

SOCIAL IMPACT 2015 ANNUAL REPORT





FOREWORD

Oliver Wyman is committed to making lasting contributions to society. Many of our initiatives are long-time office traditions, and our activities range across local volunteering and fundraising, pro bono work for multiple charities and public bodies and our non-profit fellowship programme.

This commitment is exemplified through our Social Impact programme, which is focused on delivering strategic advice to charities and not-for-profits around the world. Through the programme, we both tackle truly global problems and maintain our commitment to making a difference in our local communities. This year we produced our first annual report to celebrate some of the areas we have been privileged to help support.

The report provides examples of some of the work we have done over the past 12 months. While it is by no means exhaustive, we believe it demonstrates both the breadth and depth of our efforts. We hope that as a result of our support, the organisations we work with are able to deliver better outcomes for all those who depend on them.



Scott McDonald



Scott McDonald

Chief Executive Officer,
Oliver Wyman

SOCIAL IMPACT AT OLIVER WYMAN

As part of Oliver Wyman's commitment to making lasting contributions in society, we deliver strategic advice to charities and not-for-profits around the world. We support innovative institutions, both large and small, that are tackling global social and environmental problems, whilst also maintaining a commitment towards making a difference in our local communities.

In the past year, we have put a formal "Social Impact" programme in place to support our charity and not-for-profit work. We have set up this programme to expand our efforts and to differentiate this work from our volunteering and other Corporate Social Responsibility (CSR) efforts. We see this model as a means of generating increased impact.

Consultants Jennifer Tsim, Ronan O'Kelly, and Andrew Chamberlain led the charge in re-designing how the firm handles non-profit organisations, driving both office-wide policy changes and new formulas for staffing. With the support of Jonathan Keane, the London Office Leader, and Simon Cooper, a champion of social impact work in Financial Services, the London office was chosen to conduct a pilot for the new approach. The London Social Impact Programme launched with consultants Jennifer Tsim and Katrina Hewitt taking on the role of London Social Impact leads. Within six months, Jennifer and Katrina had built out the pilot into a programme centred on generating lasting and tangible social impact for global causes and the local community. From day one, the focus was always to apply Oliver Wyman capabilities to a wide range of sectors, moving beyond volunteering. In the past 12 months, the London office alone has completed over 20 Social Impact projects, with over 100 partners, consultants, and support professionals involved to date. The London Social Impact Programme benefits from strong partner backing and commitment, ensuring a robust and consistent pipeline of projects.

Building on the resounding success of the London pilot programme, other offices are adopting similar and complementary approaches to those trialled in London. Led by their local Social Impact champions, individual offices are adapting the established operating model to suit their local office needs and circumstances, with a focus on delivering both local and global impact. A global Social Impact team provides coordination and consistency to help our offices across the globe implement these changes.

This report aims to describe a range of examples of how we have applied our consulting expertise to a broad spectrum of not-for-profit organisations – from small local charities to large global institutions – in the past year. These projects cover a wide range of topics to assist organisations in defining and implementing their vision for the future. We pride ourselves on running these projects with the same level of rigour and quality as those for our commercial clients, and we believe this ensures the greatest possible benefit for the organisations we work with. We strive to generate truly tangible and lasting solutions, and we are particularly excited about the depth and breadth of the impact that we have achieved and the fantastic feedback we have had from our Social Impact clients.



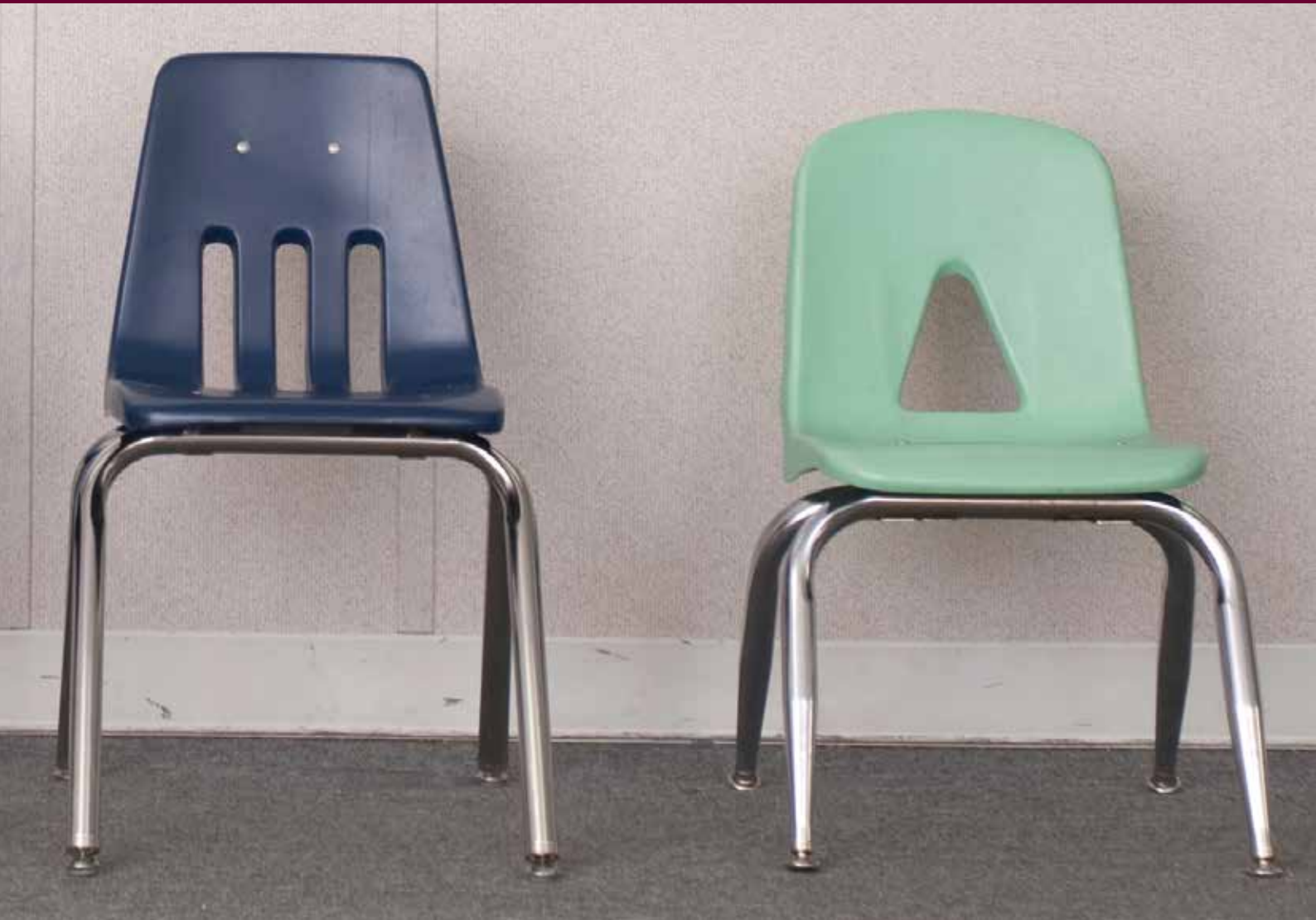
“On a personal note, this has been one of the most fulfilling things I’ve been involved with during my four years at Oliver Wyman so far.”

– Katrina Hewitt





CASE STUDIES



SAVE THE CHILDREN/HUMANITARIAN LEADERSHIP ACADEMY

BUSINESS PLAN AND OPERATIONAL STRATEGY FOR A NEW DISASTER RELIEF NGO

INTRODUCTION

Save the Children is the world's leading independent organisation for children, operating in 120 countries to save children's lives, provide humanitarian aid, fight for children's rights, and help children fulfil their potential.

In 2015, Save the Children set up a new independent non-governmental organization (NGO), the Humanitarian Leadership Academy (the "Academy"), to enable people to respond to crises in their own countries by leading their own disaster prevention, preparation, and management, as well as post-disaster reconstruction. The Academy sought out Oliver Wyman's support for further developing of a sustainable business model, building on the vision and guiding principles that had already been established.



SCOPE

Oliver Wyman conducted a 10-week project to support the academy to determine the sector's needs, identify services, and develop a pricing model. To understand the needs of the "disaster relief" sector, we conducted more than 30 interviews with leading providers from the global humanitarian capacity-building sector, including coordinating organisations and disaster relief NGOs such as the International Red Cross and Red Crescent Movement and the United Nations High Commissioner for Refugees (UNHCR).

We then identified services the academy can provide to address these needs and finally developed a pricing model for the learning and development products developed by each of the local Academy Centres.

During the course of the engagement, the Oliver Wyman project team also identified several key areas in which the Humanitarian Leadership Academy's operating model should be further refined in order to better serve the sector's needs.

IMPACT

The Humanitarian Leadership Academy's impact is expected to contribute to the global humanitarian sector. In its first five years, the Academy aims to establish centres in 10 countries, reach communities in more than 40 countries, and help train around 100,000 aid workers.

Oliver Wyman's work has helped the Humanitarian Leadership Academy to better understand how it

should address the needs of the sector. It has provided the academy with a clear understanding of its market positioning, an economic model, operating model, and action plan. This will allow the Humanitarian Leadership Academy to better prepare the world for future humanitarian crises and provide real value in educating and empowering the next generation of humanitarian leaders and responders.

"So far, working with Save the Children has been excellent. The academy is a small organisation very much in start-up mode, so the work is truly strategic"

– Alexei Kalveks, Consultant



BRITISH RED CROSS

OPTIMISING BUSINESS PLANNING PROCESSES



BritishRedCross

INTRODUCTION

The British Red Cross is part of the International Red Cross and Red Crescent Movement, the world's largest independent humanitarian network. With more than 27,000 volunteers and 3,700 staff, the British Red Cross helps people in crisis, whoever and wherever they are and when the crisis is over, they help them to recover and move on with their lives.

As part of a global voluntary network, the British Red Cross responds to conflicts, natural disasters and individual emergencies. They enable vulnerable people in the UK and abroad to prepare for and withstand emergencies in their own communities.



SCOPE

The employees of all Marsh & McLennan Companies (MMC) operating companies, which include Oliver Wyman, voted to support the British Red Cross as our charity of the year for 2015, and this has subsequently developed into a long-term partnership. Oliver Wyman was engaged to carry out a full review of British Red Cross business planning processes to improve the effectiveness of corporate business planning for 2016, as well as inform longer term improvements to strengthen how British Red Cross

approaches business planning going forward. In the course of this review, we identified key pain points and “quick wins” which could be implemented for the 2015 process to improve focus and integration across the organisation in resource planning. We also provided a set of recommendations for long-term optimisation to bring greater clarity to the organisation’s strategic goals and objectives to support more focused and aligned business planning and performance management.

IMPACT

Optimising British Red Cross business planning processes helped the organisation to adopt a more integrated approach, aligning resources more closely to strategic objectives and the needs of people in crisis supported through the work of the organisation.

Building on this work, Oliver Wyman is continuing to support the British Red Cross as they make significant

changes in 2016. This work will enable the British Red Cross to put in place a strategic framework that is more outcomes focused, and tools that facilitate robust strategic performance management and business planning. We hope that, with our support, the British Red Cross will be able to realise tangible benefits from this work in 2016 and beyond.

“The clients are very appreciative of our work and it feels great to know you are helping people at the same time”

– Adrian Lo, Consultant



LA MIE DE PAIN

DEVELOPING EMPLOYMENT OPPORTUNITIES THROUGH NEW PARTNERSHIPS



INTRODUCTION

For 125 years, La Mie de Pain has been helping people in danger due to insecurity, marginalisation, or exclusion. It manages social establishments in Paris, including an emergency shelter, a life shelter, and training centres for their IAE department (Insertion through Economic Activity). La Mie de Pain has been a long-standing partner of Oliver Wyman's Paris office, and we have undertaken a range of activities for the organisation, including fundraising, furniture donation, volunteer work, and the non-profit fellowship of Julie Chatelard, an associate manager.

Oliver Wyman chose to further develop its sponsorship with La Mie de Pain through the first Social Impact project for our Paris Office. Oliver Wyman decided to support La Mie de Pain's IAE department, which trains and prepares around 80 unemployed people for jobs in the catering and cleaning sectors, with the final objective of enabling them to return to a "normal" life.

In this context, the IAE department had the ambitious goal to develop new partnerships with corporations, public institutions, and other social businesses in order to provide both professional and social support to the employees and to increase the potential job/ internship opportunities for the beneficiaries of the programme.



SCOPE

In a seven-week project, Oliver Wyman supported La Mie die Pain to identify partnership targets, prepare their communication approach, and organise their implementation plan internally. Twelve types of potential partners were defined, leading to twelve value propositions for each category. In addition, three specific propositions for targeted organisations were developed. Finally, Oliver Wyman developed communication documents detailing the IAE integration sites and the benefits for organisations to become partners, as well as an implementation plan to contact the targeted organisations and to organise the upcoming work internally.

IMPACT

The IAE department now has refined the strategy and the tools needed to strengthen their partnerships across cleaning and catering sectors, which will allow them to support more people to return to work. Oliver Wyman is continuing to work with La Mie de Pain to measure their impact and to ensure that our collaboration translates into concrete work opportunities to increase the number of people they are able to reintegrate.

“Oliver Wyman brought a methodology and helped us co-create tools and deliverables so that we will be able to continue the work afterwards”

– Cédric Hervé, Head of Pôle IAE, La Mie de Pain

FOODCYCLE

EXPANSION STRATEGY FOR A LOCAL FOOD POVERTY CHARITY



INTRODUCTION

FoodCycle is a UK charity that seeks to reduce food waste, reduce food poverty, build stronger communities, and empower and train employees. They take donations of unwanted food from supermarkets and use spare kitchen spaces and volunteers to produce healthy and nutritious meals for the most vulnerable in the community.

FoodCycle approached Oliver Wyman for support in carrying out a full strategic review to clarify and align their strategic objectives, and to help build a framework for evaluating new locations for expansion.

“Your work has been incredibly helpful for us – you’ve given us a lot of insight, and this feels like the biggest investment FoodCycle has received for years ... This has made such a difference to our organisation.”

– Mary McGrath, FoodCycle CEO

SCOPE

During an eight-week project, Oliver Wyman carried out structured interviews at all levels of FoodCycle, including all the trustees, to assess what really mattered to them. This information was used to develop a new, more focused strategic model, one that has empowered and enhanced the decision making of the CEO, the management team, and the board of trustees.

Oliver Wyman also dug deep into the economics of FoodCycle's core operational models and built a robust economic model to allow rapid evaluation of the impact of many different expansion scenarios. This identified the key elements to ensure successful, sustainable growth, which were further developed into a detailed expansion road map to guide FoodCycle as it transitions to a truly national force.

IMPACT

FoodCycle won a large grant during the course of the project, and this has allowed them to accelerate their pursuit of the expansion road map, helping them reach more disadvantaged people in a shorter

timeframe. We believe we have paved the way for them to become an even greater force for good in reducing food poverty and social isolation in the UK.





LEAGUE OF AMERICAN ORCHESTRAS

REIMAGINING THE ORCHESTRA SUBSCRIPTION MODEL

League of American Orchestras

INTRODUCTION

Oliver Wyman has historically supported symphony orchestras in both the US and Europe, starting with work in 2007 when we partnered with the League of American Orchestras to investigate the challenge of retaining single-ticket buyers. Oliver Wyman has since done work to support symphony orchestras in Stamford, Boston, Houston, and London, as well as the Brooklyn Academy of Music in New York.

Over the last few years there has been no shortage of concern within the US symphony orchestra community regarding their economics. The cost of putting on an orchestral concert continues to rise, yet ticket sales volumes have been declining and subscription revenues – historically the keystone of ticket sales – have been dropping even quicker.

Recently, many in the industry have become worried that the traditional orchestra subscription model might be reaching the end of its life. But the question remained: does this anxiety accurately reflect what is really happening in the orchestra world and, if so, what can be done about it? In this climate, the League of American Orchestras approached Oliver Wyman to discuss performing a pro bono study to look at the challenges facing the traditional subscription model.

Photo credit: Mike Copeland (courtesy of Tallahassee Symphony Orchestra)

SCOPE

As with the 2007 research, our approach to this new topic was very data-driven. Oliver Wyman analysed transaction level data spanning the past decade, covering millions of audience members from more than 45 orchestras across the United States (which we believe to be the most comprehensive dataset ever assembled to study the behaviour of orchestra audiences in the US). We also conducted a survey of over 4,000 concertgoers to better understand their references and drivers of satisfaction, and tested our results in a market simulation of more than 10,000 purchasing decisions.

Each orchestra's situation is unique. As such, our aim was to present a general overview of the sector, from which individual organisations can then draw their own conclusions and develop programmes that will work for their institutions.

IMPACT

Our buying simulations suggest that improved subscription products could grow the audience base for classical music by 20 percent and increase revenue by substantially more. The effect for each orchestra will vary not only depending on how much change they are able to implement but also due to

Our findings were unequivocal: the orchestra subscription model is not obsolete, but it does need to adapt in order to tap into the full audience potential and ensure a healthy financial future for orchestras in the United States. Our research showed that orchestras should consider moving away from a transactional mentality and start to build closer, "stickier," and more two-way relationships with their audience members. Moreover, orchestras could potentially increase their revenues by decoupling the size of subscription packages from their customisability, to capture the latent demand in the marketplace for small, curated subscriptions as well as large, customised options. Orchestras might also benefit from implementing innovative membership programmes that confer exclusivity and additional benefits, such as those offered by American Express and Starwood Hotels and Resorts.

their unique situation, and we hope that America's orchestras can use our recommendations to develop robust and sustainable business models that allow them to continue to play great music to the largest possible audiences.

BIG SOCIETY CAPITAL

EXPANDING CORPORATE ENGAGEMENT IN THE UK SOCIAL INVESTMENT MARKET



INTRODUCTION

Big Society Capital was established by the UK government in April 2012 with the purpose of stimulating the UK social investment market. The not-for-profit's goal is to support financial intermediaries to invest in the social sector, raise awareness, and promote best practices within social investment. In 2015, Big Society Capital approached Oliver Wyman for support in exploring how it could help expand the UK social investment market – and specifically what would be needed to get more corporates involved in this space.



SCOPE

During a seven-week project, Oliver Wyman carried out structured interviews with a number of CSR heads at major corporates active in social investment, as well as executives at firms that are not currently involved in that sector. In parallel, we ran a detailed scan of social activity documenting the details of over 500 CSR and social investment programmes from over 100 of the world's largest corporates. This was used to develop a high-level engagement strategy for Big Society Capital to maximise its impact on the sector.

Following this, we were asked to undertake a second, six-week project, examining the ways in which Big Society Capital can utilise new financial products to stimulate growth in the Social Enterprise market in the UK. Oliver Wyman utilised our network of experts and contacts in leading development bodies such as the European Investment Fund and the European Bank for Reconstruction and Development to understand which financial products may be suitable, and how they could address Big Society Capital's challenges.

IMPACT

The initial project helped Big Society Capital understand the market landscape for corporate social investment, and to identify three models of existing engagement for corporates. As a result, Big Society Capital refined its perspectives on the market, prioritised its activities, and clarified its role as a development institution versus that of the other necessary participants in social investment.

The second project allowed Big Society Capital to compare its existing financing offering

(co-investment) with the broader range of financial solutions found at other development institutions. Importantly, it also highlighted the use of non-financial products in strategy (e.g., 'test and learn' and advisory). Findings from our work on alternative financing structures are available on Big Society Capital's website, and Oliver Wyman and Big Society Capital have subsequently co-authored a report outlining how corporates can better engage in social investment.

"I immensely enjoyed the project as it demonstrated the ways knowledge of financial industry can be used to help social sectors."

– Srdjan Garcevic, Consultant



CITY COLLEGES OF CHICAGO

CLINICAL PARTNERSHIPS FOR HEALTHCARE STUDENTS



INTRODUCTION

The City Colleges of Chicago is the largest community college system in Illinois and one of the largest community college systems in the United States. The system is currently undergoing a major transformation named Reinvention, with the goal of creating a new structure that will better prepare students for future employment and educational opportunities. Specifically, their seven campuses are being restructured such that each campus aligns with an industry (e.g., healthcare, information technology), allowing for greater focus and coordination to create streamlined, yet holistic, industry-specific programmes.

The City Colleges of Chicago has been supported by the Civic Consulting Alliance since the Reinvention was launched five years ago. The Civic Consulting Alliance is a partnership that focuses on solving major civic issues in the Chicago area by working together with business experts and government leaders.

In its inaugural work with the Civic Consulting Alliance, Oliver Wyman was engaged to help with the programmatic redesign of one of the City College's seven campuses, Malcolm X College (MXC). MXC has been designated as the campus for healthcare programmes. Upon opening its new, state-of-the-art, \$251 MM facilities, MXC will serve 1,500 students annually starting in January 2016. Healthcare students are required to get field experience as part of their degree requirements. The college was in need of a strategy for its relationships with clinical partners (e.g., hospitals, nursing facilities) in order to offer its students an adequate supply of high-quality clinical rotations.

SCOPE

Over the course of six weeks, Oliver Wyman designed a strategy for Malcolm X College to effectively manage and govern its clinical partnerships. The team, working together with the Civic Consulting Alliance, diagnosed the current state of clinical partnerships at Malcolm X College, benchmarked other educational institutions, and developed recommendations that the college could implement to improve the quality of its clinical partnerships.

IMPACT

As a result of the clinical strategy developed by Oliver Wyman and the Civic Consulting Alliance, Malcolm X College and the City Colleges will be able to ensure that more of its students experience high-quality clinical rotations. This will have a direct effect on the economic value of the students' degrees, as students will be better positioned for both employment opportunities and continuing education, ultimately better serving the Chicago community.



“I am a local Chicago boy, born and raised, so the issues that plague my city have a deep and personal

significance to me. This was an incredibly rewarding opportunity to give back and affect change right here at home.”

– Ibrahim Bengali, Consultant



ENABLING ENTERPRISE

STRENGTHENING AN OPERATING MODEL TO ENABLE FUTURE GROWTH



INTRODUCTION

Enabling Enterprise is an award-winning, not-for-profit social enterprise that supports enterprise education by teaming with schools and businesses to provide students with lesson plans, in-school “challenge days”, and trips to local enterprises. Its objective is to educate students in life and career skills, including problem solving, leading and presenting, and teamwork. Enabling Enterprise has developed a system of impact measurement, showing that students who participate in their programmes exhibit twice the progress in the key skills measured in comparison to their non-participating peers.

Enabling Enterprise is growing rapidly and asked Oliver Wyman to support them to grow further by strengthening their current operations and adapting them for expansion.

“Working with a small social enterprise gave us the chance to see real change and have huge impact throughout the project, as well as experiencing the brilliant work that the organisation does on a day-to-day basis.”

– Susie Reckitt, Associate



SCOPE

Oliver Wyman was engaged for a total of eight weeks to map, assess against need, and improve processes across the organisation, readying the organisation for the selection and implementation of new workflow systems.

The Oliver Wyman team worked with the organisation to detail existing processes and systems, piecing together a comprehensive “blueprint” of operations.

“Pinch points” in existing processes were identified and root-cause analysis was conducted to identify resolutions across organisational, process and systems dimensions. A detailed technical specification was then prepared to support the acquisition of new workflow systems, laying out a detailed set of functional and non-functional requirements and potential future phases of implementation.

IMPACT

During the project, “quick win” actions were identified and implemented which led to immediate improvements in the organisation’s processes.

Following the project, Enabling Enterprise was able to access funding for new workflow systems, which have subsequently been implemented. It has also received excellent feedback from potential investors around the steps it has taken to improve processes.

AMICI CAMPING CHARITY

GROWTH STRATEGY TO ENABLE CHILDREN TO GO TO SUMMER CAMP



INTRODUCTION

The Amici Camping Charity was founded 49 years ago with the mission to enable children from low-income families to experience summer camp, and through it, to gain exposure to the life-changing power of camp. To date, Amici has provided more than 1,500 summer experiences with partner camps to children who have limited access to recreational activities, restricted ability to remove themselves from their social-economic environment, and scarce opportunities to gain self-confidence and realise their own potential. Amici employs a personalised and high-touch approach to match children to partner camps that best suits their needs, and once in the programme, Amici invests in the child year-over-year. This model infuses the campers with a stronger sense of self-worth, self-confidence, and leadership skills. Participants in Amici's programmes have gone on to join the leadership teams at their respective camps and become the first members of their families to attend university.



Amici is at a crossroad, on the cusp of its 50th anniversary. Amici's model has been highly successful, and in the last five years, Amici's budget (and number of participants) has doubled. During this time, Amici has focused on building a stronger board of directors and a committed full-time team of resources to manage the charity. With burgeoning growth, the board sees an abundance of potential to better support disadvantaged children in both North America's fourth largest urban area (Toronto), and impoverished communities across Canada.

SCOPE

Oliver Wyman will validate, and potentially update, Amici's vision, mission, and current business model to ensure the organisation can provide the desired social impact. Oliver Wyman will also provide strategic recommendations going forward, so Amici can achieve the vision and mission it has laid out.

Oliver Wyman plans to deliver four key components to Amici:

- New/Revised vision and mission statements that align stakeholders on the desired social impact the charity seeks to achieve
- Strategic option assessment and a recommended operating model to achieve stated vision
- New strategic plan to execute the mission over the next six years
- New performance assessment tools and processes to effectively measure the impact

EXPECTED IMPACT

This 10-week project is on-going at the time of writing but will provide Amici with the foundation to grow sustainably. It will enable Amici to direct resources towards programming that enables the not-for-profit to achieve its vision most effectively.

Depending on the selected vision and strategy, this could result in:

- Sending more participants from the Toronto region to summer camp
- Expanding to year-round outreach in urban environments
- Partnering with other charities to expand reach
- Expanding the programme nationally to provide Canadian youth access to similar outreach

“Next year will be Amici’s 50th year in operation, and we plan on being around for many years more! To help us to look ahead, we’re working in pro-bono partnership on a new strategic plan with Oliver Wyman, a global management consulting firm. The project is now underway and the amazing Oliver Wyman team is busy interviewing stakeholders and analysing data in order to help us develop a new plan that will allow us to deepen our impact for our campers and community, and measure that impact over the coming years.”

– Amici Newsletter

BOYS AND GIRLS CLUB OF SAN FRANCISCO

BUILDING A MEASURABLE, REPEATABLE AND CONSISTENT LEARNING FRAMEWORK



**BOYS & GIRLS CLUBS
OF AMERICA**

INTRODUCTION

In May, the San Francisco office began a second Social Impact project with the Boys and Girls Club of San Francisco (BGCSF). The BGCSF creates a safe environment for more than 17,000 children each year, often from underprivileged circumstances, to grow into productive, responsible, and compassionate citizens.

Despite having deep institutional knowledge about how to mentor children and young adults, the BGCSF had little standardised training content, no way of tracking completed courses, and no way of evaluating their effectiveness. That has impacted both the BGCSF's ability to effectively deliver on its mission and its ability to retain talented staff. The BGCSF brought in Oliver Wyman to build a measurable, repeatable, and consistent learning and development framework.

“By helping the BGCSF build the tools they need to develop their staff into effective professionals, we are ultimately helping the BGCSF develop at-risk youth into responsible and well-rounded adults.”

– Tyler Sullberg, Consultant



SCOPE

This six-month project consisted of three phases: benchmarking, building a framework, and defining requirements for an online tool.

First, the case team assessed the BGCSF's current learning and development programme and benchmarked their practices against other Boys and Girls Club organisations across the US. The team found that training courses were often provided on an ad-hoc basis, did not effectively use online tools, and were often disconnected to the professional development goals of the BGCSF staff.

In the second phase of the project, the Oliver Wyman team built a framework for the BGCSF to prioritise their highest value courses. Staff time is a precious commodity, especially during the busy back-to-school months. Oliver Wyman worked with the BGCSF staff to decide what types of courses are most suitable to this crucial period.

In the third and final stage of the project, Oliver Wyman built out the technical requirements for an online tool that will be able to assign training to employees and track their completion.

IMPACT

Consistently tracking training courses allows the BGCSF to cross-reference this information with the performance of their employees and evaluate the effectiveness of each training course. Ultimately, this project will allow BGCSF to create a learning and development programme that is aligned to the needs and goals of their staff, and more importantly, the children they serve.







LOOKING FORWARD TO 2016

Oliver Wyman has always been committed to making lasting contributions in society. We hope that the examples described within this report demonstrate some of the ways in which we are achieving this through supporting a wide range of organisations in defining their vision for the future.

Our local Social Impact champions all over the world are continuing to mature and evolve our approach to achieving greater Social Impact. As we look forward to 2016 and beyond, we see a strong pipeline of exciting opportunities. We will seek to continuously increase our sector expertise, deepen our relationships, with the ultimate aim of delivering greater lasting impact for our clients.



OUR WORK WITHIN LOCAL COMMUNITIES

Outside of our Social Impact work, Oliver Wyman engages in volunteering and fundraising support for local charities and not-for-profit organisations. Some examples of this work are detailed here.





BACK ON MY FEET

Oliver Wyman's Dallas office has an on-going relationship with Back on My Feet, a national for-purpose organisation that uses running as a catalyst to help homeless individuals obtain employment and independent living. Over the past two years, the office has hosted successful mock interview sessions and computer literacy classes for their members. The most recent class worked with 17 members of Back on My Feet on using computer programs to maintain a monthly budget and update a resume. Oliver Wyman employees also regularly volunteer at morning runs and serve on the Back on My Feet advisory board.

LFVM

Colourful meadows, butterflies, grasshoppers chirping – all of this has now become a rarity in the Munich area. Animal and plant species are often rare because their natural habitats disappear. A group of employees from across Oliver Wyman and our sister companies counteracted this trend and helped during the global volunteer month to preserve one of Munich's biotopes by pushing back neophytes and by raking lawns. Such biotopes can be a home to about 300 endangered animal and plant species but are dependent on donations and commitment from volunteers. Many colleagues were motivated by their experience to stay in contact with LFVM, the association dedicated to protecting Munich's biotopes, and to help further habitat conservation.





BOSTON CARES

Following a record-breaking Boston winter (over 110 inches of snow!), many of Boston's 2,100 acres of local public parks, fields, and playgrounds were left in need of some heavy cleanup. Oliver Wyman's Boston office teamed up with Boston Cares, a long-time partner, for their "Spring into Sports" day of service to help spruce up Medal of Honor Park, one of the most used parks in South Boston. On a blustery spring day, Oliver Wyman volunteers painted, aerated and reseeded fields, planted, and installed and fixed benches to restore the park to operating condition.

HAIR FOR HOPE

Members of Oliver Wyman's Singapore office raised more than S\$20,000 shaving their heads in support of Hair for Hope. Hair for Hope is the Children's Cancer Foundation's signature fundraising event and the only head-shaving event in Singapore that serves to raise funds and awareness of childhood cancer. Other members of the office gathered to support and donate as their colleagues had their heads shaved, with every shaven head serving as a visible reminder of the ordeals that a child with cancer is subjected to. By volunteering to have their heads shaved, the volunteers became CCF ambassadors, helping to raise awareness of childhood cancer among their family and friends.



ADOPT-A-CAMP



As part of a long-standing relationship, our Dubai office supported Adopt-a-Camp's marquee event. Adopt-a-Camp is a Dubai-based not-for-profit organisation focused on meaningfully improving the lives of blue-collar workers living in Dubai; its Ramadan care-package drive sources care packages and then in three days assembles and distributes these packages to blue-collar workers, men who live in camps whilst they work in Dubai. Staff members assembled care packages, and Oliver Wyman sponsored three months' worth of supplies for 100 local labourers.

IN THEIR SHOES!

On May 29th, fifty colleagues from MMC Madrid, including Oliver Wyman co-workers, shared an unforgettable experience with disabled people by joining the "In their shoes!" programme, working hand-in-hand with people with intellectual disabilities at the Carmen Pardo Valcarce Foundation. It enabled us to work in various ecological gardening, candy-making, carpentry, and stamp roles and workshops at the Special Employment Center of Pardo Valcarce. During the day, colleagues discovered our mentors' special skills, put ourselves in each other's shoes, learnt from our hosts, verified their great capabilities, and saw how independent, loving, and productive they are.





Oliver Wyman is a global leader in management consulting that combines deep industry knowledge with specialized expertise in strategy, operations, risk management, and organization transformation.

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