



Deloitte's Future of Work Social Impact Center will provide the platform and tools needed to make a significant impact in the community.

The Social Impact Center seeks to:

- **Come together:** convene diverse partners from the business community, non-profit organizations, government officials, and workforce development stakeholders.
- **Take action:** identify action-oriented recommendations for industry, non-profits, and governments—for instance, how to develop and scale essential training, content, and technology resources—all vital skills that will be needed to succeed in the future.
- **Spread the word:** raise awareness, drive advocacy, and mobilize industry partners, government, and people around innovative partnerships and initiatives.

The following recommendations are designed to help business leaders identify opportunities for supporting youth—and others—to develop the skills needed for success in the fourth Industrial Revolution. The recommendations are highly actionable, and offer a springboard to consider the business community's role in the larger ecosystem of workforce development and youth employment. Informed by literature and stakeholder interviews, these recommendations are framed with the four challenges in mind.

1. Align stakeholders' objectives and approaches: Work with the broader ecosystem to align goals and outcomes for impact.

Through Deloitte's RightStep initiative we are engaging with education systems and afterschool programs to encourage integration of the four skills (workforce readiness, soft skills, technical, and entrepreneurship) in program design. In addition, the Deloitte Academy program works to serve high school students of our local Boston community by connecting Deloitte professionals directly with classrooms to provide them with role models, skills and professional exposure in the pursuit of a college degree and successful career.

2. Engage in public policy: Strategically engage in public policy through dialogue, advocacy, collaboration, and influence.

Deloitte is collaborating with like-minded businesses and non-profits that are working with state, local, and national government stakeholders on initiatives that can help prepare people—especially



Workforce Ecosystem

A joint report from Deloitte and the Global Business Coalition for Education highlights opportunities for the business community to address the youth skills gap, and develop the workforce of the future. The entire ecosystem can improve its efficiency and productivity when there is alignment across education, workforce development programs, youth and public policy.

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those from low-income, high-risk populations for the future of work. Through our work with the National Skills Coalition, Deloitte will be helping to convene a series of discussions in Boston focused on public policy for the Future of Work.

3. Develop promising talent strategies:

Analyze current talent strategies—particularly those focused on youth or under-represented populations—and implement best practices to promote inclusivity and innovation, and drive economic return through differentiation.

Through Deloitte's Inclusive Leader Experience (ILE) program, we provide a cross-functional, immersive and

transformational partner development opportunity that explores how leaders can personally advance our inclusive culture. It helps develop a robust understanding of unconscious bias, tools to mitigate it and is highly focused on awareness, reflection and personal action.

4. Invest strategically in workforce training approaches: Evaluate, invest, and promote workforce training programs that align with your corporate social responsibility goals, talent practices, skill needs, and corporate culture.

At Deloitte we're investing strategically in workforce training programs. A joint effort between Deloitte US and

Salesforce, Pathfinder is a job-training program designed to prepare participants from diverse backgrounds for careers in the Salesforce ecosystem. Offering both technical and business training, the program places participants on the path to become Salesforce administrators or developers. Participants receive both virtual and in-person training over a four-month period, and assistance in preparing for the applicable Salesforce certification exams upon completion. Additionally, Deloitte has committed to interview Pathfinder graduates, and provide internships or other employment to at least 10 percent of qualified graduates (about 50 total by 2020).