect mentees with their mentors within the first 60 days at the organization so that they receive strong formal and informal mentorship.
2. **Navigating a Deloitte career:** Military servicemembers, while on active duty, usually have a set career path and are unable to have a wide variety of areas they can get involved with to grow their skills. This vastly differs from a career at Deloitte, where practitioners have a large selection of potential paths to take when advancing their career. VMP mentors help guide mentees in getting involved in Deloitte initiatives that interest them and create value for their professional growth at the organization.
3. **Networking:** Mentors help mentees understand the importance of networking at Deloitte. By sharing personal experiences, best practices, and personalized advice, mentors help mentees build, maintain, and leverage relationships that drive professional growth and development.





## Tiffany Kleeman, Managing Director and CORE Veteran Program Dean, Deloitte & Touche LLP

Coast Guard Veteran



"Hi! I'm Tiffany, and I'm a Go-to-Market leader supporting Deloitte's Cyber & Strategic Risk business. I'm a Coast Guard Academy graduate and served in the Coast Guard for six and half years, which included roles like Deck Watch Officer, Boarding Officer, Commanding Officer aboard two ships, and Congressional Affairs Liaison on Capitol Hill. My final tour in the Coast Guard was spent at the White House as the Deputy Chief of Staff to the first Office of Cybersecurity and Critical Infrastructure Protection and was part of the transition team that stood up the Department of Homeland Security. Following the military, I held leadership roles in large cybersecurity companies like Symantec, mid-size companies like FireEye and Imperva, and led three cybersecurity start-ups that I grew and sold.



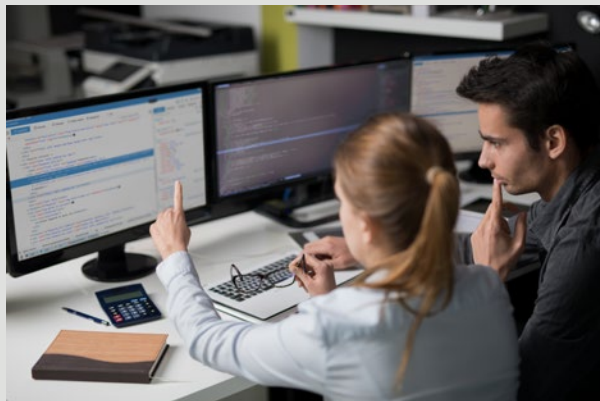
I joined Deloitte less than two years ago as a managing director in our Cyber & Strategic Risk business and recently became the new Dean for our CORE Veteran Portfolio Program, helping transitioning Veterans both inside and outside of Deloitte as part of our social impact, DEI, and purpose initiatives. I've been so grateful for Deloitte's support as a Veteran and their investment in Veterans throughout our community. I have to pinch myself because every day I come to work to do two things: help our clients solve their cyber challenges AND help positively impact transitioning military Veterans...talk about meaningful purpose! At home, I am married to an amazingly supportive husband (Mike) and have three incredible children, Madison (17), Liam (15), and Hank (13). When I am not at work, I can be found working out, at a baseball game, or having a drink with friends and family while playing bocce ball or cornhole! Random fun facts: I'm originally from Illinois, I own a microbrewery in Northern Virginia called Fair Winds Brewing and am a singer in a band.



I'm so grateful to Deloitte, my family, and friends who have supported me throughout my journey, including my most recent career transition into Deloitte. I am humbled to have the opportunity to be a "public servant" in all that I do for our clients and for our Veteran community."

# Unique identity

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





**Fostering inclusion.** Diversity is at the forefront of Deloitte’s mission to build a community that thrives by embracing the unique lived experiences of every practitioner. Teams that understand how to communicate and respect one another consistently perform the best. That is why Deloitte emphasizes the need to have representation from all walks of life with practitioners who bring unique perspectives that can develop the best solutions for our clients.

Veterans are unique in that they have multiple perspectives. With hundreds of different jobs across the military branches, each Veteran has a distinct and highly individualized story. As the Global War on Terrorism was the most protracted military conflict in American history, the experiences of GWOT Veterans span multiple decades and take on many forms.

Deloitte understands the value of the diverse perspectives VMA practitioners bring to the organization and our clients. Their unique identities strengthen Deloitte’s diverse workforce. That is why Deloitte actively pursues opportunities to highlight the extraordinary life experiences of our VMA practitioners. We are passionate about helping Veterans by providing them an inclusive and meaningful environment where they can express themselves openly and freely. We do this by both creating and sponsoring impactful programs that celebrate and uplift the VMA community.

## Seye Ogundipe, Senior Consultant, Deloitte Consulting LLP

### Navy reservist

“Hi, I’m Seye Ogundipe, and I’ve been supporting the Navy account for the past 2.5 years. I’m a Naval Academy graduate, and I served on active duty for 5.5 years as a Surface Warfare Officer after graduation in 2013. I became a Reservist in late 2019 and joined Deloitte a few short months later through attending a Service Academy Career Conference (SACC). I’m absolutely grateful for Deloitte’s support as both a Veteran and a drilling Reservist. I’ve been able to put my experience and relationships to work advancing the Navy’s Cyber capabilities via interactive dashboarding, streamlining reporting processes, and running the day-to-day operations of an enterprise-wide Identity, Credential, and Access Management solutions. I’ve been able to work on the Chief of Naval Operations’ Watch Floor at the Pentagon, monitoring the health and operations of the Fleet as a whole. I’m appreciative that Deloitte as a whole, the Navy account, and my teams have supported my desire to still serve my country in and out of uniform! (I’m also glad I get to play with Biff Lyons, Juan Garcia and Humbelina Sanchez in the Navy Account band TOPJUAN!)”





## #DeloitteSupports Veterans Day

On Veterans Day 2021, Deloitte devoted a day of service to those who have served. #DeloitteSupports Veterans Day is a program designed to honor, help prepare, and empower Veterans in their transition to civilian life. The Deloitte team supporting the event sought to organize an event which fought against “the deadly gap,” identified by research as a period of time with higher risk of dying by suicide for Veterans as they transition back into civilian life. This immersive, interactive program (available in-person and virtually) was held in six US cities to help Veterans translate military skills into business context, identify individual strengths, define personal brands, and develop even more effective business communication techniques to assist in securing employment. The program was designed as a five-week sprint, based on a minimum viable product to build a branded experience that meets Veterans where they are when it matters most: in cities with high Veteran demographics, in moments of transition, and during condensed versions of other proven Deloitte employment programs and training modules. The program was supported by trained facilitators and experienced business and consulting leaders in Arlington, Nashville, Dallas, Denver, Las Vegas, and San Diego, resulting in over 300 visits from Veterans who “would recommend the experience to a friend.”



**3,200** visits to the #DeloitteSupports Veterans Day site



**100** Deloitte volunteers signed up in less than 48 hours



**100%** of Veterans surveyed indicated they would recommend the experience to a friend



Both learning modules scored an average of **4.5 stars or higher out of 5**

“Military personnel have a tough time opening up about what they really did while in the service. The Veteran team at Deloitte did a great job of getting to know everyone and making them see the importance of articulating their military experiences.”

—**Veteran, Nashville**

“Deloitte’s Veteran’s Day Transition event was a great way to spend my time off in preparation for my new career. It offered networking opportunities I would otherwise not have had in a company I am interested in working for and provided insights to opportunities and life in the world of consulting.”

—**Veteran, San Diego**

“Awesome event! Tailored guidance useful for all transitioning individuals.”

—**Veteran, Rosslyn**

“Appreciate senior leaders taking time out of their day to talk about their experiences with Veterans in their teams and what they bring to the table.”

—**Veteran, Denver**



While Deloitte understands the unique challenges Veterans face when leaving the service, we also recognize the transition is often not made alone. Military spouses often need support in finding and maintaining their careers both while their spouses are serving and when they are exiting the service. That is why Deloitte is proud to, once again, highlight the Military Spouse Initiative (MSI).



## Military Spouse Initiative (MSI)

Deloitte's inclusive culture, agile workforce, and demonstrated support for the Veteran community serves as a platform for MSI. The initiative helps foster a workplace that supports, attracts, and helps retain highly-talented military spouses through peer-to-peer programs, transition support, and career development. Approximately 300 active duty military spouses, and more than 900 spouses of Veterans work at Deloitte. MSI offers active duty and Veteran spouses and significant others a space where they can lean on and learn from each other, as well as utilize Deloitte resources to not just have a job but build a career. MSI offers support to practitioners in the following unique ways:

- Deloitte and MSI provide a workplace that supports military spouse ambitions while honoring military commitments. The programs within MSI support military spouses' internal transfers within Deloitte due to Permanent Change of Station (PCS) orders.
- Community calls and an annual leadership summit offer professional development programs and facilitate community connection.
- Professional development and mentoring to external active and former military spouses address the military spouse community's un- and underemployment.

Outside of the unique identities Deloitte military spouses bring to the organization, Deloitte military spouses bring innovative thinking and personal experience to military family-related client projects. MSI supports active pursuits and projects in the Defense, Security, and Justice (DS&J) Sector with specific insights related to the military family experience, which is often a market differentiator.

In the last year, Deloitte has made great strides in taking the MSI to the next level by hosting the first ever Hiring Our Heroes military spouse fellow in September 2022, after extending the first offer through the program. To gain a better understanding of the needs from the MSI community, Deloitte launched the new member survey to capture metrics and strategize on new ways to make an impact. The MSI gained enough recognition to be highlighted in Military Spouse Magazine, where Jessica Rudd, a Deloitte GPS Consultant with Deloitte Consulting LLP, Marine Corps Veteran, and military spouse was featured on the cover, along with her service dog, Chloe.

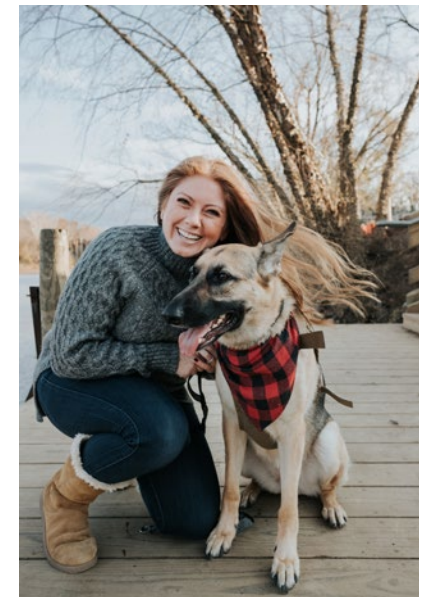


Photo by Cerissa Photography





Supported **155** location transfers due to PCS orders since the founding of MSI



Supported **16** location transfers during FY22



Actively supporting **20** location transfers projected for FY23 as of August 2022

“I am so thankful to be a part of an organization that not only values their military community but also encourages them to bring their authentic selves to work. Thank you, Deloitte and MSI Community!”

—**Rachael Dominguez**

“My husband was deployed this winter without notice to support our NATO allies in the Russia-Ukraine conflict. Once again, I received the unconditional support of Deloitte and my leadership team while we navigated the uncertainty and adjustment that comes with long deployments and three small children at home. We are grateful for the flexibility given and the unwavering commitment Deloitte provides to military spouses. I am very proud to work for an employer who is deeply invested in the armed forces community.”

—**Jillian Robinson**

“Deloitte has provided me the opportunity to continue to grow and advance with my career through our first PCS across country to Twentynine Palms, CA without missing a beat. I am so fortunate to have the support of MSI and my Deloitte team in all I set out to achieve.”

—**Janey Bottini**



## MJ Hegar, Senior Manager, Deloitte Consulting LLP

### Air Force Veteran



"I'm MJ Hegar, and I'm incredibly proud to have served my country in the US Air Force as both an Aircraft Maintenance Officer and again, later, as a Combat Search and Rescue helicopter pilot. After I separated from the military, I did not feel as though I was in any way relieved of the oath that I took to support and defend the Constitution, so I began looking for ways to continue serving. I am so happy to have landed at Deloitte where I can still serve our Defense clients and make an impact on national security. As we transition to a post-GWOT era and begin restructuring to be a more agile force better ready to meet a near-peer threat, I am fortunate to have the opportunity to have my Air Force family as one of my clients and to help them navigate the road to Agile Combat Employment. Working at Deloitte means that our country can still benefit from my experience, clearance, and skillset, and I can still wake up each day executing a fulfilling and critical mission."





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



## Dog Tag Bakery

Over the years, Deloitte participated in the Dog Tag Fellowship program, supporting the organization as it brings value to the military community. Dog Tag, Inc. is a non-profit organization which supports post-9/11, service-disabled Veterans, spouses, and caregivers during a five-month entrepreneurial fellowship as they transition to civilian life. The collaboration has afforded Deloitte the opportunity to facilitate resume reviews, conduct mock interview sessions, host coffee chats, create network opportunities, and facilitate 16 Business Chemistry workshops for the fellows. Despite COVID-19 forcing some programs to postpone or cancel, Deloitte successfully shifted to providing support to the fellows in a virtual capacity. Practitioners were able to maintain a strong connection with the fellows, allowing them to maintain momentum and continue their transition from military service uninterrupted. Deloitte is proud to participate in custom fellowship programming as this inclusive, evolving program represents the fabric of today's military. Dog Tag welcomes all—Veterans, spouses, and caregivers—inclusive of gender, race, ethnicity, disability, and regardless of whether a person has a crystallized transition plan or is facing uncertainty and ambiguity. Dog Tag brings forward open-minded volunteers and inclusive practitioners to support its incredible mission, alumni base, fellows, and staff. Deloitte was excited to support Dog Tag Inc. in its expansion to Chicago in 2022 and looks forward to continuing to support the military community with Dog Tag in the future.



# Exceptional talent

Tapping into a prodigious talent pool to leverage the outstanding skills and perspectives of Veterans and servicemembers for exceptional client delivery.



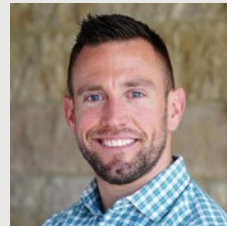


**Finding, connecting, and building success.** Deloitte values the vast experiences and perspectives of our Veterans and military families and fosters an inclusive culture that leverages their diverse backgrounds in positive and meaningful ways. We are continually developing and expanding our innovative recruitment, hiring, onboarding, staffing, and professional development programs specifically designed to increase our Veteran talent pool. Over the past year, our unique programs helped target, recruit, and cultivate exceptional VMA professionals by:

- Growing our expansive network of highly experienced recruiting and human resources practitioners to provide resume-building assistance, in-depth interview coaching, and core professional development.
- Partnering with leading Veteran service organizations and government and commercial entities to provide pro bono services that have a direct positive impact on workforce transition for servicemembers, Veterans, and military families.
- Leveraging our world-class technical practitioners to design curriculums and fellowship programs that prepare servicemembers and Veterans to enter highly skilled and specialized fields.

The impacts of Veteran recruiting continue to expand year over year. With America's longest conflict having come to an end, a significant number of Veterans are now entering the civilian workforce for the very first time. They bring exceptional skills developed during their military careers that strengthen and empower Deloitte. Successful recruiting, training, and retention programs for these Veterans are why Deloitte is consistently recognized for supporting our nation's military and Veteran communities through honors and recognitions such as "Military Times: Best for Vets," and "GI Jobs: Military Friendly and Military Spouse Friendly Company."

## A record breaking recruiting year!



When it comes to hiring Veterans at Deloitte, the 2021–2022 hiring cycle had incredible, record-breaking success! Led by Deloitte's two-person Veteran Recruiting Team, Kevin Whirity (US Navy Veteran) and Brennan O'Boyle (US Marine Corps Veteran), the organization successfully doubled Veteran hiring year over year, which is also more than any previous year. Deloitte is proud to be a committed military-friendly workplace for our VMA community, and that starts with targeting and hiring more Veteran talent. Thank you and well done, Kevin and Brennan!







## Employment boot camps

In collaboration with the Wounded Warrior Project and Air Force Wounded Warrior, Deloitte's Physical Health and Well-being Team delivers employment boot camps (EBCs) in virtual and in-person formats to support the holistic well-being of wounded warriors, Veterans, caregivers, and family support members. Led by Steve Murray, a Specialist Leader and retired US Navy Command Master Chief, the EBCs are designed to provide these warriors and their family members with the skills needed to thrive in today's competitive job market. Deloitte developed the EBC program to support transitioning servicemembers, especially those who have been wounded, ill, or injured, and who face tremendous challenges when leaving the military and obtaining civilian employment. EBCs focus on teaching these professionals how to articulate their transferable skills in resumes and interviews to make them highly competitive in the civilian job market.

In collaboration with organizations who share our commitment to Veterans, Deloitte has accomplished the following since the last VIR:



Held **5** virtual and **11** in-person employment boot camps



Served approximately **235** participants seeking to transition to civilian careers



Maintains a highly positive impact in program quality and value, drawing a favorability rating of **4.8 on a 5.0** scale



**100%** of program participants said they would recommend it to another transitioning servicemember or Veteran.

"I feel like Deloitte truly has a valued interest in assisting Veterans transitioning into the civilian workforce. The open communications and candor were a breath of fresh air and made me feel like I was not alone in this process."

—EBC participant

"I feel much more confident in my ability to market myself as a Veteran, and I have gained valuable information and things to work on in my employment journey."

—EBC participant

"The EBC was even better than I anticipated. The real-world experience from the instructors, combined with their passion for Veterans and warriors, was exceptional. I have already shared my experience with several fellow Veterans and how enlightening the overall program was for those transitioning."

—EBC participant

### Women's Employment Bootcamp (WEBC)

In September 2022, Deloitte's Physical Health & Well-being team delivered their first-ever WEBC to 22 local Veterans, wounded warriors, and military spouses with the Wounded Warrior Project.



Hosted in the Arlington office, the two-day event covered a full day of didactic content including strengths, transferable skills, elevator pitch, networking, resumes, and interview techniques, along with a few special guests from the Virginia Department of Veterans Services. The event closed with in-person and virtual mock interviews from local employers, including Disability Solutions, SRSI, SAP, and Under Armour, as well as guidance from a panel of local women Veteran leaders.

## Train-to-Hire/Hire-to-Train (T2H/H2T)

Our foundational Veteran recruiting programs, Train-to-Hire/Hire-to-Train (T2H/H2T), allow our teams to successfully leverage the best Veteran talent to create a diversified workforce, ultimately delivering innovative client solutions. Our T2H/H2T strategies provide Veteran hiring opportunities such as the T2H Hiring Our Heroes Fellowship program and in-house H2T programs focused on training Veterans in technical programs and competencies like ServiceNow and Workday. These programs not only instruct on-the-job-specific training, but also provide long-term career paths that may not otherwise exist.

Each year, approximately 200,000 servicemembers leave the active duty world—with only a fraction of those individuals aligning seamlessly to technical job opportunities.<sup>2</sup> Deloitte uses the T2H and H2T approach to attract high-caliber talent and bridge the gap between the experienced military community and the civilian workforce. Over the last year, our T2H and H2T strategies were instrumental in doubling the number of Veterans hired across the organization. Deloitte employs over 3,000 Veterans, with many bringing high-demand, technical skillsets.

<sup>2</sup> <https://www.gao.gov/products/gao-19-438r>

## Mike McGaffigan, Manager, Deloitte Consulting LLP

### Army Veteran



“Hi! I’m Mike McGaffigan, and I’m a Workday software Consulting Manager supporting the Medical University of South Carolina account. I’m a West Point graduate and served in the Army for 15 years as an Infantry Officer and Space Operations Officer. Three years after graduation, I was leading a platoon in Bagdad, Iraq. I did three tours of duty in Iraq and was awarded a purple heart for injuries sustained during a raid in Tarkiya, Iraq. I separated from the Army a little over seven years ago on a Friday and joined Deloitte on the following Monday. Deloitte has proven to be a great place to work as a Veteran. I appreciate working for an organization that makes it a priority to support servicemembers through career development and mentorship. Presently, I lead the HRT Veteran Mentorship program to provide support to transitioning Veterans through a targeted onboarding program and related mentoring services that provide our newly hired Veterans an opportunity to thrive and excel in the workplace.”



## Waypoint '22 and Veterans Summit

In July 2022, the Deloitte and Workday US alliance hosted its second annual Veteran mentorship and networking event, Waypoint '22, in Rosslyn, VA. Leveraging alliance and ecosystem relationships, Deloitte shared leading practices with Workday regarding Veteran and military recruitment, training, and retention. Alongside nonprofits American Corporate Partners, FourBlock, and Elite Meet, we welcomed over 65 transitioning Veterans for small group discussion, networking, and dinner. Waypoint highlights how Deloitte can leverage its alliance partners to not only grow our business but also bring impact to the greater community. Waypoint '22 received excellent feedback thanks to the dedicated members in the organization who helped ensure the event's success.


Impact by the numbers:





In addition to Waypoint '22, Deloitte continued its collaboration with Hire Our Heroes USA, Call of Duty Endowment, and others to deliver another successful Veterans Summit, an event supporting Veteran employment by interfacing directly with hiring managers and human resources professionals through a series of conferences that deliver information and tools needed to advance Veteran employment programs.

Throughout the COVID-19 pandemic, the Veterans Summit team adapted to the new hybrid model of work. From October 2021 to May 2022, the team hosted two virtual summits and one in-person summit in Pittsburgh, reaching over 130 hiring managers and organizations. The summit addressed challenges including the impact of COVID-19 on jobseekers with a focus on the perceived shift in the employment landscape and why Veterans leave organizations when faced with differences in cultural and career fit. It also provided resources for mentoring, engaging, and recruiting Veterans and spouses. The Veterans Summit plans to continue to advocate for the diverse Veteran population by expanding summits to the Midwest region of the United States and recruiting diverse panelists.

 **100%** of attendees found the summit pertinent to **improving their respective Veteran hiring programs**

 **100%** of **virtual attendees** interested in attending another **in-person summit targeted at their region**

 **100%** of **virtual attendees** would attend another **virtual, industry-specific summit**

 **94%** of **in-person attendees** interested in attending another **in-person summit targeted at their region**

 **89%** of **in-person attendees** would attend a **virtual, industry-specific summit** in the near future




## Deloitte fellowship programs




The Deloitte Department of Defense Fellowship program has hosted 56 fellows since its inception in 2018. Our 2021–22 cohort was our largest to date and included fellows from Air Force Education with Industry (EWI), Skillbridge, and Senior Hiring Our Heroes. Notably, Deloitte


hosted its first Secretary of the Navy Tours with industry fellow Mabi Morgan, a Senior Supply Corps Officer. For the second year in a row, fellows were distributed across the US alongside their project and fellowship support teams and participated in a hybrid manner. They had the opportunity to travel to client engagements outside their geography and meet with clients both in-person and remotely. Fellows leveraged this opportunity to participate in a wider array of projects, trainings, and events across practice areas and offering portfolios. With much excitement, fellows again attended Deloitte University in Westlake, Texas, gaining exposure to Deloitte leaders, utilizing innovation frameworks, networking broadly across practice areas, and participating in case studies to fully immerse themselves in Deloitte’s training philosophy. Overall, the fellows continue to proactively immerse themselves in Deloitte culture, gather industry best practices, and apply them to their military problem sets and next commands.

 **29** fellows supported (including 23 as Senior Veteran Fellowships)

 **62** completed trainings

 **37** project shadow opportunities

 **86** leadership engagements

 **3** large-scale events, senior Veteran NCR retreats and AF EWI crossflow

The Senior Veteran Fellowship (SVF) program realized a 300%+ growth in calendar year 2022. As of August 2022, 11 of 15 SVF fellows have joined Deloitte across offering portfolios and levels: one senior consultant, eight specialist masters, and two specialist leaders. The first SVF off-site visit at Rosslyn occurred in May 2022—upon completion of the fellowship, all three fellows in the cohort accepted their offers. We are excited to support all of our fellows turned new hires on their journey from the military service to their careers at Deloitte!

“The DoD Fellowship provided the ideal career transition environment for me. Deloitte’s amazing culture allowed me the opportunity to network throughout the organization and explore a diverse array of developmental opportunities, all of which helped me to deliberately consider my path to a second career.”

—**Lance Burnett, Specialist Master and Former Senior Veteran Fellow**

“At Deloitte, you are encouraged to reach out and network. I was very impressed with the willingness of countless PPMDs I was able to network with and learn about Deloitte’s culture and my future expectations. These engagements are what solidified my decision to join Deloitte. I look forward to being a part of the team and being intellectually curious while doing so.”

—**Tony Wrice, Specialist Master and Former Senior Veteran Fellow**



## Derek Roy, Senior Consultant, Deloitte Consulting LLP

Army Reserve Commander



"Hi! I'm Derek, and I'm a proud dad of two boys, ages four and two. I'm a lucky husband to my tenacious attorney wife. I coach my sons' tee ball and soccer teams. I'm a Deloitte Human Capital and Supply Chain Consultant.

I'm mobilizing to Iraq for a year-long deployment as the Commander of an Army Reserve logistics unit. Of course, there's never a good time to leave your family for a year. I will miss Christmas at home, all our birthdays, our wedding anniversary, my son's first day of kindergarten. I'll miss potty training, cannonballs at the pool, Friday night takeout, ball games, an entire ski season, grilling out back, and weekend beach trips.

Since enlisting as an Army Private in 2005 and heading to Officer Candidate School as a Sergeant 1st Class just a few years ago, I can tell you that each overseas deployment has unique challenges. I know this will be hard: away from home, in a Command position, in a dangerous part of the world. But I rest easy knowing that countless Soldiers, Sailors, Airmen, and Marines have shipped off to austere environments all over the world before me. I feel relieved knowing my wife and kids have a loving support system in place. I feel safe in the fact that the Soldiers on my team are highly trained, great Americans, who have my back, and I theirs.

I take solace in the fact that the entire Deloitte team has my back. Since I was notified of the deployment, my entire engagement team has been incredibly supportive—time off to go to this base, that base, this training, that training. My coach, my service line leadership, my colleagues... all have reached out to help in their own way. My clients have even gone out of their way for me. I'm honored by this support.

Deloitte has created both a military-friendly culture and a level of support that surpasses what I've experienced elsewhere. These conditions empower me to serve my country as an Army Reservist. And for that, I am grateful."







## Advanced Degree Veteran Forum


Advanced Degree Veteran Forum (ADVF) was started by Deloitte with a vision of providing in-person sessions of experiential learning, working groups, and networking for top Veteran graduate students—accelerating them on their paths to successful consulting careers and forging new Veteran leaders within the organization.

For the eighth consecutive year, Deloitte’s ADVF leaders—and their team of over 15 dedicated practitioners spanning commercial, Government & Public Services, Strategy & Analytics, Human Capital, M&A, and staff from numerous supporting functions—will sponsor nearly 40 high-performing Veteran participants from over 25 top graduate schools. The event will be supported by over 30 volunteers and include four Enhanced Core Modules delivering Veteran-specific content to achieve forum objectives including: an integrated forum, live activities including a keynote speaker, virtual networking, mock interviews, and opening/closing plenaries.




### Prior to ADVF 2022:

 **32%** of eligible participants received internship offers

 **6** ADVF 2022 alumni completed the Summer Associate Program, all receiving full-time offers

 **250+** ADVF Alumni connected via LinkedIn

 **40+** Deloitte Veterans have participated as volunteers

 **4** integrated ADVF/Deloitte Womens Leadership Launch/ Deloitte Consulting Immersion Program/Embracing Your Authenticity events

“Outstanding program! Above and beyond my expectations!”

—ADVF participant

“ADVF was the reason I chose Deloitte.”

—ADVF participant

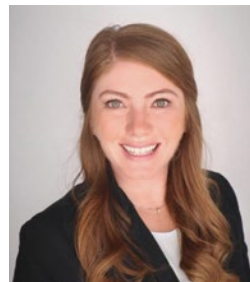
## Special Operators Transition Foundation (SOTF)

Perhaps one of the most unique groups of Veterans are the former operators of our United States Special Operations Forces. As the preeminent fighting forces in our military, this group of highly skilled Veterans have successfully navigated the most intense trainings offered by the Department of Defense. Deloitte recognizes that their training transfers into the civilian sector and yields enormous positive impact for the organization and its clients. That is why Deloitte is a proud strategic hiring partner for the Special Operators Transition Foundation (SOTF). SOTF is a national 501(c)(3) non-profit dedicated to helping elite Veterans transition from highly distinguished special operations military careers to the private sector. Its mission is to cultivate employment opportunities for Special Operations Forces Veterans, providing mentors with a personalized step-by-step action plan to help candidates transition to positions that best align with their interests, strengths, and preferences. Since 2021, Deloitte has placed approximately 15 of these exceptional Veterans across various Consulting and Advisory functions.

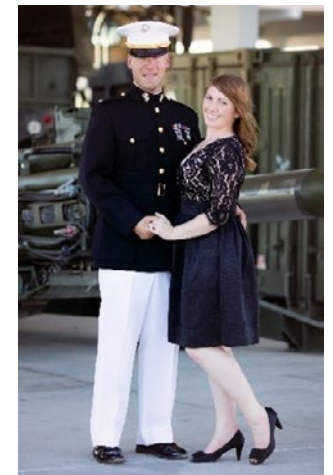


## Jessica Rudd, Senior Consultant, Deloitte Consulting LLP

### Marine Corps Veteran and military spouse



“Hi! I’m Jessica, and I’m a scrum master currently supporting the Space Force account. I’m a graduate of Liberty University with an MBA, and I served in the Marine Corps for four years (2006–2010) in the supply field. In the Marine Corps, you are either sworn, born, or married into the Corps. I am a unicorn of the sort. I both married and was sworn into my beloved Corps. This rare combination of Veteran and military spouse has given me a unique opportunity to see the military through various lenses. Serving as a dual-active family has unique challenges, yet it also forms a unique bond with one’s spouse. Swiftly after marrying, I deployed to Ramadi, Iraq in 2008. During this time, I served on the Lioness Program (currently known as Female Engagement Teams) to help search and communicate with local women due to cultural differences. Fast forward 17 years, and I am fighting a different fight here on home turf on behalf of our Veterans and military families. For the past two years, I have been working on pushing for legislation to provide tax relief for military retirees on their retirement pensions. Forty-seven states offer tax relief on military retirement pay except for Virginia. I am excited to share that after much research, advocacy, knocking on Senators’ doors, and speaking to Committees, on September 9th, 2022, I was invited to the bill signing for Senate Bill 528. This bill will now give Virginia Military Retirees up to a \$40,000 tax exemption for Veterans 55 years or older. Living in a post-Global War on Terrorism world, I believe that our generation of military Veterans deserves the very best. Deloitte has given me the support and creative space to share my advocacy work and has come alongside me to ensure our story is told.”





# Inspirational growth

Investing in the health and well-being of our nation's Veterans by sponsoring events that uplift and show our gratitude.







these programs have on both recipients and volunteers alike is a true testament to the power of Deloitte's PHW program. Deloitte currently sponsors multiple athletic events that bring the Veteran community together as well as events that promote wellness in other ways, and we are honored to continue our support into the future.

### **Warrior Games and Warrior Service Trial competitions**

Deloitte's flagship PHW sponsorship is the DoD Warrior Games: an annual sporting competition that brings together wounded servicemembers and Veterans from across the country. Since 2014 Deloitte has sponsored and sent volunteers to the Service trials where servicemembers compete to qualify for the Warrior Games. The trials feature a lead-up competition of wounded, ill, and injured servicemembers in a military adaptive sports competition. Teams include servicemembers and Veterans with upper-body, lower-body, and spinal cord injuries, traumatic brain injuries, visual impairment, serious illnesses, and post-traumatic stress.

This year, the athletes went head-to-head virtually in archery, cycling, shooting, sitting volleyball, swimming, track and field, wheelchair basketball, indoor rowing, and powerlifting, with aspirations to make their respective Service teams and represent at the 2022 Warrior Games at Walt Disney World in Orlando, FL.

**Doing our part.** Deloitte understands the magnitude and importance of supporting Veterans as they navigate the struggles from the wounds of war. For wounded warriors, the battle doesn't stop when they return home. According to the American Legion, approximately 1.8 million Veterans live with a recognized disability as a result of service during the Global War on Terrorism; and the US Bureau of Labor Statistics estimates there are about 4.3 million Veterans from all conflicts combined who have a service-connected disability.

Supporting Veterans goes beyond the corporate space. Deloitte is proud to continue our stalwart support of Physical Health and Well-being (PHW) initiatives that provide lasting meaningful impacts to Veterans and active servicemembers who seek to find growth and healing despite physical and mental adversities. Year in and year out, Deloitte practitioners—both Veteran and non-Veteran—report that PHW programs are a career highlight because of the direct interaction they have with many of our nation's disabled or injured Veterans. The impact

For the first time since the COVID-19 pandemic canceled the games two years ago, Deloitte was able to support the Warrior Games Service Trials providing nearly 100 volunteers across the Navy Trials in San Diego, CA, and Air Force Trials in San Antonio, TX.

In September 2022, Deloitte returned as a sponsor for the Warrior Games, leading volunteer efforts for the Warrior Games Golf event. Deloitte provided more than 50 volunteers and VIPs for the competition at the Shades of Green Resort, uplifting Veterans as they competed on the golf course in this flagship 9-hole event.



## Dixon Smith, Senior Advisor, Deloitte & Touche LLP

### Navy Veteran

“Hi, I’m Dixon Smith. After putting on a uniform right out of high school, I had the honor and privilege to serve our country as a Surface Warfare Officer. Throughout my service, my wife, Kiki, and I, along with our family, had the opportunity to live and enjoy 15 different duty stations around the world. Transitioning from the Navy in 2019, I found I missed being part of a team and the camaraderie that exists within our military. Something was missing, and I needed to figure out how to replicate that piece of my life again. I had my first real exposure to Deloitte through my involvement in the planning and execution of several Navy Warrior Trials and DoD Warrior Games. As someone who is dedicated to helping those with unique challenges, I was impressed and appreciative of Deloitte’s involvement and sustained effort to support our active duty and Veteran wounded warriors. Now, six months into being a happy member of Team Deloitte, I’ve rediscovered the camaraderie and mutual support I so appreciated while in uniform. As I settle into one of my roles as co-lead for the VMA Community West Hub, I’m amazed at the dedicated effort that Deloitte makes and the support programs we provide to welcome and nurture our VMA community, especially for our new Veterans joining the Team.”







### **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 participate 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, empowering Veterans to rediscover life after disability. As part of this event, Deloitte has historically provided volunteers from the Military Health System, Veterans Affairs, and other accounts to support event execution and participant activities.

In 2022, Deloitte provided 40 volunteers and 10 VIPs who supported for an entire week in Snowmass, CO.



### **National Veterans Wheelchair Games (NVWG)**

Founded in 1981 as a competitive outlet for Veterans with spinal cord injuries, multiple sclerosis, amputations, and other central neurological impairments, the National Veterans Wheelchair Games sought to increase independence and quality of life through wheelchair sports and recreation. As a Platinum-level sponsor since 2018, Deloitte was thrilled to send 20 volunteers and 20 VIPs to the games this year in Phoenix AZ.



### **National Veterans Summer Sports Clinic (NVSSC)**

The 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 therapy provided through daily rehabilitation programs with the feelings of independence participating in athletic events provided to Veterans learning to live with injuries ranging from brain trauma to limb loss.

Beginning in 2017, Deloitte collaborated with the Department of Veteran's Affairs to sponsor the Surfing Venue for recently injured Veterans. In 2022, Deloitte provided 40 volunteers for a week at La Jolla Shores, CA. The Clinic promises a weeklong journey of exploration and accomplishment in water and summer sports for Veterans in locations across the country who are learning to live with an array of injuries.





### **Marine Corps Marathon (MCM)**

Organized by the people 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 Marathon, Deloitte has proudly sponsored and supported the MCM since 2017, supplying volunteers to support the race. This year, Deloitte provided 25 volunteers for the first MCM held since 2019.



### **National Disabled Veterans Golf Clinic (NDVGC)**

The National Disabled Veterans Golf Clinic is a weeklong adaptive golf program presented by the US Department of Veterans Affairs and Disabled American Veterans. This annual event promotes rehabilitation by instructing Veterans with specific life-changing disabilities in adaptive golf in addition to other adaptive recreational sports.

Deloitte sponsored this event for the first time in 2022, providing 20 volunteers to support in Iowa City, IA.



### **National Veterans Golden Age Games (NVGAG)**

The National Veterans Golden Age Games is the premier senior adaptive rehabilitation program in the United States, and the only national multi-event sports and recreational seniors' competition program designed to improve the quality of life for all older Veterans, including those with a wide range of abilities and disabilities. The National Veterans Golden Age Games is one of the most progressive and adaptive rehabilitative senior sports programs in the world.

Deloitte sponsored this event for the first time in 2022, providing 20 volunteers to support in Sioux Falls, SD.

## Sam Joiner, Manager, Deloitte Consulting LLP

### Marine Corps Veteran



“Hello! I’m Sam Joiner, part of our Supply Chain practice, and I support the Navy Account. I attended The Citadel and commissioned into the Marine Corps, where I served as an infantry officer. I had the privilege of making two combat deployments to Iraq, and then served as an instructor at The Basic School in Quantico, VA.

Following the Marine Corps, I had some fantastic career opportunities, including working at a couple of startups and earning an MBA at Wharton. I joined Deloitte’s GPS Supply Chain practice a little over three years ago and it has been a great fit for my background. I’m able to use my active duty experience to help my teams understand the unique cultural environment in the Navy and help them keep a mission-oriented focus. Additionally, helping

my clients solve problems using my military and commercial supply chain experience is very fulfilling and a good match for my skills and interests.

Working at Deloitte with so many Veterans has been great. Deloitte is doing so well with recruiting and training Vets who are able to deliver great client service and build a career for themselves. I particularly enjoy working with transitioning Veterans and helping them navigate the transition to the business world. Simply having someone who will share straightforward advice is one of the things transitioning Vets value most, so that’s where I try to help.

In my time outside work, I love being with my young family, especially any outside activities. I also enjoy cooking, hard workouts, mountain biking and a bit of college football.”





## Puppy with a Purpose



In the Summer of 2021, Deloitte sponsored its first Corporate Puppy with a Purpose, providing a life-changing service dog companion aimed at improving the quality of life for Veterans. The Puppy with a Purpose program is made possible through Deloitte's relationship with America's VetDogs and its sister organization, the Guide Dog Foundation. Given the positive response and campaign impact, Deloitte continued our journey by sponsoring a second Corporate Puppy with a Purpose in the Fall of 2022.

Deloitte's sponsorship deepens our commitment to military Veterans and their families. Our Corporate Puppies with a Purpose are voluntarily raised by US Cyber & Strategic Risk Leader Deb Golden. Volunteer puppy raisers are a vital part of each service dog's journey to their handler. As part of this commitment, which typically covers a 12–14 month raising period, service dogs in training work together with their handlers to establish a foundational set of skills, obedience, and socialization. During this time, the handler and service dog in training travel the country to meet with communities and increase the education and awareness of the exceptionally positive impacts of service dogs.

As a result of Deloitte's sponsorship of a Corporate Puppy with a Purpose, there has been successful raising and training of a number of future service dogs, the program has been able to effectively scale the education and awareness of the impact of service dogs on our communities, and there has been a tremendous building of goodwill and visible community action both within the organization and outside of it.

"Thank you for sharing the puppy's journey and the important role he and other service dogs will play. As someone who benefits from a service dog, it's been wonderful to see how this program is raising awareness of the daily challenges many of us face, while also highlighting the value our unique experiences bring to the community. I can't wait to follow the next journey!"

—Deloitte practitioner

"I followed the journey of our first Puppy with a Purpose and was immediately inspired to become a puppy raiser myself! The ability to help someone live a better, more independent life gives me additional drive every day, and the puppy snuggles are a pretty great perk. Thanks for introducing me—and our broader community—to the role service dogs play and the impact they make!"

—Deloitte practitioner



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



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