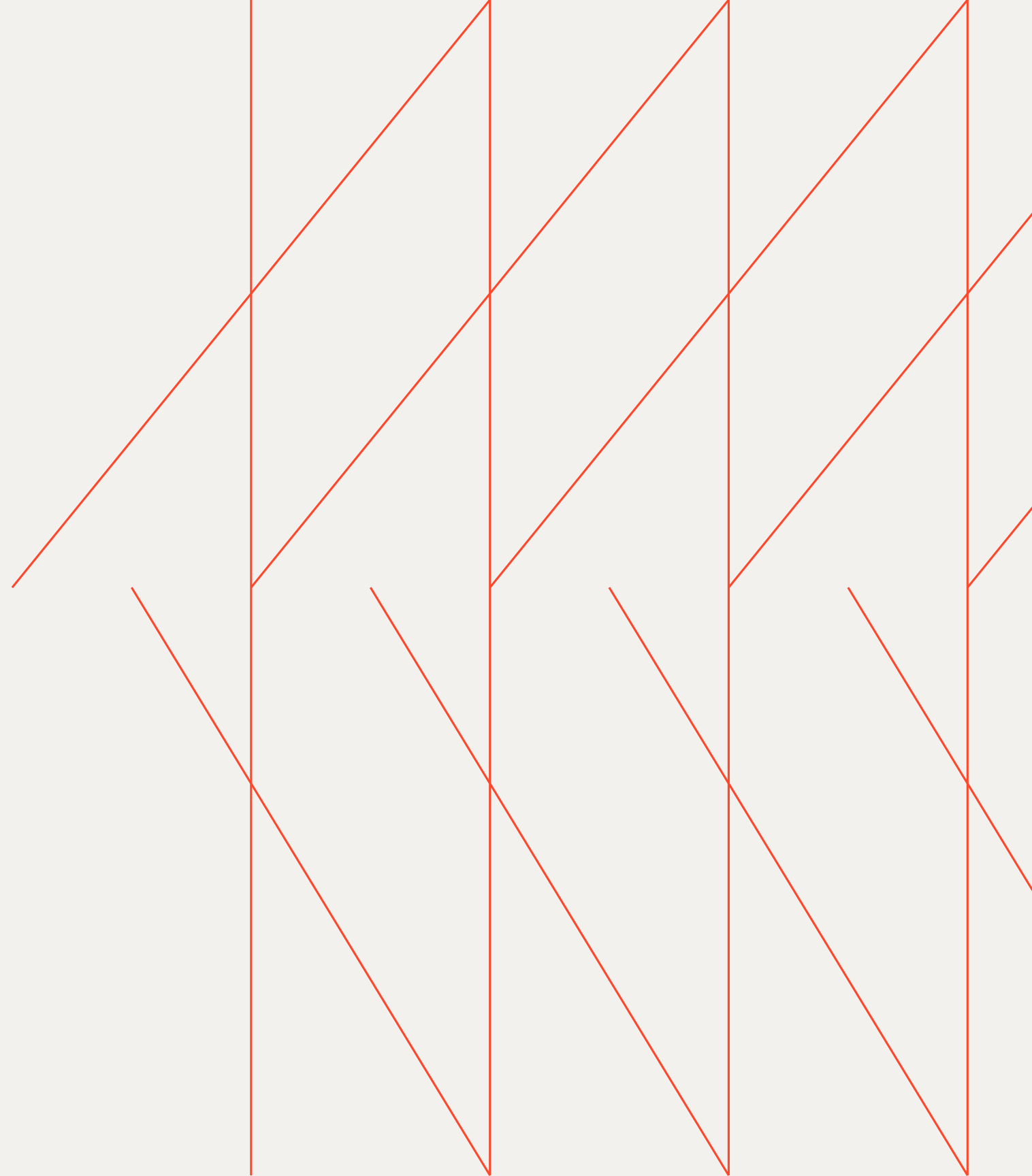




Pilot Project: Social Impact Multiplier Effect

October 2026



Social Impact at Kyndryl

Kyndryl is committed to making a positive community impact through its work, spanning key areas of focus such as skilling, cybersecurity and AI training, advancing carbon literacy and youth outreach.

Our Social Impact initiatives are carried out through our commitment to volunteerism, the Kyndryl Foundation and the support of programs around the world.

By providing access to technology education and training, we empower individuals with skills needed to participate in a rapidly growing digital economy. That, in turn, helps foster greater social equity. Guided by The Kyndryl Way, our Social Impact work extends our culture's core values into purposeful action, demonstrating our commitment to delivering long-term outcomes.

Social Impact focus areas

01

Future Forward Education

We support quality access to student-centered and technology-enabled education, helping learners acquire valuable skills.

02

Inclusive Economy

We support impactful solutions that help build an economy in which individuals and communities can benefit from sustained economic and social prosperity.

03

Climate Action

We support an environmentally sustainable future by combining our expertise and technologies to mitigate the impacts of climate change.



STUDY OVERVIEW

Pilot project to measure the multiplier effect

Kyndryl initiated a study to understand how its Social Impact project benefits multiply beyond direct participants.

15

projects analyzed
using data from
implementation
partners

FOCUS

non-monetary benefits—
skilling and capability
building

ASSESS

how benefits extend
beyond direct participants

A practical research study designed to make secondary impact visible.

KEY STATISTICS / REACH

The average project multiplies 4x reach

Direct beneficiaries become a much wider circle of influence.

HOW TOTAL REACH ADDS UP

107,772 + 361,690 = 469,462

Direct Beneficiaries	Indirect Beneficiaries	Total Reach
Across 15 projects	Estimated reach	Combined estimated impact

PORTFOLIO SIGNAL

13 of 15 projects reported multipliers between 2x and 6x.

The pilot data indicates broad distribution of the multiplier effect across projects/grants.



AVERAGE MULTIPLIER

3.9x median 4.0x

Reported benefits extend well beyond direct participants.

DEFINING THE MULTIPLIER EFFECT

Reported benefits multiply through four pathways

Each pathway carries value beyond direct participants—turning a project into wider, lasting change.



**Peer/Household
Diffusion**

Sharing of learnings
and skills.



**Institutional
Embedding**

Reuse of benefits
for new cohorts.



**Organizational
Adoption**

New routines and
policies implemented.



**Ecosystem
Amplification**

Impact through broader
networks and platforms.

THE CRITICAL DISTINCTION

**Reach measures
exposure.**



Change measures adoption.

The framework separates how
far benefits travel from whether
behavior actually changes.



IMPACT MEASUREMENT

Methodology highlights

Partner-led. Practical. Scalable.

A pragmatic, partner-led approach built for credible scale.

PARTNER-SOURCED DATA

Reports came from partners—not Kyndryl self-reporting.

MULTI-METHOD EVIDENCE

Surveys, interviews and pre-post assessments.

VOLUNTARY SAMPLE

Participation from 15 partners.

PRACTICAL, NON-MONETIZED

Avoids monetization and SROI calculations.

COUNTS + MULTIPLIERS

Partners provided direct counts combined with estimated multipliers.

BUILT TO SCALE

Designed for portfolio-wide impact.

External validation by BCCCC

Boston College Center for Corporate Citizenship (BCCCC) has independently assessed and validated Kyndryl's Multiplier Effect pilot study

Methodology and findings

What BCCC found

The findings are credible as a baseline - with a clear, consistent structure reporting direct beneficiaries' alongside total reach. Multipliers in the $2\times$ – $6\times$ range **with an average of 3.9x**, are grounded in implementation partner monitoring and beneficiary interactions, not internal self-reporting. The non-monetary approach is well-suited to skilling outcomes.

BCCC key recommendations for future

01

Standardize Mandatory Reporting Fields

Ensure every project reports direct beneficiaries, time window, geography and multiplier value with a one-line explanation of how it was computed.

02

Require a Lightweight Evidence Pack

Each project should maintain an anonymized survey export or attendance log, documented calculation logic and 2–3 evidence artefacts per round.

03

Strengthen Counterfactual Reasoning

Future iterations should address selection effects and document assumptions around what would have occurred without the programme intervention.

04

Standardize Multiplier Estimation Across Projects

Align how multipliers are estimated — uniform category-to-average mapping will increase comparability and independent verifiability.



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Boston College Centre for Corporate Citizenship (BCCCC) research validation and Kyndryl's Multiplier Effect Pilot Study were funded by Kyndryl and are based on Kyndryl Social Impact team's understanding and capabilities.