

OLIVER WYMAN FOR SOCIETY

SOCIAL IMPACT ANNUAL REPORT 2016



CONTENTS

FORWARD – SCOTT MCDONALD	5
INTRODUCTION TO OLIVER WYMAN FOR SOCIETY	6
IMPACT	8
SOCIAL IMPACT PROJECTS	13
ARTS	14
EDUCATION	16
ENVIRONMENT	22
HEALTH	26
INEQUALITY	32
INTERNATIONAL DEVELOPMENT	34
RISK MANAGEMENT	36
SOCIAL FINANCE	38
VETERANS	44
COMMUNITY EFFORTS	47
NONPROFIT FELLOWSHIP HIGHLIGHTS	53
PROVIDING CARE TO FARMING COMMUNITIES	54
ANALYTICS DRIVEN STRATEGIES	55
GROWTH STRATEGIES IN AN INNOVATION RICH ENVIRONMENT	56
2016 REPORTS	58
LOOKING FORWARD TO 2017	59



FOREWORD

In 2016, we continued to devote substantial time and resources to creating positive social impact. We worked with innovative organizations across Education, Social Finance, Risk, Health and other sectors. We were also recognized for our good work by the Lord Mayor's Dragon Awards in London and by the Human Services Council as Advocate of the Year.

In our second annual report we feature Oliver Wyman for Society, our new program encompassing all of our social impact work, community endeavors and the work our consultants do as nonprofit fellows around the world.

We made contributions in many areas this year and we are honored to have had the opportunity to support so many great causes. I am very proud to be part of a firm that considers this important. Much more is to come.



Scott McDonald



Scott McDonald

Chief Executive Officer,
Oliver Wyman

INTRODUCTION TO OLIVER WYMAN FOR SOCIETY

At Oliver Wyman, we strive to make a significant and meaningful impact on our society. Over the last few years, the firm has undertaken a variety of endeavors which leverage our expertise and our capacity to “give something back” and have a positive social impact on our world. Employees from across the globe have volunteered their time, money, and skills to many worthwhile causes which seek to improve the lives of others less fortunate than ourselves.

This year we are excited to introduce a brand new program called Oliver Wyman for Society which brings together all of our social initiatives. Oliver Wyman for Society encompasses:

- **Social Impact** projects where we provide our consulting services to nonprofit organizations
- **Community engagements**, including our employees’ contributions to volunteering, philanthropy, and sustainability
- **Nonprofit Fellowships**, a program in which our consultants spend up to six months working for a nonprofit organization anywhere in the world

In our second annual Social Impact Report our goal is not only to highlight some of the activity across our firm, but also to showcase the great work the nonprofit organizations we work with are doing around the world. We hope to share with you the breadth and the depth of our knowledge and expertise, and the impact it has on the world in which we live.

We encourage you to read through this report to familiarize yourself with the reach and impact of Oliver Wyman for Society in 2016. To find out more about this program, visit our website and look for Oliver Wyman for Society under Our Culture.



IMPACT

Oliver Wyman is extremely honored to work with many influential nonprofits across a wide range of valuable initiatives. In 2016, we increased the number of social impact projects we executed globally by 62 percent. We also expanded the number of projects

in North America and the Asia Pacific region, which were just getting started in 2015. We're also proud of what we were able to accomplish by volunteering and fundraising. In 2017, we look forward to making an even bigger difference.

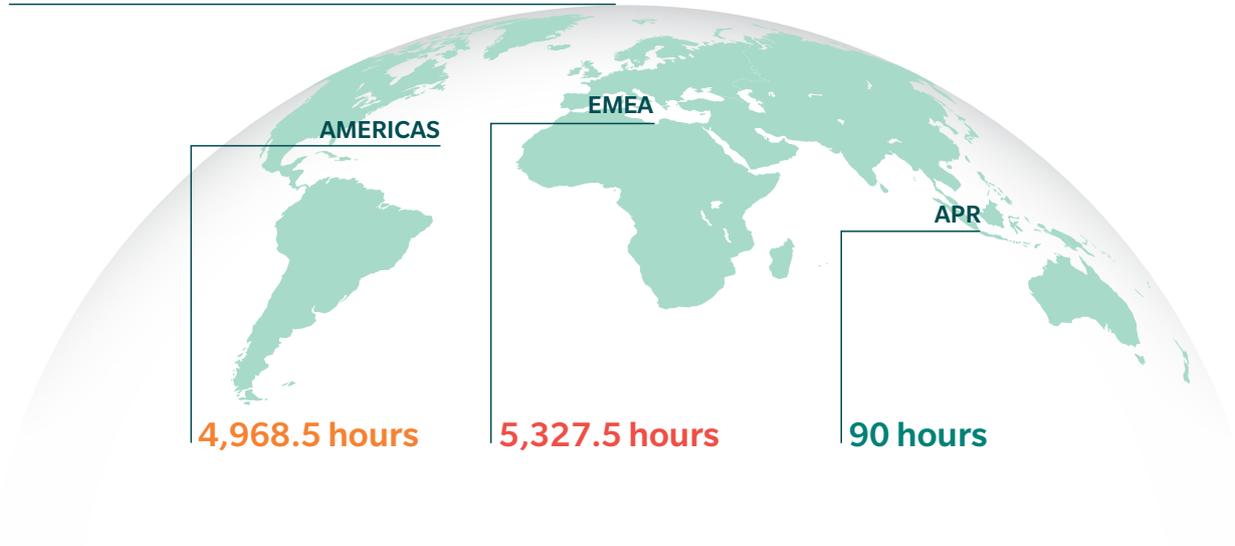
PHILANTHROPY

GLOBAL TOTAL
\$628,677



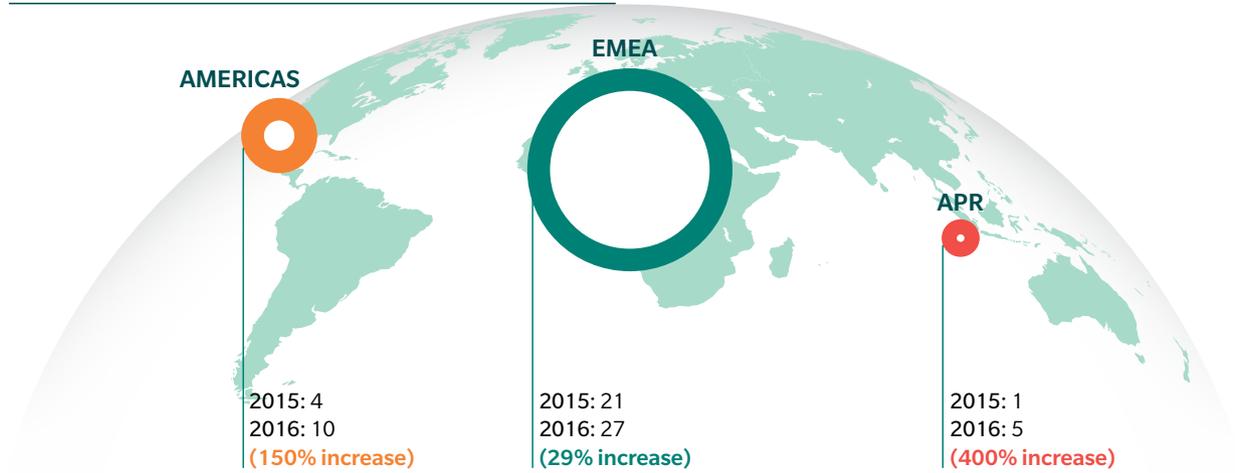
VOLUNTEERING

GLOBAL TOTAL
10,386 hours



SOCIAL IMPACT PROJECTS

GLOBAL TOTAL
2015: 26
2016: 42 (62% increase)



*January 1 – November 15 2016

AWARDS

LORD MAYOR'S DRAGON AWARD WINNER 2016

In September Oliver Wyman's London Social Impact program won The Future Proofing Charities division at the Lord Mayor's Dragon Awards. The Dragon Awards celebrates organizations making an exemplary impact in London's communities. The awards were designed to showcase best practices and inspire others to get involved in their communities, ultimately leading to a more inclusive and sustainable London.

The judges mentioned they were impressed by the delivery of our full capabilities to social impact clients – real projects with clear deliverables executed to the same quality as our commercial work – and that we are helping meet the clear need in the sector for clarity on strategic objectives, better planning and driving change.



THE LORD MAYOR'S DRAGON AWARDS 2016
**FUTURE PROOFING CHARITIES
AWARD WINNER**



HUMAN SERVICES COUNCIL OF NEW YORK ADVOCATES OF THE YEAR AWARD 2016

Oliver Wyman and SeaChange Capital Partners have the honor of being selected as the Human Services Council of New York Advocate of the Year for our work on *Risk Management for Nonprofits*. The paper outlines concrete steps that nonprofit organizations can take to manage risk better and maximize the good these organizations do.

These recommendations were developed during a four-month study of New York nonprofits by SeaChange Capital Partners and Oliver Wyman, which evaluated the financial health of the nonprofit sector; identified major risks facing the sector; and identified best practices, both within the sector and from the private sector, which might help mitigate those risks.







SOCIAL IMPACT PROJECTS

Our Social Impact program applies our consulting expertise to a broad spectrum of nonprofit organizations from small local charities to large global institutions. We approach these projects with the same level of rigor and quality as our commercial clients to ensure the greatest possible benefit for the organization. In the following pages we'll share some of our highlighted global projects in 2016.

FIVE YEAR ORCHESTRA STRATEGY

SINGAPORE SYMPHONY ORCHESTRA, SINGAPORE

INTRODUCTION

The Singapore Symphonia Company Limited (SSCL) is the parent organization of the Singapore Symphony Orchestra, a leading Western classical symphony orchestra. The SSCL has recently begun incorporating its Youth Choir, Youth Orchestra and other musical bodies together as a cohesive organization. The organization aims to present music of the highest caliber to Singapore, as well as engage and enrich the lives of Singaporeans through education and outreach efforts.

SCOPE

In Phase I (December of 2015), Oliver Wyman reviewed the SSCL's performance relative to its previous 2011-2016 strategy. In Phase II (March – July 2016), Oliver Wyman worked with the SSCL to prepare its next five year strategy for 2017-2022. This involved extensive primary and secondary research, interviewing stakeholders from all levels of society and extensive benchmarking of orchestras and other artistic organizations. The project also drew from Oliver Wyman's previous work with other orchestras, including the League of American Orchestras.

IMPACT

In a series of dialogues with the SSCL management and board, the findings and results of Oliver Wyman's efforts were synthesized into a mission and vision, as well as strategic goals and metrics for the organization. Through the project, SSCL's management and board aligned on the need for greater engagement and connection with Singapore society and Singaporeans, while maintaining a strong focus on artistic excellence.

“This was a wonderful illustration of the impact Oliver Wyman can make in the communities where we live and work. I’m really honored and privileged that we had the opportunity to use our consulting skills to support the Singapore Symphony Orchestra in fulfilling its mission as a premier global orchestra centered in Singapore.”

– Jeremy Lim

“The interview with the SSO’s musician council was one of the most moving examples in my consulting career of the direct and immediate impact we can create.”

– Joseph Mocanu

“Attending the SSCL’s incredible performance of Carmen at the Esplanade was the best 3 hours of primary research in my life”

– Jhamat Mahbubani

TEAM: JEREMY LIM, JOSEPH MOCANU, JHAMAT MAHBUBANI

CIVIC CONSULTING ALLIANCE AND THE ILLINOIS SECRETARY OF EDUCATION

TAKING HIGHER EDUCATION TO A NEW LEVEL



**Civic
Consulting**
alliance

INTRODUCTION

The Illinois Secretary of Education's office oversees education across Illinois, from early childhood to K-12 to post-secondary. The objective of the office is to create a cohesive and coherent educational trajectory for children, from cradle to career. The Civic Consulting Alliance is a partnership that works with the best private sector talent and Chicago-based nonprofits to help committed public officials solve the region's most pressing problems. It has been supporting the Secretary of Education's office on a variety of issues.



SCOPE

One of Illinois' key strategic goals is to increase post-secondary degree attainment from 48 percent to 60 percent of the adult population by 2025. Illinois is currently off track to meet this goal. Over the course of six weeks Oliver Wyman was engaged to redesign the higher education strategy focused on an "aggressive but attainable" goal for higher degree completion. This exercise consisted of a baseline exercise to understand the current state of higher education in Illinois and how it aligns with its overall economic goals, an analysis of the root causes behind student drop off, and a set of recommendations to address student drop off, leading to high-quality degree attainment and adults ready for the workforce.

IMPACT

As a result of the strategy developed by Oliver Wyman in coordination with the Civic Consulting Alliance, Illinois has begun implementing several of the recommendations of a higher education program, focused on increasing enrollment and completion. It is focused on changing the trajectory of the adult population having a quality post-secondary credential. Post-secondary credentials have been defined as credentials that will have a positive economic impact on students, which includes 2- and 4-year degrees along with high-value certificates. This will have an immediate impact on adult learners seeking credentials for employment opportunities and build a lasting foundation for traditional students looking for high-quality continuing education and career prospects. Ultimately, this strategy will improve the innovative capacity necessary for Illinois to compete economically in the 21st century.

"Working with the Secretary of Education gave me the opportunity to see how we can affect wide-scale social change that will both directly and positively improve the lives of people in my own city while working to equalize the overall social structure of Illinois."

– Jenny Zhou

"This project gave my team the chance to really think about the problem of underemployment in our community. The team relished the opportunity to work with Civic Consulting towards enriching peoples' lives around our state."

– Ben Smith

TEAM: BEN SMITH, CRYSTAL XIA, JENNY ZHOU

AFLATOUN INTERNATIONAL



INTRODUCTION



Aflatoun started in Mumbai, India, in 1991 as an action research project to bring rich and poor children together to learn about each other's lives. Today its child social and financial education program is executed within 116 countries and reaches over 4 million children and young people every year.



It has been extremely successful since its inception in disseminating an evidence-based curriculum that provides children with social and financial education, through its innovative social franchise model.

However, they are currently at an inflection point in their development, facing three main challenges:

- Capacity shortage at the Aflatoun headquarters combined with a slow-down in the growth of their outreach
- Limited growth in brand awareness and brand authority
- Funding challenges



The objective of the project was to help the client address those three challenges in a new strategic plan, alongside creating a donor communications pack that presented the NGO in its new strategic light.

“The project has provided us with a clear picture of where we are coming from, where we are today, and what we need to do to get us where we want to go and at same time ensure we remain relevant tomorrow and beyond.”

– Aflatoun International CEO, Roeland Monasch

SCOPE

Oliver Wyman was asked to help design a new strategic direction that would help Aflatoun past their inflection point and on to a path of continued growth, reaching their new strategic target of reaching 20 million children by 2020.

Over a period of six weeks, Oliver Wyman prepared two main deliverables:

1. An external communications pack (to be used for donor pitches and supporting the refreshed funding approach)
2. An internal strategy document to align the management team on the new strategy.

IMPACT

Externally, the strategy design helped the organization clarify its brand messaging, and contour a coherent future strategy that appealed to potential donors, helping them in starting engaged conversations and in convincing donors to contribute.

Internally, the project's results were used to align on growth objectives, as well as to reorganize the NGO in order to deliver on those objectives more effectively. For instance, the work identified capacity bottlenecks in the quality assurance, partner management and partner acquisition processes. Moreover, the new strategy was presented at the bi-annual global conference for the international partner group of Aflatoun.

“It was wonderful working with people that are driven by their passion to improve the lives of children across the world, and it’s great to see that they’ve taken the new strategy on board, even to the extent of sharing it with their partners worldwide.”

– Kamal Boulema

“This has been a very rewarding social impact project for both Aflatoun and our team. We supported them at exactly the right time for a strategic update leading to a clear way forward and significant improvements in the interaction with donors, partners and internal organization. Our young team was excited by the impact they could create and to contribute to such a set of important goals.”

– Robert Bark

TEAM: ROBERT BARK, ANDREEA ACHIMESCU, KAMAL BOULEMA AND HESTER LEENHEER

YOUNG REWIRED STATE

EXPANSION STRATEGY FOR YOUTH CODING EDUCATION PROVIDER



INTRODUCTION

Young Rewired State is a UK organization which runs events for technically-gifted young people aged 18 and under. It brings together young developers and designers to build phone and web applications that attempt to solve real world problems.

They have experienced a very fast growth trajectory over the past three years, which has revealed limitations in their model, and raised some fundamental strategic questions:

1. How to better identify young coders with significant potential
2. How best to nurture this group
3. How to develop appropriate connections with corporates, governments, and academics
4. How to handle increased staffing and funding requirements.

Oliver Wyman provided support to develop their expansion strategy, with a focus on a new “elite” program.

“Our support for Young Rewired State involved asking some fundamental questions about how to identify and to nurture computer coding talent in young people. It is a very exciting and not very well understood area. Our work is helping to redefine the way in which schools and nonprofit organizations think about building the next generation of computer programmers.”

– Mark James

SCOPE

During a six week engagement, we reviewed the current state of coding education providers to understand market dynamics. Interviews were conducted to understand global best practice approaches for the delivery of elite programs in other sectors. Through a series of stakeholder interviews, the team was able to identify elite program options that worked best for the client. Oliver Wyman delivered a target operating model detailing both the activities and the changes to the organization required, alongside a step by step implementation plan to build the program.

IMPACT

Young Rewired State was able to clearly structure their understanding of the market and its dynamics. The elite program design and structure was agreed and potential partners were identified to collaborate with. The client was given a clear Target Operating Model and implementation plan to help to create their elite program. The client was able to begin socializing the elite program plan with board members, potential partners, and potential sponsors to gauge interest and obtain feedback.

TEAM: MARK JAMES, WILL ILLINGWORTH, FRANCESCA COLANTUONI,
CHRISTINE LERCH, VICTOIRE GOEBEL



Young
Rewired
State_



EDEN PROJECT

INTERNATIONAL EXPANSION PLANNING

eden project

INTRODUCTION

The Eden Project is a United Kingdom based charity with the purpose of reconnecting humankind with the natural world and with itself through the power of transformation. Their famous biomes in Cornwall house the largest rainforest in captivity, and they are developing educational (including schools and universities), social and conservation projects both on site at Eden, and increasingly more globally.



SCOPE

Oliver Wyman was engaged to help Eden Project articulate the objectives of its international expansion plan, and understand the operational requirements behind it. In collaboration with Lippincott, a set of principles was derived to capture Eden Project's ethos. In parallel, we helped the Eden Project develop an investment portfolio management approach to create a way of vetting, approving and managing the expanding portfolio of international projects. This was used to work with the board to drive their investment approach and create a view of the resources, processes and governance required to drive the international business.

IMPACT

Oliver Wyman presented its recommendations to the Eden Project Board, and the approach has now been further developed and adopted for driving forward the international business.

In particular, Oliver Wyman supported the Eden Project to:

- Recognize the importance of adopting a "portfolio-view"
- Realize the importance of having a more structured approach and a clearer process when considering new opportunities (from project selection to project execution)
- Assess more accurately the amount of capabilities and resources needed to deliver their international expansion plans (financial and team)
- Understand better the potential risks involved and the potential repercussions on their core site in Cornwall.

"Working closely with the senior management and board of the business we helped to not only develop an approach/toolkit to support the international expansion of the business, but also worked in partnership with the senior Eden Project team to help them better understand the implications of expansion on the brand/ethos and develop the right business model to drive effective delivery."

– Keric Morris

TEAM: CHRIS ALLCHIN, KERIC MORRIS, JOAO FURTADO

EMIRATES WILDLIFE SOCIETY IN ASSOCIATION WITH WWF (EWS-WWF)

STRATEGY REVIEW



INTRODUCTION

Emirates Wildlife Society (EWS) is a local environmental nonprofit established in the UAE that works in association with WWF, one of the world's largest and most experienced independent conservation organizations. EWS-WWF's mission is to conserve nature and reduce the most pressing threats to the environment by working with people and institutions in the UAE and the region to implement conservation solutions through science, research, policy, education and awareness.

SCOPE

The project was designed to help prioritize existing initiatives and improve the current conservation and fundraising planning.

IMPACT

The EWS-WWF used the first round of prioritization to help determine strategic priorities for the next year and identified key improvements to be implemented in their fundraising.



TEAM: GREG RUNG, ASIF ABBAS, SACHIN MYLAVARAPU

CLINIC BY THE BAY

CLINIC BY THE BAY PATIENT NEEDS ASSESSMENT



INTRODUCTION

Clinic by the Bay is a nonprofit San Francisco based free clinic serving working, uninsured adults in San Francisco and San Mateo counties. As a member of the Volunteers-in-Medicine network, volunteers make up a majority of the staff including physicians, nurses, translators, and health care students. The clinic's overall mission is to understand and serve, with dignity and respect, the health and wellness needs of the medically underserved in the San Francisco Bay Area.



SCOPE

As a result of the passage of the Affordable Care Act, Clinic by the Bay noticed a drop in monthly visits over a three month period due to a decrease of uninsured patients. Oliver Wyman was asked to confirm the clinic's target patient population, and to determine how to increase patient visit volumes to previous peak levels.

IMPACT

This project revealed that while the overall uninsured market substantially reduced, and eligibility expansion will eventually be required, significant community needs remain to support further growth. It was also revealed that to better capture this population, an increased focus on community involvement through board diversification, community partnerships, and marketing and outreach efforts is required.

Oliver Wyman's work identified the target populations and methods required to increased patient volume at Clinic by the Bay in order to continue operating as a free clinic resource to the community.

“Despite the passage of the Affordable Care Act, there remain people in our communities who are not well served by the healthcare system. We were thrilled to support Clinic by the Bay in their mission to improve healthcare for this vulnerable population.”

– Tom Robinson

“Being able to interact not only with actual patients and physicians, but fellow San Francisco residents helped build empathy for the problems being solved in healthcare and a direct connection to those being impacted by the recommendations we were making.”

– Austin Gispanski

TEAM: TOM ROBINSON, AUSTIN GISPANSKI, DAVID PAXTON, VICTORIA VERSTEGEN, LISA ZHOU

SUICIDE PREVENTION AUSTRALIA

BUILDING A BUSINESS CASE FOR PILOTING ZERO SUICIDE WITHIN THE AUSTRALIAN HEALTH SYSTEM



Suicide Prevention
Australia

INTRODUCTION

Suicide Prevention Australia (SPA) provides national leadership for the suicide prevention sector in Australia. SPA is the lead agency/peak body of the National Coalition for Suicide Prevention, and in this role is responsible for building and facilitating communication, collaboration and partnerships across and between the nonprofit, health, private and government sectors in order to change behaviors and attitudes towards suicide prevention.

SCOPE

Zero Suicide is a commitment to suicide prevention in health and behavioral health care systems. The concept of Zero Suicide has been adopted in selective overseas geographies however there is no clear articulation of the costs, benefits and requirements for making Zero Suicide a success in Australia. In our project we developed a business case for the piloting of a Zero Suicide program within selected Australian health networks, covering overall pilot objectives and design, operating model considerations, target outcomes and a cost/benefit analysis which showed a clear case for achieving funding.

EXPECTED IMPACT*

We expect this project to help secure funding for a Zero Suicide pilot in Australia, and to raise awareness of suicide prevention activities in the community. The outcome of this would be a decline in the number of suicides in Australia, which is measured in publicly available records.

**At the time of writing the project was not yet completed*

“Suicide is the third leading cause of premature death in Australia and yet it receives far less attention and funding than other similar causes. Our work provided a great opportunity to make a real difference to the Australian community, to provide a strong, rational and well-argued case to increase funding towards proven ways of reducing death by suicide.”

– Anthony Bice

“This project has proven to be one of the most rewarding and fulfilling experiences of our careers. Zero Suicide is a truly altruistic cause – and we are delighted to have had such impactful involvement in suicide prevention across Australia. Social Impact projects such as this, are a true testament to Oliver Wyman’s values – and has been exemplary of our constant strive to make lasting a contribution.”

– Gleb Shinkarsky

TEAM: GLEB SHINKARSKY, EDDIE BURROWES, BEN MILLER, NELSON BOYD

DAILY BREAD FOOD BANK

COLLABORATION IN HUNGER RELIEF



INTRODUCTION

Daily Bread Food Bank (DBFB) is the largest provider of food relief in the Greater Toronto Area (GTA). As a distribution hub, Daily Bread supports and supplies hunger programs and provides food for the sixty thousand visits a month to food banks across the city. DBFB also works towards long-term solutions to hunger, running innovative programs to support low income families, including information and referral services that trains member agencies to support food bank clients by connecting them to community resources.

Daily Bread Food Bank and Oliver Wyman undertook an effort to review opportunities for DBFB to collaborate with other hunger relief providers in order to achieve greater scale and efficiency to better serve disadvantaged people of Toronto.



SCOPE

Over the course of a ten week engagement, the Oliver Wyman team evaluated the operational integration of Daily Bread Food Bank with other hunger relief charities. The team analyzed the existing operations of complementary organizations, interviewed similar charities in other cities to gather collaboration best practices, and evaluated various cooperation scenarios to determine how the organizations could collectively better serve the community. The team leveraged Oliver Wyman intellectual capital on routing optimization and infrastructure rationalization to derive and quantify the majority of the benefit estimations.

IMPACT

Oliver Wyman presented three options for potential collaboration to the Board of Directors and recommended a path forward to integrate operations with a target charity. Our analysis demonstrated that a combined entity could significantly improve food distribution capacity and provide thousands more meals to the hungry people of Toronto. Additional benefits identified beyond food distribution, included improved advocacy and enhanced agency service levels.

“There are few opportunities in consulting to make such a positive impact affecting thousands of people in your local community. Truly a remarkable experience and certainly the most personally fulfilling project experience I’ve had at Oliver Wyman.”

– Nitish Sharma

“You get what you give – and in this case, the firm and the office got a tremendous sense of pride, of giving to the Toronto community, some great new relationships with board members in financial services, corporate law, and so much more. We were able to give our time and energy, as well as the firm’s knowledge of operational efficiency and routing logistics – all things the food bank would never have been able to access on its own.”

– David Campbell

TEAM: DAVID CAMPBELL, ANDREW MEDLAND, JOHN GIBSON, MELISSA BELBECK,
SHAZMA BUTT, NITISH SHARMA

CRISIS

ENDING HOMELESSNESS RESEARCH SUPPORT



INTRODUCTION

Crisis is a charity for homeless people in the UK, dedicated to tackling homelessness through its life-changing services and campaigning for change. Crisis offers its services and advice directly to homeless individuals across England, Scotland and Wales, with a focus on employment, education, housing, and health and wellbeing. Crisis also places itself at the forefront of homelessness research and political campaign action. At the heart of its 50th anniversary celebrations, Crisis is in the early stages of developing a new five-year strategy to end homelessness – and Oliver Wyman’s research forms a foundation for this important piece of work.



THE ENTREPRENEURIAL REFUGEE NETWORK (TERN)

SOCIAL ENTERPRISE START-UP ACCELERATOR PROGRAM



INTRODUCTION

TERN is an early-stage social enterprise providing advice, mentorship, networking, and access to funding for UK refugee entrepreneurs. TERN challenges the misconception that refugees cannot contribute positively to the economy of their host country.

- The TERN model seeks to address three major barriers to refugee entrepreneurship in the UK – dispersion of the refugee population (with no central register, or support organizations), refugees’ lack of local credit (or personal) history, and their limited understanding of a new culture and complex bureaucratic systems.
- To date TERN has launched a pilot program to support 5-10 refugees establishing businesses across the UK – and Oliver Wyman’s work was instrumental in helping the organization to reach this stage. TERN’s plan for 2017 is to support fifty refugees, and to connect with similar organizations operating around Europe.



SCOPE

When Oliver Wyman was initially approached TERN was in a very early start-up phase. Oliver Wyman worked with TERN across a number of areas, including writing a business plan/building a financial model, designing and launching the pilot program, and networking with social and corporate funders. Our brief was to help establish an organization able to stand on its own two feet – and since the end of our engagement TERN has continued to grow and flourish, receiving a great deal of interest from potential partner organizations.

IMPACT

Oliver Wyman provided TERN with a breadth of skills and experience to launch their pilot program within a tight timeline. Our consultants worked closely with the TERN team to develop a program which aims to match fifty refugees with funding and mentorship in 2017. The support of our well-established brand helped TERN to obtain committed funding from a charity partner for its pilot refugees, as well as a number of important corporate contacts for potential partnerships in the future.

- The Home Office has been supportive of TERN's work and has shared their approach with a number of important stakeholders to push forward.
- Oliver Wyman continues to support TERN – with both sides having established a strong working relationship with the other.

“We provided TERN with the support they needed to accelerate from idea to established start-up in just 10 weeks. Their core proposition of providing finance and support to entrepreneurial refugees in the UK and Germany fits well with our own philosophy and expertise.”

– Ben Helps

“In increasingly uncertain times, TERN aims to demonstrate the extraordinary potential that lies in refugee entrepreneurship - promoting the value of economic and social integration at a time when focus is centering on cultural division. Oliver Wyman have been crucial in helping us morph TERN from merely an idea into a functioning reality, laying the platform for us to continue pushing forward with placing entrepreneurship at the heart of refugee integration both in the UK, and in Europe.”

– Megan Karlshøj-Pedersen (TERN)

TEAM NAMES: BEN HELPS, ROBERT ROGERS, MAXIME SERRANO BARDISA

GERMAN RED CROSS

DEVELOPMENT OF AN EARLY WARNING SYSTEM FOR EPIDEMIC RISKS



**Deutsches
Rotes
Kreuz**

INTRODUCTION

German Red Cross is part of the International Red Cross and Red Crescent Movement, the largest humanitarian organization in the world. It has provided comprehensive aid for more than 140 years for people in conflict situations, disasters and health or social emergency situations, solely based on their level of need. In the wake of recent events in Germany posing a potential increase in epidemic risk (flooding in southern Germany in 2013, refugee crisis in 2015), the German Red Cross aims at implementing an early warning system.



SCOPE

Oliver Wyman was engaged for a period of six weeks to help the German Red Cross in developing an early warning system for epidemic risks that may occur in the aftermath of a catastrophe. The first step was to define the target picture for the early warning system from a strategic point of view such as aligning on which risks to cover, and which functionalities to provide. This was done via several interviews and workshops, including experts from various areas of the organization. In parallel, Oliver Wyman analyzed relevant examples for early warning systems from around the world. Combining the insights on best practices for early warning systems thus derived with the target picture defined, the project team derived key prerequisites crucial for establishing such a system at German Red Cross and defined an implementation roadmap.

IMPACT

Implementing the early warning system for epidemic risks based on the target picture and roadmap defined will allow the German Red Cross to obtain greater transparency on an accumulation of disease symptoms in a timely manner and thus to be able to react more efficiently in the future. This way, employees, volunteers and the affected population will be better protected while at the same time allowing for an optimal use of German Red Cross's resources.

“We used our Digital and Risk expertise to support the key German humanitarian aid organization in developing an early warning system for epidemic risks. This will help to timely warn and protect its employees and all affected people around them.”

– Claus Herbolzheimer

“Working on such a crucial topic for the German Red Cross whose members save lives on a daily basis was a really special project experience. The project team and all German Red Cross employees infected us with their enthusiasm and curiosity.”

– Suzan Erbil

TEAM: CLAUS HERBOLZHEIMER, SUZAN ERBIL, MIKHAIL KHOTYAKOV

KIVA

GROWTH STRATEGY – THE COMMUNITY OPPORTUNITY



INTRODUCTION

Founded in 2005 and based in San Francisco, Kiva is an international nonprofit with a mission to connect people through lending to alleviate poverty. Kiva celebrates and supports people looking to create a better future for themselves, their families and their communities.

Kiva operates in over eighty countries, providing entrepreneurs access to capital and has lent over \$930 million to 2.2 million borrowers worldwide. In 2011, Kiva launched its US operations to support financially excluded small business borrowers with socially impactful, direct zero percent interest loans.



SCOPE

Oliver Wyman conducted an eight week engagement to help Kiva evaluate its potential growth strategies within the US market. Through industry research and interviews with other lenders, Kiva borrowers and team members, the Oliver Wyman team prioritized the strategies best suited for Kiva.

The analysis and research culminated in a recommendation that Kiva could leverage its advantages and drive growth through its unique community network.

IMPACT

With our support, we hope that Kiva can continue to think about achieving massive scale and making a big impact in the United States, while building a strong community for its members.

“Oliver Wyman’s Social Impact Program provided the opportunity to connect further with Kiva, a local San Francisco based firm that is making a difference on the global stage and founded by an alumnus. There was a great learning experience for the team in how commercial strategies have to be adapted to deliver on the social goals of a nonprofit institution.”

– Ashik Ardeshta

“Kiva is a truly remarkable concept that has proven simply having faith in people can change the lives of millions. The experience has been a blessing and I hope my work will help Kiva continue to grow and change the world, one opportunity at a time.”

– Yale Mao

TEAM: ASHIK ARDESHNA, YALE MAO, JOSH ZIMMER, ALINA LANTSBERG, SUSHIL RAJA

IN COLLABORATION WITH SEACHANGE CAPITAL PARTNERS AND GUIDESTAR

RISK MANAGEMENT FOR NONPROFITS



INTRODUCTION

The 2015 bankruptcy of FEGS (the largest social service nonprofit in New York City) has shaken the confidence of New York City's nonprofits. Coming in the wake of the turmoil at Cooper Union and the collapse of the New York City Opera, many nonprofit trustees are asking new questions about the organizations they govern. What risks do we face? How risky are we in relation to our peers? Are we doing the right things to understand and mitigate our risks? How should we balance financial risk against programmatic reward? What should we do to reduce the potential hardships from financial distress?

SeaChange Capital Partners is a merchant bank focused exclusively on the nonprofit sector and is itself a nonprofit. SeaChange assesses risk in all aspects of its business – mergers and collaborations, lending/investment, and advisory work – and has observed first-hand both the critical difference that risk management can make for nonprofits and the wide range of risk-related practices in the sector.

This report is motivated by the recognition that nonprofits play a critical social role – improving education, alleviating poverty, providing economic opportunity, supporting our healthcare system, funding the arts – and that their health is vital to New York City. We hope to have contributed to the important discussion taking place, particularly in the wake of the bankruptcy of FEGS, about how to mitigate the likelihood of acute financial distress for nonprofits of any size or sector.

“The new SeaChange / Oliver Wyman report provides vital data and financial analysis for New York nonprofits about their current situation, and a useful framework for risk assessment. We expect that this report will encourage thoughtful organizational leadership in nonprofits to identify and address significant business risks in a challenging time.”

– James Sheehan, Bureau Chief of the Charities Bureau of the New York State Attorney General's Office

SCOPE

The recommendations in this report come from a study by SeaChange Capital Partners and Oliver Wyman which evaluated the major risks facing the nonprofit sector in New York, and identified practical risk management best practices which can be implemented to improve the financial health and sustainability of nonprofits. By “risk” we mean unexpected events and factors that may have a material impact on an organization’s finances, operations, reputation, viability, and ability to pursue its mission. This study draws on:

- SeaChange’s 10+ years of experience in nonprofit merchant banking
- Oliver Wyman’s 30+ years of experience advising the largest global financial institutions and regulators with respect to risk management
- Rigorous analysis of the most comprehensive data set on the financial performance of New York’s nonprofits provided by GuideStar, the largest source of information on nonprofit organizations
- In-depth interviews with more than twenty executive directors, board members, and funders involved with nonprofits in distress
- Discussions with the Human Services Council and the Center for an Urban Future, both of which have undertaken related projects to understand and improve the state of New York’s nonprofits.

IMPACT

Very few nonprofits have formal processes in place to address financial risk management. Our research suggests that this can and must change.

- New York City nonprofits are fragile: ten percent are insolvent (eighteen percent in health and human services); as many as forty percent have virtually no cash reserves (margin for error); and over forty percent have lost money over the last three years. We believe that less than thirty percent are financially strong. Yet many trustees do not understand the financial condition of their organization nor how it compares to its peers.
- Distressed nonprofits have very limited ways to recover, so trustees must do all they can to reduce the risk that their organization becomes distressed in the first place. And they must take prompt, decisive action if it does.
- Practices such as scenario planning, benchmarking and self-rating, and setting explicit financial stability targets, can improve risk management. A few organizations are already doing these things. Most are not.

We believe that the nonprofit sector can make dramatic improvements in risk management over the next few years – and in doing so, can make vital programs more sustainable. Institutions ranging from nonprofit umbrella groups to regulators, such as the Charities Bureau of the Office of the New York State Attorney General, also support better risk management. In recognition of the report’s impact, the Human Services Council of New York City has named SeaChange Capital Partners and Oliver Wyman as “Advocates of the Year for 2016”.

“Nonprofits face an increasing number of risks, including rising interest rates, the move to value-based payments in healthcare, and increased real estate and labor costs. Organizations that don’t adopt better risk-management practices will find themselves in an increasingly precarious situation.”

– John MacIntosh, SeaChange partner

TEAM: GEORGE MORRIS, DYLAN ROBERTS, MUSTAFA DOMANIC, LISA YAO

STREETFOOTBALLWORLD

BUSINESS MODEL AND STRATEGY FOR SOCIAL INVESTMENT FUND



INTRODUCTION

streetfootballworld is a global NGO that harnesses the power of football to tackle some of the greatest social challenges of our time. This organization's work supports an international network of over one-hundred grassroots organizations that use football as a tool to address deep-rooted community issues – ranging from refugee integration in Ireland to gender equality in Kenya. Collectively, the network empowers over two million disadvantaged young people per year.

In 2016, the CEO approached Oliver Wyman to help design the business model for creating an independent social investment fund; the Common Goal Fund, with planned investment being made primarily by stakeholders of the football industry. The mission of this fund was to develop disadvantaged and disengaged subpopulations to become (economically active) fans and consumers of the football industry.



SCOPE

Over the course of a six-week engagement, Oliver Wyman helped design the Common Goal Fund's strategy and value proposition, determine its funding potential as well as derive a mid-term roadmap for organizational and financial ramp-up. As a crucial first step to implementation, the team then helped the client develop a pitch document for potential investors.

IMPACT

Designing the Common Goal Fund's overall strategy and value proposition in "speed-mode" enabled streetfootballworld's CEO to pitch the idea for the fund to key contacts within the football industry three weeks after start of the project. Leveraging the positive initial feedback allowed streetfootballworld and Oliver Wyman to build momentum within the industry and present a marketing pitch to key stakeholders of major leagues towards the end of the six-week engagement.

Drawing on the momentum build, streetfootballworld plans to launch the first phase of the Common Goal Fund in 2017 with a number of professional players as early movers.

"Supporting streetfootballworld in reshaping the way the entire football industry defines its approach to social responsibility and drives social change on a global scale was truly exciting."

– Felix Iblher

"Oliver Wyman's down-to-earth and collaborative working-style fit very well both with our organization and the task at hand – moreover, their hands-on-mentality really helped to speed up the process of designing Common Goal's strategy."

– Client testimony

"Leveraging our capabilities as strategy consultants (and not just our capacity) to make lasting contributions to society is the most fulfilling aspect of our job"

– Thilo Grunwald-Henrich

TEAM: FELIX IBLHER, THILO GRUNWALD-HENRICH, MATTHIAS KLINGER, EVANGELOS CHOULIARIS

BOB WOODRUFF FOUNDATION

NATIONAL INTERMEDIARY INITIATIVE – MARKET POSITIONING AND SERVICES PROPOSITION

INTRODUCTION

While no single service or agency can address the needs of all veterans, our country does have tens of thousands of nonprofits, government programs and private dollars offering services and support. This vast network of veterans' stakeholders has resulted in a complex, fragmented services ecosystem that is lonely to navigate, has disparities in access to services and is variable in outcomes across and within American communities.

The Bob Woodruff Foundation (BWF) has worked for a decade with a range of partners (leading nonprofits,



BOB WOODRUFF FOUNDATION
Investing in the Next Chapter for Our Veterans

corporations, the military and the government) to find, fund and shape innovative programs to support veterans returning to their families and communities. The Department of Veterans Affairs (VA) administers a broad set of benefits and services programs that provide health, financial and other support to veterans, their families, and survivors. Together, the two organizations have signed a Memorandum of Understanding to take on the challenge of bringing the best from the government, nonprofit and for-profit sectors to drive improvement in access, experience and outcomes for veterans and their families.



SCOPE

Oliver Wyman teamed with BWF to validate the market need and develop the service offerings, value proposition and roadmap, to bring the concept of a national intermediary in the veterans' space to life. First, we assessed the current state of the market to validate the opportunity at the local community level and to identify more specifically the unmet needs of all stakeholders. Using our market assessment and examples from other sectors, we then developed a portfolio of services that could be introduced over time to meet the needs of different stakeholder groups and types of communities. Working with Lippincott, we were able to articulate a set of value propositions for the entire veterans' ecosystem and each of its constituents, as well as develop branding guidance and potential options. Lastly, we developed

a roadmap that outlined the fundamentals required to stand up and scale the national intermediary. As part of this roadmap, we explored a series of sustainable revenue models for the new entity.

IMPACT

Our project has received recognition within the BWF and VA community for validating the need and discovering service opportunities for a national intermediary in the veterans' services ecosystem. The BWF/VA leadership and that of the evolving entity are now equipped with the market proof of need, services to offer, value proposition, and a work plan to stand up the organization, develop the services, and secure the funding required to launch.

"This project has been enormously gratifying for all involved. Bringing the concept to the point of launch is exciting and a tremendous source of pride in the power of Oliver Wyman to do good in society."

– John Boochever

As a veteran, the opportunity to work on the National Intermediary concept resonated with me on a personal and professional level. I was able to leverage my consulting skills to impact a community that I am a part of and care deeply about."

– Leah Wicks

"The work that the Oliver Wyman National Intermediary team has accomplished is emblematic of the quality work that is the hallmark of Oliver Wyman worldwide. As both a member of Oliver Wyman's Senior Advisory Board and the Board of The Bob Woodruff Foundation, an incubator of the National Intermediary Initiative, spotting the intersection opportunity for application of Oliver Wyman's skill sets was obvious at the outset. What became clearer over time was how impactful the work completed was in crystallizing and accelerating the launch of this national force to be utilized by Veterans from WWII to those just returning home from Iraq and Afghanistan today."

– Lisa Pollina

TEAM: JOHN BOOCHEVER, PETER REGEN, ELIZABETH SHAKHNOVICH, RAN STRUL, LEAH WICKS, CAROLINE BARLOW, NICHOLAS HESSELGRAVE
SENIOR ADVISORS: LISA POLLINA (BOB WOODRUFF FOUNDATION), GEN. (RET), JOE ROBLES (OLIVER WYMAN SAB MEMBERS)
LIPPINCOTT ADVISORS: RICK WISE, EMMA DEFELICE, EMILY GUILMETTE, ELIZABETH MCDANIEL, JENNIFER ROSENBLOOM, TINLEY MELVIN





COMMUNITY

The employees of Oliver Wyman are engaged within their local communities all around the world. Our Community engagements include volunteering, philanthropy, and sustainability efforts. In the following pages we'll share some of our highlights from 2016.

VOLUNTEERING HIGHLIGHTS

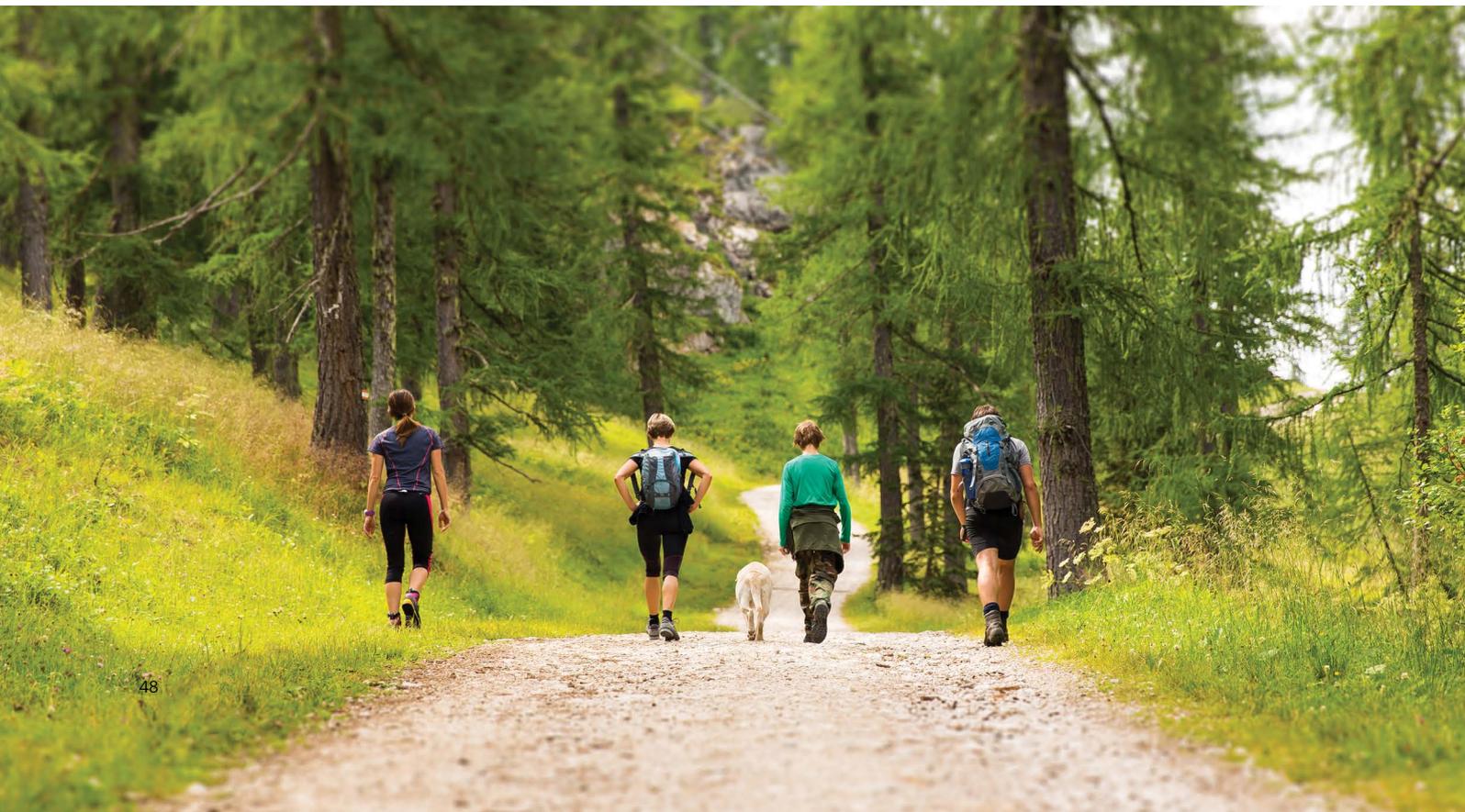
EMEA

ORGANIZATION: Farming Area: Alp Riseten – Canton of Glarus

INVOLVEMENT: Twenty Oliver Wyman employees from Zurich office, 12-16 hour shift

DESCRIPTION: For the third time (2012, 2013 and 2016) twenty Oliver Wyman employees supported the farmers by “cleaning” the Alp, collecting stones and tree branches, removing plants, and small trees. With this work we make a valuable contribution to the preservation of the mountain’s fauna and flora as well as our mountain farmers.

This was very hard physical work! The farmers work between twelve and sixteen hours every day from June to September every year until they go back to the valley for winter. The work done by Oliver Wyman employee volunteers was visible after one day



AMERICAS

ORGANIZATION: Feed the City is a community effort to make sandwiches for the homeless that takes place on the second Saturday of each month in the Dallas-Fort Worth metro area. It is organized by TangoTab, a socially conscious meal promotions app, and allows people to come together to make thousands of sandwiches for a local food charity, which are then distributed by SoupMobile, a charity focused on feeding and sheltering the homeless.

INVOLVEMENT: The event took place on a Saturday morning and brought together over thirty colleagues, friends and families of both Oliver Wyman and Mercer. Leading up to the event a smaller group of office members had been regularly volunteering about three hours every second Saturday.

DESCRIPTION: In February 2016 members from Oliver Wyman and Mercer Dallas helped sponsor a larger event to set a Guinness World Record for “The Most People Making Sandwiches Simultaneously.” Event volunteers made more than 32,000 sandwiches and donated supplies for 178,000 more sandwiches to feed the homeless population in the Dallas Area.



TangoTab

“Being part of the 2,500 people who came together that day to help feed those in need allowed us to give back in a way that was meaningful to us. I feel very fortunate to work for a company that prides itself in serving our local communities.”

– Madeline Keulen

“On behalf of TangoTab I wanted to say thank you for your support in the Guinness event as a sponsor. We are grateful for your help with this event. It was awesome to see us all work together toward a massive goal and a huge accomplishment. We had an amazing weekend last week... Not only did we break the record, but we shattered it. The official count was 2,586 people that joined us in breaking the Guinness World Record for The Most People Making Sandwiches Simultaneously.”

– TangoTab

PHILANTHROPY HIGHLIGHTS

BOSTON, US CHARITY AUCTION

The Oliver Wyman Boston Office hosted its twenty third annual charity auction, benefiting Boston Cares, Boston Area Rape Crisis Center (BARCC), Fenway Community Health Center, Inc., Family Reach Foundation, Children's Literacy Foundation (CLiF), and the One Acre Fund. In the twenty year history of the auction Oliver Wyman has raised over \$1 million dollars for charity. In December 2016, we hope to surpass the 2015 record of \$121,000 raised for the benefit of so many individuals that are in need.

LONDON, UK - MIND AND BRITISH RED CROSS

We chose two organizations for our fundraising efforts this year which were Mind and the British Red Cross. We held various fundraisers throughout the year such as two large teams of intrepid adventurers participating in the London to Paris bike ride and Three Peaks Challenge, a number of entries and generous bidders in a charity auction, bake sales, and marathon runners. At the time of this writing we raised \$93,683, with two more events planned in 2016.



SINGAPORE, CAMBODIA CARE CENTRE (CCC)

Twenty volunteers from Marsh, Mercer, and Oliver Wyman in Asia visited Cambodia on a volunteering trip organized with the Cambodia Care Centre (CCC), which runs a school in Phnom Penh dedicated to helping underprivileged families, by providing free basic education for the children and offering community outreach programs for those in need.

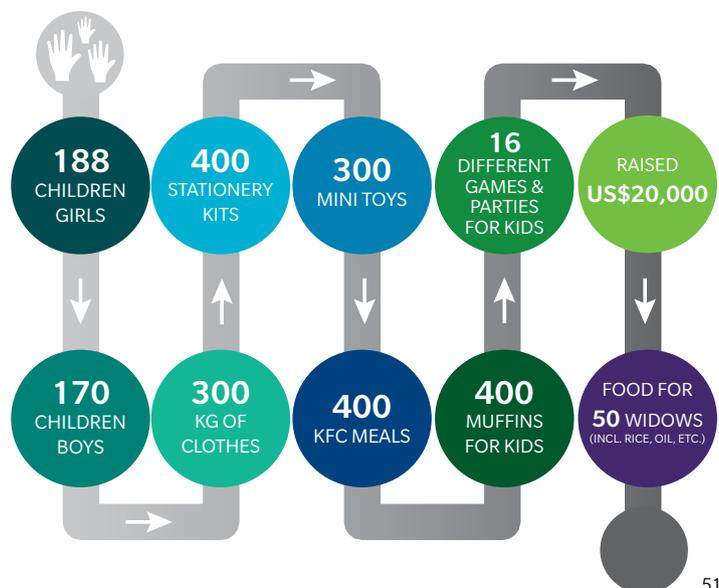
Before leaving for Cambodia, the group raised \$29,000 which was used towards school uniforms, personal hygiene packs and stationery sets for the children who attend the Cambodia Care School, a sewing training center for unemployed women run by CCC and provided basic food items for widows. They helped donate sewing machines to the center, provided a salary for the instructors to teach them and a daily incentive figure to ten women to attend the school for six months, with the hope that they would learn a trade and be able to provide for them and their families. With the help of colleagues and friends in Singapore prior to their visit, they were able to donate over 300kg of clothes to the children.

Our volunteers taught children at the school lessons in personal hygiene, and provided head lice treatment. The children not only got the comfort of getting their

hair cut, washed and rid of lice; they thoroughly enjoyed this special pampering session! After a party was thrown for the children, which included games, fast food, and cupcakes –the first time ever the majority had tried these!

During their time in Cambodia, they made a visit to the village where these children came from; in order to better understand the conditions they were raised in. Otherwise known as the ‘graveyard’ village, this is a slum area built on top of an old cemetery. The families here are desperately poor living in appalling conditions, with most adult members of the family involved in drug trafficking and other illegal activities. The houses are built on stilts around tombs, on filthy swamp land with torn walls, leaky roofs covered by plastic tents etc. The only chance the children have of breaking the cycle of poverty is to be encouraged to get a good education.

It was an extremely rewarding and meaningful experience for our volunteers to work with the children and witness the impact they were making in their and their families’ lives. They returned to their offices amazed and inspired by the positivity and cheerfulness of the children and touched by how welcome they made them feel.







NONPROFIT FELLOWSHIPS

After working for Oliver Wyman for one year, consultants have the opportunity to apply to work on a six month Nonprofit Fellowship at an organization of their choice anywhere in the world. This allows them to put their business skills to work in support of nonprofits. In the following pages you'll hear from three of our nonprofit fellows and their unforgettable experiences.

“Providing Care to Farming Communities”

by Jack Wang



“We go. We make house calls. We build health systems. We stay.” This is Partners in Health’s first line of their mission to provide a preferential option for the poor in health care. Mexico guarantees universal health coverage, but for anyone living in a rural / remote location public clinics are often empty because no doctors are assigned, or they’re assigned temporarily. Partners in Health operates clinics in the Sierra Madre Mountains of Chiapas.

My fellowship was in Chiapas, one of the poorest states in Mexico, as a volunteer fellow from January to June 2015. There I helped operate twelve rural clinics providing much-needed care to poor farming communities with very limited access to modern medicine. During this time, I often worked with a Mexican public health system that, despite innumerate shortcomings, still proudly held true to the notion that health is a universal human right. I noticed this to be a notion conspicuously absent from health dialogue in the United States, and so it was a new way of thinking for me. However, after witnessing how the lack of basic health services severely limited

opportunities for poor Mexicans and impinged on their ability to live lives with dignity, I also came to believe that health is a fundamental human right.

I was able to help with day-to-day operations (such as automating their patient tracking system), but mostly I spent my time producing a comprehensive report on healthcare in Chiapas. Through this report, I documented the main health challenges the people in the state face in terms of burden of disease, as well as the existing health infrastructure and where the major gaps were. This report was shared with the State Senator of Chiapas to identify the key priorities in how to improve healthcare in an area where effective healthcare coverage was the lowest in Mexico.

I am extremely thankful that Oliver Wyman provides such amazing flexibility to pursue interests outside of the firm. It’s allowed me to broaden my perspective and has been an unforgettable experience.

“Analytics Driven Strategies”

by Sushil Raja



Kiva is a nonprofit founded in 2005 with a mission to connect underbanked entrepreneurs with microloans. It achieves this through a technology platform that crowdsources funds for distribution. In 2011, Kiva launched Kiva Zip (now Kiva US), a startup within the organization that was specifically focused on entrepreneurs in the US and Kenya.

I led several analytics-driven strategy initiatives during my nonprofit fellowship from March 2015 through September 2015 as the Strategy and Analytics Fellow.

The goal/scope of the project had a few areas of focus:

- Model lending behavior and developed strategies to improve their engagement with Kiva
- Recruit new borrowers through digital and in person marketing and communications
- In Nairobi, educate potential borrowers on the ground, evaluate Kiva Zip’s holistic impact, and analyzed borrower delinquency.

My experience with social entrepreneurship at Kiva gave me a new perspective on effective organizations and my own working style:

- **The double bottom line:** Kiva’s mission is evident in every fiber of the organization. Working at a company dually focused on profit and impact was intrinsically motivating. It reiterated that talented people are not only driven by profit, but by the opportunity to make an impact
- **The lean start up:** The Kiva Zip team functioned like a start-up. They embraced Lean Startup principles, rooted in: moving quickly, failing fast, and iterating. Transplanting that agile methodology back in the consulting world has been transformative
- **Driving change:** At Kiva, the impact of most projects could be tracked in real-time. It was a good reminder how efforts affected people around the world, similar to the projects that we engage in at Oliver Wyman.

Overall the nonprofit fellowship experience was a great opportunity to reflect on what I’ve learned in consulting and apply it in a vastly different context.

“Growth Strategies in an Innovation Rich Environment”

by Rohan Wadhwa



School in the Cloud is a platform that helps students prepare for the future by using Self-Organized Learning Environments (SOLE). Students’ imaginations and creativity are sparked by asking big questions and by fostering connections with volunteer mediators. The organization has been pioneering this innovative learning method where learning happens in purposefully chaotic environments.

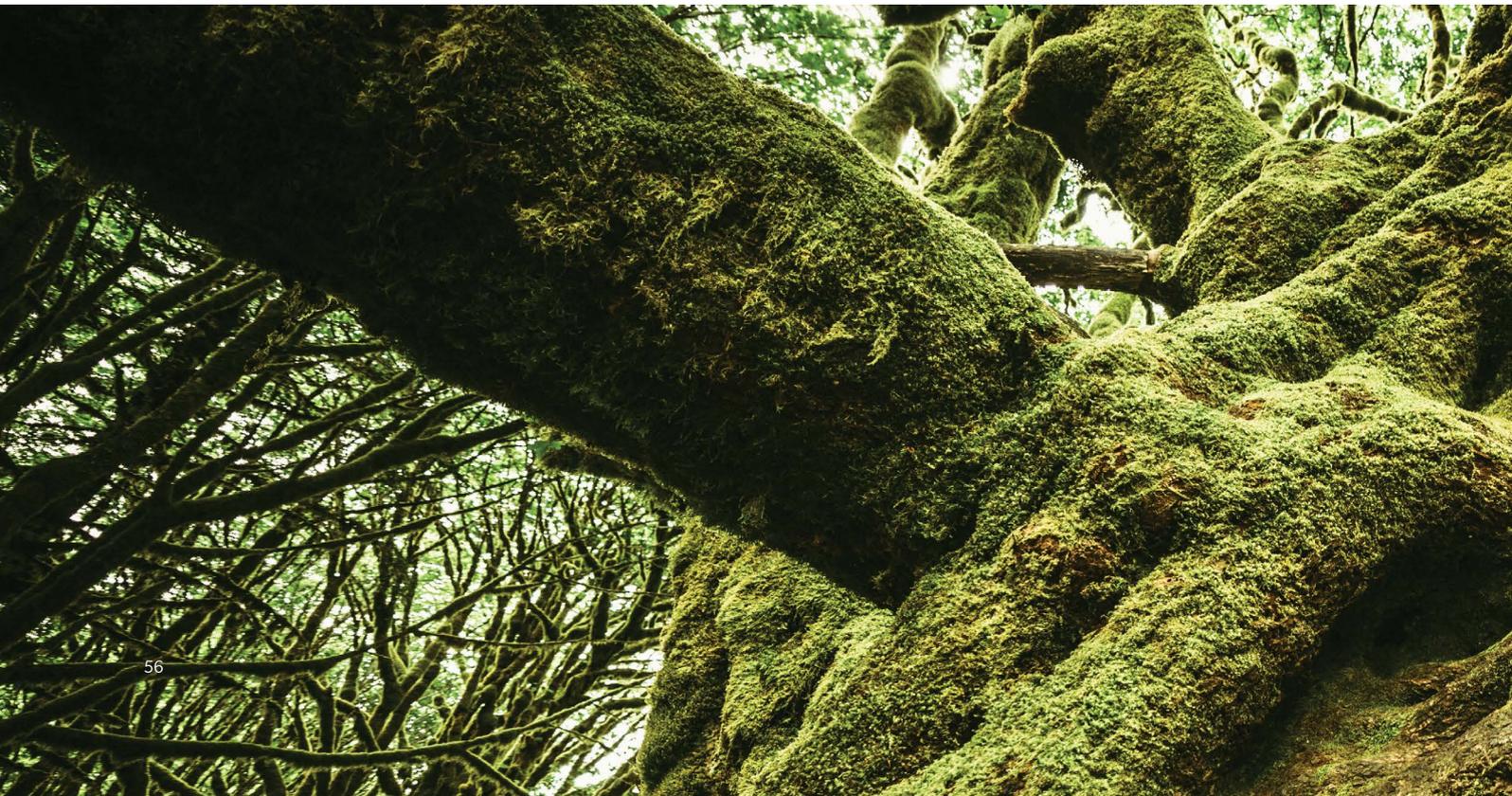
In 1999, Sugata Mitra, founder of the organization, pioneered the “Hole in the Wall” experiment to see whether groups of children, with access to Internet, can learn almost anything by themselves.

From 2007 to 2013, Sugata Mitra presented three TED talks sharing finding from his experiments, culminating to a \$1 million TED prize award in 2013. Since then, three School in the Cloud labs have opened in rural India. These labs host children from

nearby villages. The widespread media coverage led to a global movement around putting students at the forefront of their own learning. School in the Cloud is at the forefront of this movement.

I was at School in the Cloud from March 2016 through July 2016 working on growth strategy. My role was three-fold:

1. Fundraising – create a fundraising platform for the organization
2. Grow the Granny Cloud – restructure the acquisition process for the group of volunteer e-mediators in order to grow the member group
3. Increase collaboration among global partners – this new approach to learning has attracted a vast global following for which I helped foster more collaboration and open communication.



As a by-product of being in such an innovation-rich environment, I also did research into highly alternative forms of assessment (such as brain scans instead of exams) and into the opportunity for low cost private schools in the developed world.

My nonprofit fellowship experience was extremely refreshing. From a professional standpoint, I was able to play a leadership role and manage a number of different ongoing projects, working with individuals from a various backgrounds.

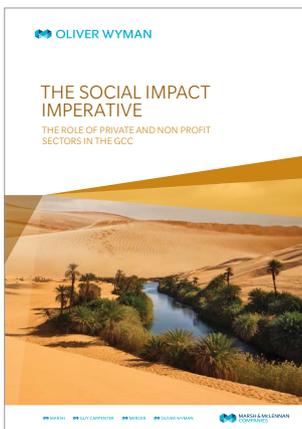
From a personal development standpoint, I spent time traveling and having thoughtful discussions with folks all around the world. My travels to some of the most rural villages of India provided me a renewed sense of gratitude for the opportunities I've been given, but also a refreshed view of the scale of opportunity available for high impact.

Overall, I learned the most from all the children I met during the experience. They all had such curious minds and were filled with an enthusiasm to learn. It truly gave me a global view of the education space and connected me with a number of not only highly influential education leaders, but also a number of passionate individuals with a genuine care for improving global education.

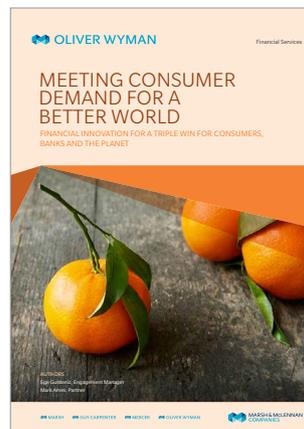


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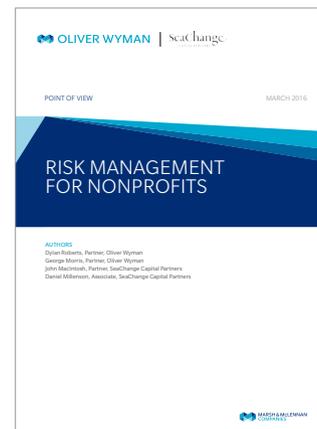
Oliver Wyman is a thought leader across industries, and throughout 2016 shared our insights on a variety of topics related to society from energy, to social innovation, to risk management of nonprofits, and more. To read these reports use the links below or go to <http://www.oliverwyman.com/our-expertise/insights.html> for our full list.



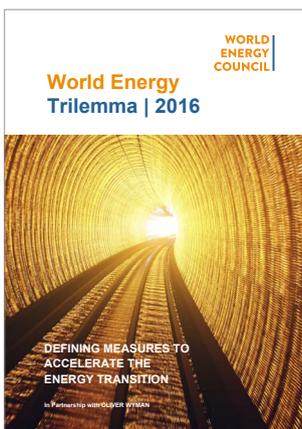
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LOOKING FORWARD TO 2017

In this report you have seen how Oliver Wyman is committed to a variety of contributions to the world we live in. Our work helps to improve organizations, communities, and lives around the world. With the introduction of Oliver Wyman for Society we will continue to develop relationships and deliver the best quality work to our clients.



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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