

**Deloitte.**

**Deloitte Canada  
2023 Impact Report**

# Building better futures

Toward a more sustainable,  
equitable, and prosperous world



**MAKING AN  
IMPACT THAT  
MATTERS**  
*since 1845*



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Although Deloitte Canada and Deloitte Chile operate as one entity, this report reflects only Deloitte Canada's work and results, with some examples from Chile where noted. Deloitte Chile's 2023 impact report can be accessed at [Deloitte.ca/impact](https://deloitte.ca/impact).

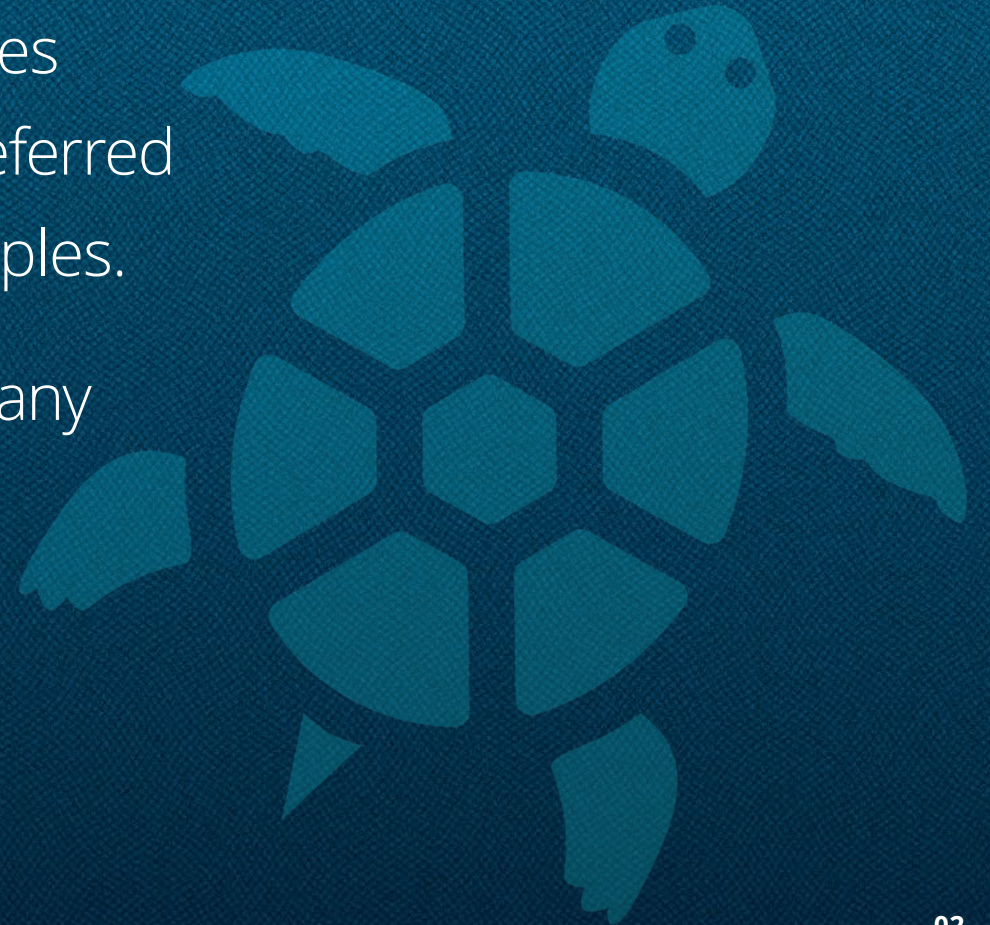




We acknowledge that Deloitte offices reside on traditional, treaty, and unceded territories that are now known as Canada and often referred to as Turtle Island by many Indigenous Peoples.

We acknowledge this land is still home to many First Nations, Inuit, and Métis Peoples.

**We are all Treaty people.**





## EXECUTIVE MESSAGE



**Anthony Viel**  
Chief Executive Officer  
Deloitte Canada and Chile

As Chief Executive Officer, it's my privilege to see first-hand the unique impact our 14,000-plus people and partners make with our clients, our alliance partners, our communities, and our country. And in a world filled with uncertainty, our contributions are needed more than ever before.



**Wildfires scorched more than 11 million hectares of land**, an area more than twice the size of Nova Scotia, across Canada this summer. We've seen escalating violence across the globe, deepening socioeconomic divides here in Canada, and calls to build a fairer, more equitable society that works for everyone.

This is our opportunity to be a catalyst for positive change. At Deloitte, we consider it our responsibility to lead through ambiguous times, helping our clients and adapting our own operations to build a better world. We can leverage our network, our relationships, our extensive knowledge, and the collective aspirations of our people to help address the most pressing challenges of our time.

This report tells the story of our work to build a greener world that we can be

proud to pass down to future generations, to create new opportunities for groups that have been overlooked for too long, and to empower all Canadians to thrive.

Across businesses and industries, what unites our people is a spirit of service. Serving others is embedded in our DNA. Since the origin of Deloitte nearly 180 years ago, we have worked alongside organisations to empower them to reach their aspirations and build a better society for all. Today, we build on this legacy to serve others through the work we do.

This report also includes examples of ways in which we're making an impact that matters. I think of Deloitte leaders like Ye'elena Tchana Crève-Coeur, who is helping create a strong network of young Black professionals throughout Canada. She also developed our Bloom





scholarship program, which offers support to Indigenous students, Black students, and students with disabilities in our communities and opportunities to explore their potential.

I think of leaders like Samuel Owusu, whose specialised work in technology is helping ensure the residents of Newfoundland and Labrador have reliable access to fundamental commodities, such as groceries and medical supplies, whenever they need them.

And leaders like Dhriti Mehta, whose work as an immigration analyst is to get visas into the hands of newcomers more efficiently, helping them not only acquire jobs but also clear a path to a new life for themselves and their families.

I am particularly proud of our Reconciliation Action Plan. In June, we released our year-three status report for this commitment, which serves as our firm's road map to advancing reconciliation. This year's report includes updates to our efforts to amplify the concerns and priorities of Indigenous youth, to expand access to reconciliation training to business schools across Canada, to hire and promote more Indigenous leaders, and to build stronger relationships with Indigenous businesses to help them realise their aspirations. This year, we also became the first professional services firm to earn a silver certification from the Canadian Council for Aboriginal Business, which acknowledged our dedication to fostering reconciliation through business and community relationships.

It's clear to me that our teams at Deloitte have the ideas, tenacity, and humility to build a better future for people, organisations, communities, and Canada to thrive in. Guided by our Purpose and our legacy of service, we can work together to build a brighter tomorrow for all.

Sincerely,

A handwritten signature in blue ink, consisting of the letters 'A' and 'V' in a stylized, cursive font.

**Anthony Viel**

Chief Executive Officer  
Deloitte Canada and Chile



## PURPOSE AND SHARED VALUES



**Tim Christmann**  
Strategy and Innovation Officer  
Deloitte Canada

Our Purpose helps to explain why we exist, while our Shared Values define the behaviours we expect of each other.

**Deloitte's Purpose** is to make an impact that matters. This purpose informs every decision we make, bringing meaning to our work, growing our impact, and creating a sustainably stronger future. This is the guiding star that unites our people in Canada.

Our Strategy and Innovation Officer Tim Christmann, who has executive oversight of the Purpose & Sustainability Office, expands on the role Purpose plays in our daily lives.

“When we say, “making an impact that matters,” what we mean is that we exist to help and inspire all others—people, organizations, communities, and countries—to thrive. We’ve placed Purpose at the forefront of our strategic choices as an organization and we fundamentally believe that this is core to creating value for all of our collaborators. Most importantly, our people are the ones who bring this to life by seeing purpose embedded in the work they do for our clients and being empowered to activate it through their day-to-day choices.”





Our Shared Values guide everything we do and help us build the trust that is critical for working together and with our clients.



**Lead the way**

Deloitte is not only leading the profession but reinventing it for the future. We're also committed to creating opportunity and leading the way to a more sustainable world.



**Serve with integrity**

Deloitte has earned the trust of clients, regulators, and the public for more than 175 years. Upholding that trust is our most important responsibility.



**Take care of each other**

We look out for one another and prioritize respect, fairness, development, and well-being.



**Foster inclusion**

We are at our best when we foster an inclusive culture and embrace diversity in all forms. We know this attracts top talent, enables innovation, and helps us deliver well-rounded client solutions.



**Collaborate for measurable impact**

We approach our work with a collaborative mindset, working together across businesses, geographies, and skill sets to deliver tangible, measurable, attributable impact.





Our Purpose and Shared Values are more than words. They're expressed in our choices and actions, and they shape our collective mindset. When we live them, we inspire and empower each other to do our best work every day.





## CALL TO SERVICE



**As a professional services firm, we answer a Call to Service, which affirms what we do is more than an occupation: it is a calling and a duty. This narrative should serve as an inspiration to see the impact we make, guide the work we do, and solidify the legacy of our beginning back in 1845.**

### Meaningful work

Every job must be appreciated as more than labour and cost, but as foundational to an individual's identity, worth, and well-being.

Employees and employers are jointly responsible for the skills and mindset required to adapt to changes in one's career path.

Leaders illuminate the contribution others and their work make to their respective communities, economies, and ecosystems.

### Public confidence

The rate and magnitude of uncertainty that people experience is inversely proportional to their well-being—those with power and privilege have a responsibility to be more empathetic to that correlation.

The smooth functioning of our societies hinges on the mood of the people. If things are looking up, the economy and relative well-being tend to follow.

### Imaginative capital

The highest and best use of capital is to align and harness society's energy toward bold progress and a thriving society.

Organizations that appreciate they can be agents of societal idealism and progress are better prepared to win at this time of urgent systemic change when social technologies are shifting power away from companies and historic authorities.

### Trusted institutions

Human beings aren't built to survive as individuals. Left alone, the individual is vulnerable to the elements, predation, and other threats.

Our institutions—companies, non-governmental organizations, governments, regulators, and community organizations—create the cooperative capabilities, belonging, and security that no individual can reasonably obtain on their own.

### Sustainable future

A sustainable future reconceptualizes ways of living and working that regard humanity as a part of this Earth, not as something separate and apart from it.

It is vital to appreciate the consequences of our actions on the planet and other people.

Common ground allows all humans to feel as though they belong, are valued, and are welcome.

We are committed to developing leaders determined to bring about this progress.

**Answering this Call to Service relies on our Purpose remaining engrained in every aspect of our work, the people we serve, and how we operate. We do this by accelerating and expanding access to knowledge for everyone. Only then can we truly make an impact that matters.**





## MEASURING OUR IMPACT



This report measures Deloitte's impact and its progress on sustainability during our 2023 fiscal year across four pillars:



### **Business**

Adapting and innovating to meet clients' needs.



### **Environment**

Monitoring and mitigating our environmental impact.



### **Society**

Helping our people and communities be their best.



### **Governance**

Ensuring effective oversight and responsible business practices.





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## BUSINESS



In these times of global challenge and economic disruption, we've stayed true to the path of a purpose-led organization by moving forward as service-oriented advisors, continuing to focus on inspiring progress for our people, our clients, and the communities we serve by prioritizing sustainable investments.

The business challenges we've faced have presented a unique opportunity. We've been able to shape a new way of operating that enables us to build a better world. We've been able to draw on our collective strength and the passion of our practitioners to envision a better future—then make it a reality for our clients. We've brought together talented teams to forge connections, innovate with technology, and create exceptional solutions for our clients.



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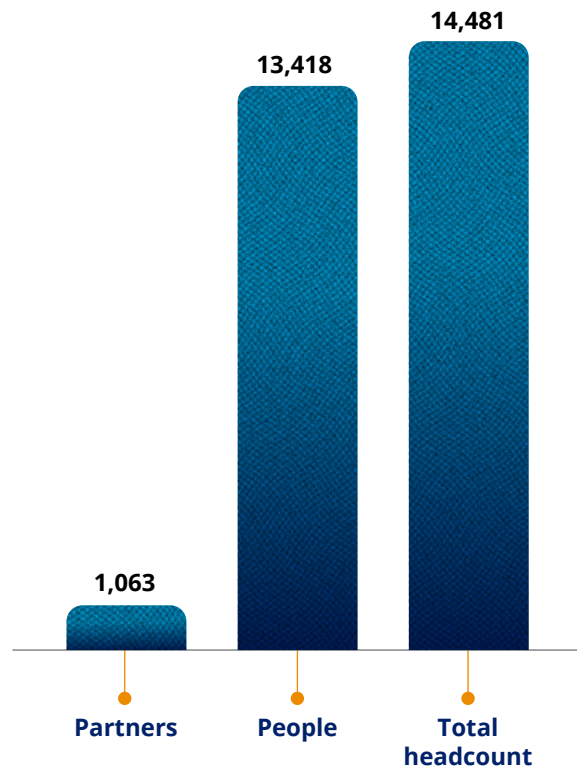
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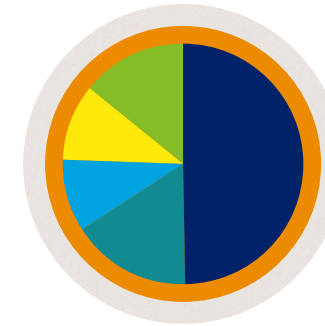
# HEADCOUNT AND REVENUE

## Headcount



## Revenue

CAD in thousands (000s)



Consulting	\$1,990,172
Audit & Assurance	\$639,908
Risk Advisory	\$379,795
Financial Advisory	\$400,814
Tax & Legal	\$557,761
<b>Total</b>	<b>\$3,968,450</b>



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## PURPOSE-LED WORK

### *Deloitte Ventures commits \$150 million to fuel emerging technology companies*

The value of capital isn't just about monetary wealth; it's about the ability to reimagine, reinvent, and move society forward. This is the essence of **imaginative capital**—recognizing that the most effective use of capital is to focus and direct energy toward a prosperous, equitable future for society.

**Deloitte Ventures** is a testament to this philosophy. As a division of Deloitte Canada, it makes minority investments in companies with disruptive technology and visionary founders. Beyond the capital infusion, it taps into our expansive knowledge and experience to help companies with their strategic, financial, and operational matters. And through our extensive network of clients, the startups can access valuable early-stage introductions and possible joint go-to-market opportunities, which can break down barriers and significantly shorten the sales cycle.

“Our differentiator is that we’re more than just capital. We can supercharge the growth of the companies we invest in.”

**Talia Abramowitz**  
**Managing Partner, Deloitte Ventures**  
**Partner, Financial Advisory**

In FY2023, Deloitte committed \$150 million to invest in emerging tech companies in Canada’s innovation ecosystem, looking at verticals such as fintech, health tech, work tech, clean tech, data and artificial intelligence, and cybersecurity. Opportunities to invest in companies that move the needle on topical matters, including sustainability, and diversity, equity, and inclusion, are also sought out.

By directing the investment to advancements that help to create a flourishing community and solve technological and social problems, it’s **imaginative capital** well spent.



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## PURPOSE-LED WORK

### *Upgrading a financial ledger structure helps with Nation-building*



To enhance the lives of its people, any government needs a solid handle on its finances. Over time, it can become increasingly difficult to stay on top of the books as needs outgrow the initial financial ledger structure. That's what happened to the Skw̓wú7mesh Úxwumixw (Squamish Nation), a government located in British Columbia whose territory encompasses parts of Metro Vancouver and the Burrard Inlet, English Bay, False Creek, and Howe Sound watersheds. Its chart of accounts had ballooned to well over 60,000; comparable governments have less than 1,000, due to better data structure.

A Deloitte engagement with the Skw̓wú7mesh Úxwumixw has helped position the Nation to not only improve its ability to help its members thrive, but also to demonstrate that it's a **trusted institution**. On the surface, the job involved redesigning the Nation's financial data structure and chart of accounts. This important work supports all public services that rely on finance, allowing administrators to redirect their time to other activities that benefit the Nation; provides insights into efficiencies; and helps earn **public confidence**. Yet, in the Nation's view, it is the significant public sector knowledge paired with understanding of the Nation that is so impressive. This is where Deloitte added differentiated value, according to Denis Murphy, former director of finance in Squamish Nation. Using our First Nation government insights and professional knowledge and experience, we bring unique skills and insights that support the process of Nation-building.



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## PURPOSE-LED WORK

*Delivering a postal service that all Canadians can count on*

Canada Post's roots go back further than the country itself; the first post office opened 16 years before Confederation. Like the railway, the postal system was a way of stitching the country together, to build **public confidence** in the dream of a new nation. Its essential role as connector remains to this day.



*“It’s the lifeline of the economy, because it keeps businesses and consumers connected. Canada Post is part of the fabric of Canada.”*

**Marcel Schlueter, Senior Manager  
Operations transformation team**

Marcel and a team of leaders across Deloitte have been working with Canada Post since November 2020 to create a next-generation track-and-trace system for parcels. Parcel traffic has risen dramatically over the past decade, with a steady rise in volume supercharged by pandemic-fuelled demand for shipping adding great strain on the system.

The postal service needed to replace a legacy system with something modern and scalable, with end-to-end visibility any time a package is scanned, moved, prepared, or updated. Deloitte helped to establish a foundational platform and supported specific improvements, such as text-message notifications and automatic tracking of returned packages.

Private sector businesses involved in package delivery don't have the same mandate as the Crown corporation, which must uphold the gold standards of a **trusted institution**. It's a service all Canadians count on.



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## RECOGNITION

In addition to the impact our people make every day, honours from outside Deloitte reflect the firm's dedication to being a top employer and a **trusted institution**.

We received the following recognition in 2023:



**Great Place to Work's Best Workplaces in Canada**

*Ranked No. 9 of 50*



**Great Place to Work's Best Workplaces with the Most Trusted Executive Teams**



**Great Place to Work's Best Workplaces for Women**



**LinkedIn's Top Companies in Canada**

*Ranked No. 11 of 25 overall and No. 1 in professional services*



**Forbes' list of Canada's Best Employers for Diversity**



**Universum Canada's Most Attractive Employers–Business Students category**

*Ranked No. 4 of 140*

[Read more about our award-winning culture.](#)



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# Environment



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## ENVIRONMENT



Canada has been experiencing climate emergencies on a scale never seen before. Deloitte remains steadfast in prioritizing climate action and inspiring clients to do the same.

Through our *WorldClimate* strategy, we're driving sustainable and responsible climate choices, both within our organization and beyond. We're accelerating our own decarbonization efforts and advising clients on their sustainability journeys so we may prosper in a low-carbon economy, one in which people reap the opportunities and quality of life that come with a **sustainable future**. We continue to strive for our near-term (2030) greenhouse gas (GHG)



reduction goals, which were validated by the Science Based Targets initiative (SBTi) as 1.5°C-aligned, science-based targets. We have also committed to setting long-term emissions reduction targets using SBTi's Net-Zero standard. This remains a firm priority and a tangible example of how we live our Purpose to create a **sustainable future**.



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## WORLDCLIMATE

### Reducing our carbon footprint

Deloitte is determined to reach net-zero, employing speed and scale to reduce our carbon footprint.

Our near-term (2030) goals to cut GHG emissions have been validated by the SBTi and we're now working to set long-term emissions reduction targets following the SBTi's Corporate Net-Zero standard. Aligned with Task Force on Climate-related Financial Disclosures recommendations, we'll continue to use scenario analysis to assess risks and opportunities across future time horizons and climate scenarios as we develop these targets.



#### Scope definitions:

- **Scope 1 emissions** are direct emissions principally resulting from activities undertaken by a company.
- **Scope 2 emissions** are indirect emissions from electricity, heating, cooling, or steam that a company purchases for its own use.
- **Scope 3 emissions** are upstream and downstream indirect emissions that are not included in scope 1 or 2, also known as value chain emissions.

**Source:** [Environment & Climate Change Canada](#)



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We made progress this year toward our 2030 SBTi goals: **our gross GHG emissions (Scopes 1, 2, and 3) decreased 31% compared to 2019**, our baseline year.

### *SBTi 2030 target*

### *FY2023 results*

**Reduce** Scope 1 and 2 emissions **by 70%** from the base year (2019)

**Goal reached** by making market-based purchases of renewable energy and moving into buildings or office spaces that were designed specifically to attain LEED certification (Deloitte Summit in Vancouver and Espace Montmorency in Laval).

**Source 100%** renewable energy for our buildings

**Goal attained** for three consecutive years; continuing to support the advancement of renewable electricity (RE100).

**Reduce** business travel emissions per full-time employee (FTE) **by 50%** from the base year (2019)

When COVID-19 restrictions eased throughout 2022-2023, travel worldwide surged—as did GHG emissions. Firm-related travel emissions also increased, but nowhere near pre-pandemic levels. Business travel emissions per FTE **decreased 66% compared to 2019**, demonstrating our people’s commitment to climate action.

**Engage** with our major suppliers with the goal of having **67%** (by emissions) set science-based targets by 2025

**Efforts** to assess and manage supply chain emissions continued across the firm’s major purchasing categories. These included emphasizing the environmental principles in our **Supplier Code of Conduct**, implementing sustainability requirements in request-for-proposal (RFP) and contract language, and encouraging major suppliers to set science-based targets.

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In FY2023, we again purchased carbon credits from the Great Bear Forest Carbon Project, led by an alliance of nine Indigenous nations. Our continued investment in this project allows us to compensate for operational, business travel, and purchased goods and services emissions. It also promotes Indigenous-led nature-based climate solutions that enhance local economic development and support environmental justice.

And we continue to support the adoption of sustainable aviation fuel (SAF) through purchases that align with the sustainability framework of the Sustainable Aviation Buyers Alliance (SABA) as well as collaborate with industry leaders and policymakers to build markets for SAF in Canada.

Decarbonization through absolute reductions remains a priority. In the meantime, we'll continue to invest and evolve our carbon management strategy to support the development and scale of meaningful market solutions, such as carbon removal.



## WORLDCLIMATE

Empowering our people to act

From scorching heat and devastating wildfires to flash floods and melting sea ice, Canadians are experiencing the impacts of climate change up close—and many feel the urgency to act.



At Deloitte, we saw growing interest in the Green Champions Network, a community of colleagues that supports climate-positive choices at work and home, whose membership **grew by 25%** in FY2023. And during Earth Month, more than 600 of our people participated in awareness campaigns and environmental activities.

Our people are also encouraged to act by sharing their professional knowledge and skills. For one pro-bono project, team members provided consultation services to help the non-profit *Fashion Takes Action* develop a vision for the Canadian Circular Textiles Consortium to accelerate action against climate change by promoting a circular economy and sustainable fashion.

They're just as ready to contribute monetarily, such as fundraising for a wildlife non-profit and responding to Canadian Red Cross appeals to help thousands of people displaced across Canada due to severe weather events. The firm matched donations for the latter.



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## DELOITTE SUSTAINABILITY

*Working with clients to realize their net-zero ambitions*

We're taking a leading role in combatting the climate crisis by supporting efforts to advance the transition to clean energy with transparent and consistent climate disclosures and with fair, inclusive, and equitable processes.

Our practitioners in sustainability are helping clients navigate the impacts of moving toward a low-carbon future by bringing together advisors to support end-to-end transformations. We help organizations understand how all their disclosures come together to demonstrate their climate risks and progress, and pave the way for informed and sustainable choices.

And since vulnerable communities disproportionately bear the brunt of climate change's impacts, we maintain that the private and public sector must ensure the energy transition is fair, inclusive, and equitable for all members of society.

Visit [Deloitte Sustainability](#) for more.



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## DELOITTE SUSTAINABILITY

### *Sustainability reporting and disclosures*

#### ***The sustainability readiness lab: helping clients prepare their authentic sustainability story***

While sustainability reporting is voluntary for many companies, rightsholders—investors, consumers, and others—expect it, looking beyond financial returns to consider the broader impact of an organization’s sustainability activities.



To earn **public confidence**, therefore, organizations are looking to extend their existing controls, processes, and governance to include sustainability data, calculations, and reporting. These disclosures are not inconsequential—they can impact financial reporting. Some securities regulators have already started exploring the connections between financial estimates and sustainability disclosures.

This year, to help company leaders understand this evolving landscape, we created a sustainability readiness lab to help them assess their rightsholder needs, identify a target state, and

understand how sustainability will affect decision-making. Participating clients walk away with a gap assessment and implementation plan that considers data sources, measurement models, processes, governance, systems, internal controls, and rightsholder representation.

By addressing sustainability reporting requirements before they’re mandated to, companies can meet expectations, mitigate reporting risks, and align their financial and sustainability disclosures effectively.

**Contact the team** at the sustainability readiness lab for more information.



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***Inspiration from those taking climate action in Canada***

Climate Week, powered by 360 by Deloitte, is an annual event that brings together Canadian leaders, policymakers, business executives, environmental experts, and civil society representatives to discuss climate-related challenges and solutions.

The 2023 edition brought together over 2,000 participants in 10 sessions. Key topics discussed included renewable energy, clean technologies, circular economies, sustainable finance, climate policy, resilient infrastructure, carbon pricing, and corporate sustainability.



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## STORIES OF IMPACT

### Maple Leaf Foods



Maple Leaf Foods wanted to become the world's first major carbon-neutral food company by decarbonizing its operations and supply chain via data-driven, targeted actions.

The iconic Canadian consumer packaged meats company chose to work with us to build and execute the strategy. Our team used the firm's GreenLight Solution to deliver an end-to-end carbon management program transformation.

The program helped Maple Leaf Foods to set net-zero goals, identify initiatives

for carbon reduction, create a road map, analyze the data, and monitor progress in real time. This competitive advantage enabled the company to expand into the US market and contributed to its growth strategy and commercial success. The result? We not only helped Maple Leaf realize its business vision, we also helped work toward a sustainable future.

[Learn more](#) about Maple Leaf's decarbonization journey and watch the video.

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## STORIES OF IMPACT

### Purolator



Purolator had set a 2030 science-based goal to reduce its Scope 1 and Scope 2 GHG emissions by 42% and put itself on a path to reach net-zero emissions by 2050.



The company also announced plans to invest approximately \$1 billion to electrify its Canadian network over the next seven years, which marks the largest network investment it has made in its 63-year history. This includes a plan to purchase more than 3,500 fully electric last-mile delivery vehicles and the electrification of more than 60 terminals across Canada.

To achieve these goals, Purolator looked for an advisor for support in developing a road map, assessing the electric vehicle market and competitive landscape, and preparing a robust cost analysis of vehicles and charging infrastructure. Choosing Deloitte, the company worked alongside us as we assessed its current state, including analyses of its existing

fleet, fleet electrification readiness, technology, and market trends. We then helped Purolator define its future state through a detailed review of stock turnover, emission reduction targets, and prioritized infrastructure.

Finally, we helped develop a strategy and action plan that would enable Purolator to reach its GHG emissions goals by 2030, in part through electric vehicle infrastructure implementation and original equipment manufacturer partnerships for vehicle procurement, supported by change management, monitoring, and evaluation. During this process, we helped our client apply for government incentives to support its journey.

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## STORIES OF IMPACT

*B.C. Centre for Innovation and Clean Energy*



We collaborated with the B.C. Centre for Innovation and Clean Energy to work on a carbon intensity study, which was designed on the principles of ecosystem engagement.

**For a carbon intensity study,** we teamed up with S&T2 to use the GHG Genius model to assess the life cycle intensity associated with various pathways of three main hydrogen production technologies: methane reforming, methane pyrolysis, and electrolysis. The resulting carbon intensities were used to analyze and inform potential achievable levels of decarbonization. The sound implementation of this work required engaging with various rightsholders,

including regulatory agencies and private sector entities. Released publicly, the report provides valuable industry- and rightsholder-vetted data to help British Columbians understand the hydrogen pathways that can be developed in the province and that may lead to lower carbon intensities.

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## SOCIETY

As a purpose-led organization, we have a responsibility to be a force for good as society grapples to resolve complex challenges such as the climate crisis, social inequality, racism, and economic disruption.

We at Deloitte understand our unique position to make a positive social impact, to help create a more sustainable and equitable world for all. Our *WorldImpact* strategy represents that vision for doing so, guiding the development and implementation of corporate responsibility initiatives across four pillars: *WorldClass*, *Impact Every Day*, *WorldClimate*, and diversity, equity, and inclusion (DEI).

And our talent value proposition continues to hold us to account in providing a nurturing workplace culture for our people, to be a place where everyone can fulfill their aspirations and potential. We want to take care of our people, because we know the work we do together helps underpin a prosperous society in which every job provides **meaningful work**—a foundation for identity, worth, and well-being.



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# OUR PEOPLE



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## STORIES OF MEANINGFUL WORK

### *Ferry service upgrades support key link in the regional supply chain*



**For Samuel Owusu, a senior consultant,** supporting Marine Atlantic is more than just a professional commitment. “Given that Newfoundland and Labrador is my beloved home,” he says, “I feel compelled to surpass expectations and consistently go above and beyond.”

To many in the province, Marine Atlantic is a lifeline. Beyond transporting passengers, its ferry fleet delivers groceries, medical supplies, and various consumer products to residents. The St. John’s-based

Crown corporation provides the only non-air route connecting the island of Newfoundland with mainland Canada.

“Without their vital services, delivering basic commodities and other necessities would be impossible,” Owusu says. **Public confidence** in its ability to perform is, therefore, crucial.

After joining Deloitte in 2022, Owusu began working with Marine Atlantic to upgrade its SAP S/4HANA system, an enterprise resource planning (ERP) tool. He then launched into a SAP enterprise asset management implementation (a module of the larger system), which went live in 2023. That gave the organization an intuitive and user-friendly system to manage the maintenance of its four vessels, terminals, corporate buildings, and mobile equipment.

Marine Atlantic carries more than 231,000 passengers and 90,000 commercial vehicles a year. Having a centralized system for its finance, supply chain, and asset management will help avoid service reductions and ensure the ferries run 24/7 for this key link in the regional supply chain.

“This integrated intelligent technology will optimize Marine Atlantic’s business process to better plan, schedule, and execute its maintenance operations.”

**Samuel Owusu, Senior Consultant**



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## STORIES OF MEANINGFUL WORK

### *Skilled foreign workers fulfill their dreams*

**Skilled immigrants: they help the organizations they work for** become more innovative, boost the economy, raise families, and enrich their communities.

“Skilled foreign workers are more important than ever, bringing fresh perspectives, new ideas, and a wealth of knowledge that can help companies thrive in an increasingly competitive landscape,” says **Dhriti Mehta**. She’s a senior analyst in immigration at Farrell LLP, an independent global immigration law firm allied with Deloitte Canada.

“Within the immigration team at Deloitte, it’s our purpose to create connections between people and organizations, and build a stronger, more diverse community,” she says. “Bringing in and retaining the brightest in their fields remains a top priority for our clients.”



The decision to emigrate isn’t easy. Leaving behind the familiar can be an emotional experience, and daunting bureaucratic hurdles can add to the challenge. Mehta’s goal is to make the process as seamless as possible, despite the constantly changing immigration laws. While her clients are the hiring organizations, as an immigrant herself, Mehta understands what it means for the people arriving in a new country: the chance to fulfill their dreams.

“With our help, employers can overcome the obstacles they face in hiring top global talent, and their employees can build a new life full of opportunity, hope, and possibility.”

**Dhriti Mehta, Senior Analyst**



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## TALENT VALUE PROPOSITION

### Our **Talent Value Proposition**

(TVP) is a formal commitment to the exceptional talent experience people will have at Deloitte and what they, in turn, will contribute. Realized through meaningful work and everyday experiences, leaders who exemplify the expected behaviours, and new and existing programs, the TVP is what makes our firm the best place for the best people—the place where potential comes to life.

The TVP is built on four pillars:

- Provide people with purposeful work
- Enable flexibility in how they work
- Develop them to be inspiring leaders
- Empower them to grow in their career



This fiscal year, we focused on the pillars our workers told us are most important to them and that we know are equally crucial to those interested in joining the firm. These are:

### **Enabling flexibility**

Integral to our culture even before the pandemic, flexibility remains a core part of our TVP. Creating an environment where potential thrives involves being intentional about how, when, and where we work.

Adapting to meet the needs of our clients, teams, and people has resulted in a hybrid work environment in which leaders and teams deliver exceptional client service while ensuring individual and team well-being. And recognizing that providing personal flexibility options and hybrid work tools still does not fit all, we continue to explore how to work differently through pilot projects that test innovative approaches.



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## TALENT VALUE PROPOSITION

### *Hybrid model: New Normal (N2)*

**Our reimagined way of working, N2, launched in 2021** and is now successfully embedded. It's about our continued commitment to choice and flexibility for our people, creating value for our clients, fostering connection with our people, and delivering impact for our communities.

N2 is all about ongoing, deliberate conversations about how and where we work together, balancing personal needs with the firm's duty to serve our clients, communities, and country.

#### **N2:**

- Enables productivity in a way that works for teams and individuals by giving them the autonomy to do their best work in the location that makes the most sense
- Provides a differentiated experience for all talent, and especially younger workers who work differently than those who entered the labour force in earlier years
- Builds flexibility into a commercial system, into our real estate strategy, and our business operations while maintaining quality service to clients
- Provides adequate guidance and reinforcement for adherence to framework that works best for all parties

To sustain such a foundational change to our business, we had to embrace letting our decisions be data-driven—and such quantitative and qualitative measurement has given us a deeper and more holistic understanding of the effectiveness of the model. That has included regularly listening to our leaders and people about their experience through pulse surveys.

Enabling hybrid working in our buildings drew a steady increase of in-office “moments that matter” while holding to our sustainability goals. Our workforce also became more intentional about travel, making fewer business trips than before the pandemic without compromising the value we deliver to our clients.

While adjusting to our new normal took time and trial and error, the quality of our work and ability to adapt and innovate never wavered. In fact, the example of our new work model created opportunity to guide and support those of our clients who sought to enhance their own ways of working.

Fundamentally, this approach has been made possible because of a culture of trust. When we trust the intentions and decisions of others, foster open dialogue, and are open to learning along the way, we nurture a culture that enables flexibility and ultimately makes a change a good business decision.



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## TALENT VALUE PROPOSITION



### Growing careers

We believe those who join Deloitte should have as many experiences and careers as they want. To enable this, we're laying the foundation for skills-based business and talent management that will allow the firm to grow and scale efficiently while helping our people develop new skills and find purposeful work within the firm.

This fiscal year, for example, we piloted an internal marketplace concept to empower our people to discover and access internal opportunities based on their skills, passions, and aspirations. This pilot has increased awareness of job opportunities across the firm's businesses and industries, while breaking down barriers related to career mobility.

Such concrete action has been noticed: our people's willingness to recommend the firm to others earned an all-time high score this year in an internal survey. We were also recognized as a Great Place to Work, earning the #9 spot in Canada and #14 in Chile, a testament to the positive experiences resulting from honouring our TVP commitments.

We are not done. We continue to focus on delivering "Only at Deloitte" experiences that bring our Talent Value Proposition to life for current and future employees.



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## BENEFITS AND TOTAL REWARDS

Our people shape how we make an impact, so we offer them an array of benefits and programs to foster a culture of well-being and, by extension, the best outcomes for our teams and clients.



### Benefits

We provide comprehensive and flexible benefit plans that enable our people to choose the coverage that suits them. We appreciate that life changes all the time, and with that, so do priorities—so we offer programs to support our professionals whether they're fresh out of school, starting a family, caring for an elderly parent, or planning for retirement. With robust health benefits, flexible work arrangements, international opportunities, educational support, life insurance, and a pension plan, our people can build the plan that works for them.

This fiscal year, we began to evolve our Employee and Family Assistance Program to provide easier access to culturally sensitive services and supports for our Indigenous professionals. These changes acknowledge the value of Indigenous health practices by empowering our people to seek help from elders, healers, natural medicines, and other customized care options.



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## Wellness

We want everyone to feel they can be themselves and to thrive at work. Supporting our people's well-being is a cornerstone of our differentiated talent experience, so we strive to provide flexible and practical programs that help them manage and balance all aspects of their lives. Our Toronto, Montreal, and Vancouver offices include a wellness and fitness space called the Recharge Centre, which offers in-person and virtual programs such as fitness classes, guided meditations, and stretch breaks. Beyond this, we continue to offer every person \$4,000 a year for mental health services from any qualified provider.

As part of our heightened focus on mental health and well-being, we launched a new virtual learning course entitled *Supporting Mental Health at Work*. It aims to equip our people with the tools to better understand this critically important topic and to gain the confidence to open supportive dialogue about it. We also rolled out a toolkit to help people recognize the signs of burnout, prevent or head it off if possible, and manage it if it does take hold. Taking care of our people matters—when they're happy, motivated, and inspired, we all succeed.



## Time off

We recognize that taking regular vacation and time away from work is essential for physical and emotional well-being. By providing 10 Deloitte Days (additional paid days off) along with dedicated summer and winter slowdown periods, we encourage our people to consider taking time off at the same time as their colleagues and teams. Beyond this, we offer 15 to 20 vacation days, three paid wellness days, and paid sick time so they can recharge or recuperate when they need it most. To encourage our people to disconnect with confidence during their time away, we've created tools and resources to help them have conversations about their preferred ways to protect their downtime.



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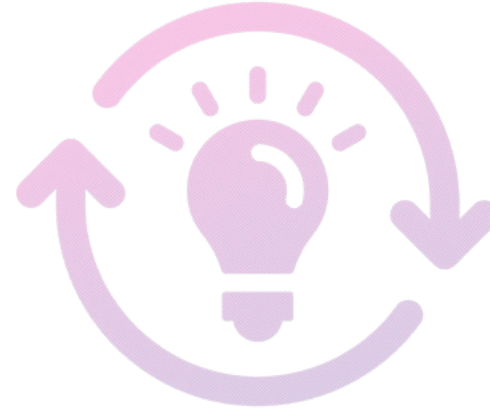


## LEARNING AND DEVELOPMENT



Learning and development (L&D) happens every day, everywhere—in the flow of work, during coaching conversations, through virtual live-instructor learning, e-learning, and in person at our offices across the country as well as at Deloitte University North. We want to unleash the potential of our people and equip them with the skills and capabilities needed to thrive tomorrow while delivering value to clients today.

Creating strategic L&D initiatives for our people through “Only at Deloitte” experiences, we bring potential to life by investing in our people with the education, experiences, and exposure needed to prepare them for multiple careers during their time at the firm.



We are committed to providing our people with the richest professional and personal development opportunities possible, by:

- **Hiring** to train
- **Creating** time and space for learning
- **Ensuring** DEI in every learning experience
- **Bolstering** apprenticeship in a hybrid world
- **Developing** future-ready leaders



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## These are just a few of the ways our L&D team had a positive impact in FY2023:

- **Onboarding:** 2,900-plus new hires took part in the Deloitte University North onboarding experience within their first 90 days at the firm.
- **New-partner onboarding and development:** 215 new partners participated in an 18-month development experience called *Power of Partnership*, which was launched to accelerate the ability of new partners to lead with impact for their clients, advance the firm's strategic vision, develop inspirational leadership capabilities, and form strong connections with their peers.
- **Milestones:** 1,330 newly promoted leaders attended strategic career milestone programs.
- **Facilitators:** 250 of our people completed the *Deloitte Facilitator Excellence* experience, which enabled them to connect to the firm's purpose as future learning and development facilitators in their subject area and to grow their network.
- Just over 14,000 faculty and participants attended 150 **Deloitte University North** program deliveries, a development experience to spark lasting connection, drive our differentiated leadership reputation, and make our people irresistible in the marketplace.



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- **Leadership development:** 135 people participated in the *Fixate on Client Value MasterClass*, which empowers account teams to communicate with their clients to define the value of engagement outcomes and how that value is delivered and measured.

- **25 experienced partners** participated in the *Board Readiness* pilot to equip them with the knowledge and skills needed to be an effective corporate director.

- **DEI programs:** We launched a new flagship program, *Respect and Inclusion*, for leaders to develop a robust understanding of their behaviours and accountability that focused on self-awareness, reflection, and personal action.
- **A DEI audit was conducted** to assess our practices and initiatives in three areas—content, facilitators, and programs—to identify opportunities for improvement to ensure a more inclusive and equitable learning environment for all our people.

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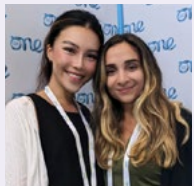


## ONE YOUNG WORLD



Recognizing that the answers to tomorrow's

challenges lie in nurturing today's young talent, Deloitte is proud to be a partner of **One Young World** (OYW), a global community for young leaders whose mission is to create and drive change through responsible and effective leadership.



Every year we offer promising individuals within our ranks the opportunity to attend OYW's annual global summit, often dubbed the "Davos for millennials," at which 2,000 young leaders come together. In 2022, the summit was hosted in Manchester, England. Deloitte was represented by 58 delegates, including two from Canada: **Della Wang** and **Sara Behrouzian**.

Our collaboration with OYW aligns with Deloitte's broader goal: to build a better future, with our young leaders making an impact.



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## DIVERSITY, EQUITY, AND INCLUSION

In FY2023, we made strategic and transformational efforts to ensure that DEI is infused in everything we do.

We understand that to create a truly inclusive workplace where our people feel free to be their authentic and best selves, we must continue to ensure we are operating in a safe and respectful environment where everyone feels included.

Throughout the year, policies and frameworks were updated to align more closely with our vision to be a place where everyone can succeed, no matter who they are or where they are from.

This can be achieved by fostering a workplace culture that:

- **Builds** on a foundation of respect and appreciation for diversity in all its forms
- **Challenges** the status quo and decolonizes practices
- **Creates** equitable processes
- **Embeds** inclusive behaviour throughout day-to-day activities

We reinforced our pledge to advance our reconciliation and DEI aspirations in **making a public commitment** that all levels of our workforce will reflect contemporary society by May 2027.



**Deloitte is for everyone**



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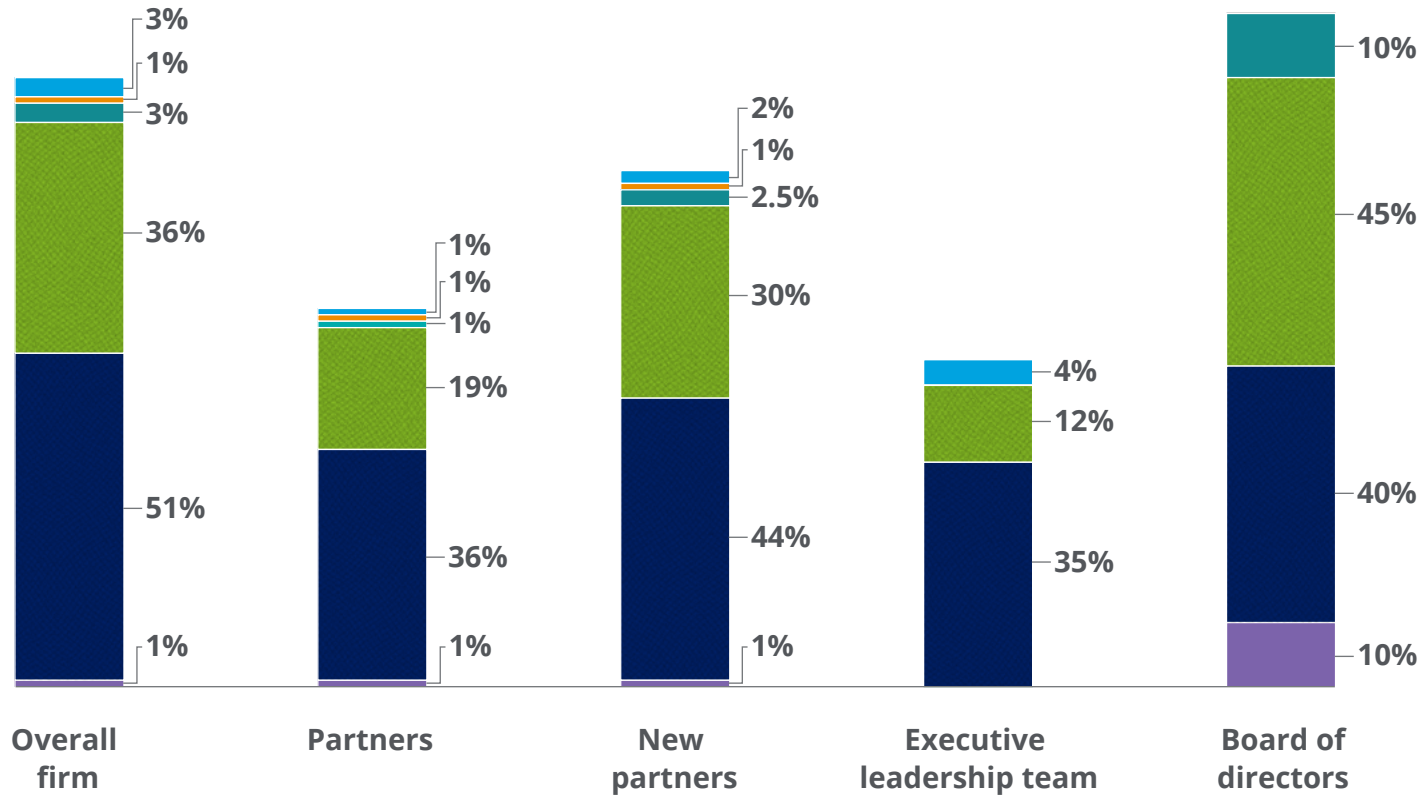
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## TALENT DATA GRAPH



- 2SLGBTQIA+ people
- People with disabilities
- Black people
- Racialized people
- Women
- Indigenous Peoples



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## Other highlights from FY2023 include:

### Bloom Scholarship Program

Launched this fiscal year, the program awarded 35 scholarships to Black students, 14 to Indigenous students, and 19 to students with disabilities. It included a four-month work term opportunity at the firm. Almost all (98%) accepted.

### Gender-affirmation benefits

Starting this year, every professional and their eligible dependents have access to gender-affirmation insurance coverage.

### Core systems language updates

The language, data-collection usages, and self-identification selections in our talent systems were enhanced to ensure inclusion and engagement, with additional options available for self-identification in areas such as gender and neurodiversity.



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## Black Action Council

Continuing to amplify the council's efforts to build an inclusive environment for Black professionals, we supported the following activations:

- The third **Black in Canada** panel discussion about how organizations can cultivate Black excellence at every career level.
- An equitable and inclusive workplace survey, which sought feedback from Black professionals on their experience at the firm. It served as a listening tool to ensure Black voices are heard, acknowledged, and embedded into our firm's DNA. The anonymous responses collected have helped identify processes and activities that may need to be revised or created.



- The third instalment of our Black in Canada report series, **Spotlighting Black talent at every stage of their careers**. The framework encourages corporate Canada to take action to dismantle systemic barriers and adopt metrics to stay accountable to the fight against anti-Black racism.

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## EMPLOYEE RESOURCE GROUPS



Aiming to ensure a safe, respectful, and inclusive workplace environment, we support and empower our diverse people-directed employee resource groups (ERGs) to execute programming.



In FY2023, ERGs again played a pivotal role in enabling a sense of belonging through a variety of activities. We recognize the contributions of their leaders, who take on immense responsibility to ensure everyone feels safe to show up as their authentic selves.

Notable events and collaborative activities led by our ERGs this year included:

- During the month of Ramadan, **Green Dot Salam** hosted one-day fasting challenges so colleagues could share the experience with the Muslim community.
- The **Canadian Asian Network** hosted an East-Meets-West Virtual Fireside Chat series, during which senior Pan-Asian leaders discussed their unique career journeys and shared the lessons they'd learned.
- At the Toronto office, the **Indigenous and Allies Community** hosted a day of activities featuring a line-up of artists and delicious Indigenous cuisine.

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- The **Canadian Black Professionals Network** launched the second national mentorship program at Deloitte Canada, which provides the space for Black professionals to connect, learn, and network.
- The **Women's Impact Network** hosted its first speakers series, *Owning Your Way*. Inspiring leaders shared an insightful discussion on both the successes and failures that have led them to their current leadership roles.
- During Neurodiversity Awareness Month, the **AccessAbility Network** hosted a month-long event series that unpacked what neurodiversity means for our professional career journeys.
- The largest congregation yet of the **Deloitte Latin American Community** celebrated Latin American Heritage Month by attending a stand-up comedy show together in Toronto.
- To mark Hanukkah, the **Deloitte Jewish Network** hosted an in-person candle lighting for everyone to join.
- **Our Pride Community** marched in Pride Toronto, the largest 2SLGBTQIA+ celebration in Canada and the second-largest Pride festival in the world.
- The **Deloitte Parents' Network** hosted a session called "Ambition and Motherhood" with MaturN co-founders Sonja Baikogli Foley and Jen Murtagh to explore narratives surrounding motherhood and the challenges it can impose on working mothers' career trajectories.



Learn more: [Recognizing and celebrating differences.](#)

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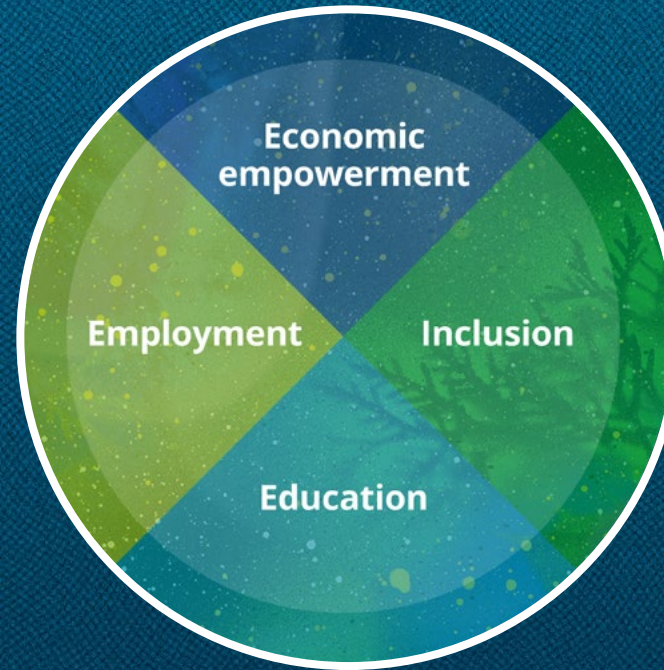
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# RECONCILIATION ACTION PLAN



On National Indigenous Peoples Day, June 21, our firm released ***Widening the shared path for reconciliation***. It's the year-three report of our Reconciliation Action Plan, which holds the firm accountable to tangible goals and targets across four pillars: inclusion, education, employment, and economic empowerment. It's the first formal plan of its kind in corporate Canada, and represents our intent to set the bar for corporations and other organizations to do more in response to the calls to action made by the Truth and Reconciliation Commission of Canada in 2015.

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We made progress on all our goals in FY2023, the highlights of which are:



### 1. Inclusion

As part of our collaboration agreement with the Indigenous Youth Roots (formerly Canadian Roots Exchange), the Deloitte Future of Canada Centre released **volume 1** and **volume 2** of a series titled *Voices of Indigenous youth leaders on reconciliation* around priority areas identified by the youth themselves: education, access to services, the environment, and Indigenous sovereignty.

As we continue to ensure our workspaces are inclusive for Indigenous Peoples, we formed a new committee to review the current support systems and services offered to First Nations, Inuit, and Métis employees at the firm. This resulted in important updates to our benefits package to ensure Indigenous cultural items (such as traditional medicines) are included as reimbursable items.



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## 2. Education

We continue to provide meaningful educational opportunities for Deloitte people regarding truth and reconciliation. One is through our partnership with The Gord Downie & Chanie Wenjack Fund; the firm recently renewed an additional five-year sponsorship agreement as part of the Legacy Spaces Program, the most recent of which was launched in the Quebec City office (September 2022).



## 4 Seasons of Reconciliation

The *4 Seasons of Reconciliation* cultural awareness e-learning remains a mandatory component of onboarding for all professionals. We also connected with post-secondary business programs to offer this training to their faculty and business students, in response to a call from the National Indigenous Economic Strategy for Canada asking that “business schools in Canada require all business students to take a course on Indigenous Peoples and the economy.”

## 3. Employment

Three positions were introduced to improve our Indigenous talent strategy: senior manager for Indigenous Workplace Experience, senior manager for Indigenous Talent Advisory, and specialist for Indigenous Talent Acquisition. These are all held by experienced Indigenous professionals.

In the second year of our multi-year agreement with Indspire, a national Indigenous educational charity, we reached over 2,000 Indigenous students through workshops, scholarships, and events. We were the lead corporate sponsor for *Soaring: Indigenous Youth Empowerment Gathering* and the supporting sponsor for the Indspire Awards. Through the organization’s Building Brighter Futures scholarship program, in the last year we provided funding for 30 students to pursue post-secondary education.

Since 2017, we have directly supported 108 students.



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#### 4. Economic empowerment

In the fall of 2022, we attained a silver level certification in the Progressive Aboriginal Relations program from the Canadian Council for Aboriginal Business. This achievement is a result of the firm's journey to advance reconciliation.

We continue to engage with and onboard Indigenous-owned businesses, and to date have initiated relationships with and added over 57 suppliers in a variety of categories. In working with them on both firm projects and client engagements, we achieved a 5% spend ratio with Indigenous suppliers for the past fiscal year—thereby reaching the target we set for ourselves.



The progress we made this fiscal year further advances our firm on its journey of reconciliation, a path to which we are committed.

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## STORY OF IMPACT

### North American Indigenous Games

**SPORT.  
CULTURE.  
LEGACY.**

#NAIG2023

**JULY 15-23, 2023**

2023 JEUX AUTOCHTONES de l'Amérique du Nord  
North American INDIGENOUS GAMES 2023  
Sponsor  
**Deloitte**

HALIFAX NOVA SCOTIA Canada NAIG2023.COM | @NAIG2023

We were honoured to be a platinum sponsor for the 2023 North American Indigenous Games (NAIG), which took place July 15 to 23 in Kijipuktuk, Mi'kma'ki (Halifax, Nova Scotia). The event brought together more than 5,000 youth athletes, coaches, and team staff from over 756 Indigenous Nations across Turtle Island (North America) to celebrate, share, and reconnect through sport and culture. It was the largest multi-sport and cultural event held in Atlantic Canada since contact, as well as the first time the region had hosted the NAIG.

Our firm was proud to have an impact through volunteering, donation, youth engagement sessions, and pro bono support. We helped to build relationships, rebuild trust, empower youth in their life journey, and foster future collaborations. The Deloitte Atlantic Greenhouse invited Indigenous youth delegates to give their input for future NAIGs and share ways to shape the future of Indigenous sport. And our people in the Atlantic offices collaborated to develop a risk response plan and the first legacy-transfer-of-knowledge plan to guide future hosts of the games.



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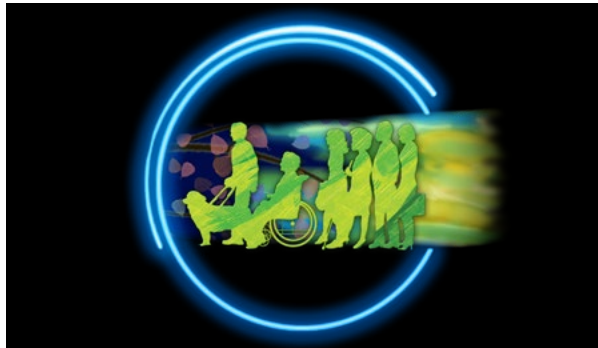
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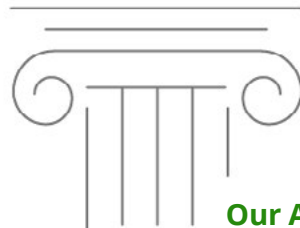


## ACCESSABILITY ACTION PLAN

Our AccessAbility Action Plan is our path to achieving an accessibility vision that is transformative for our people, our clients, our communities, and Canada's future.



We continue to be committed to following the [AccessAbility Action Plan](#), launched in 2021. The firm has made significant strides to create a brighter future for all by 2030 in working to ensure that we're an accessible, inclusive, and welcoming environment for neurodivergent people and people with disabilities—that "Deloitte is for everyone."



### Our AccessAbility pillars



**Inclusive environment:** Deloitte seeks to create a safe and welcoming workplace for people with disabilities. We are committed to building an inclusive culture in everything we do.



**Education and awareness:** Deloitte understands the importance of educational awareness regarding people with disabilities. We will provide learning opportunities to educate our employees at all levels.



**Employment:** Deloitte will continue to hire, engage, and empower current and future employees with disabilities so they can achieve their full potential.



**Marketplace:** Deloitte will work to create a positive impact, both in the marketplace by helping and inspiring our clients, and on businesses owned by people with disabilities.



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While we recognize there is more work to be done, join us in celebrating our notable achievements for FY2023 in the plan's pillars of:



### Inclusive environment

We launched a **global technology accessibility community of practice**, in which colleagues from around the world discuss accessible technology solutions, innovation, and inclusive design. We also donated 300 smartphones to the Canadian National Institute for the Blind (CNIB)'s Phone It Forward program, which provides individuals with sight loss access to smart devices.

In celebration of **Neurodiversity Awareness Month** in April, we hosted a month-long series of personal stories that unpacked what neurodiversity means in our professional career journeys. The programming brought together self-identified and diagnosed neurodivergent and neurotypical professionals to foster conversation, celebration, and professional community for our neurodiverse work force.



### Education and awareness



Deloitte continues to provide learning opportunities for our people regarding accessibility and disability inclusion. We hosted the CNIB's annual Connecting the Dots Conference in our Montreal office. This all-day event attracted a lineup of panellists, educators, and vendors who imparted their knowledge, ideas, and products to ignite conversations and provide valuable insights on education, technology, and employment.

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## Employment

We launched a **Bloom Scholarship Program**, which supports and empowers students from equity-deserving groups while providing them opportunities to explore their potential through employment. We offered scholarships to 19 students with disabilities.



## Marketplace

- We led meaningful discussions and engagements with our clients focused on disability inclusion, accessibility, and neurodiversity.
- We continued to build relationships with disability-owned businesses to diversify our procurement options and create meaningful collaboration with the community.
- We represented Deloitte Canada at the global Disability IN conference, which brings together global leaders, organizations, and accessibility professionals from the community to drive disability inclusion and equality in business.

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# OUR COMMUNITIES



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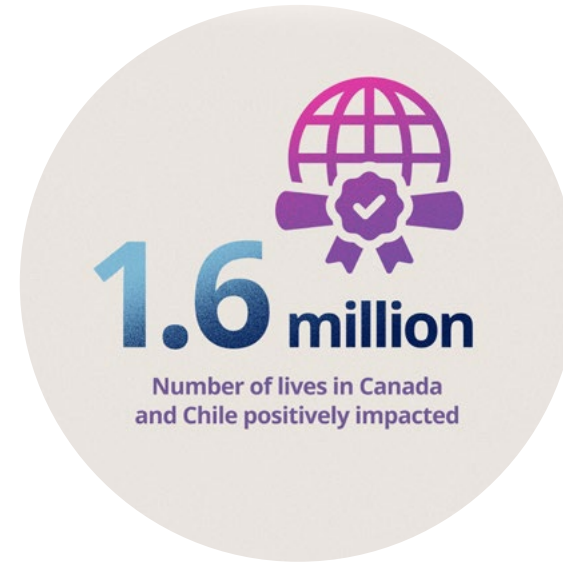


## WORLDCLASS

Many people are held back by educational gaps, limited skills, or challenges from immigrating to a new life.

Deloitte's WorldClass initiatives address these issues to enable people to advance in today's economy. We deploy capital imaginatively, prioritizing and investing in education and skills development programs, and we encourage our professionals to apply their experience and knowledge to pro bono projects and skills-based volunteering.

Our ambition? To impact 100 million lives globally by 2030 by equipping those from vulnerable and underrepresented communities with the tools, capacities, and opportunities to build a better future. The goal for Deloitte in Canada and Chile is two million lives—**and in FY2023, WorldClass programming reached 99,860 people, bringing the total to 1,648,484** in these countries since the program launched in 2017.



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## PRO BONO: OFFERING OUR SERVICES TO OUR COMMUNITIES

Our people bring their range of professional skills and capabilities to service our clients and to advance the mandates of community organizations. Our pro bono social impact strategy focuses on helping non-profits develop solutions to address their most critical issues and help drive lasting, transformational outcomes.

Our **Social Innovation Fund** supports pro bono engagements to address challenges related to education and employment in Canada, with our **Society Partnerships** providing multi-year commitments to deliver large-scale WorldClass impact.

Our volunteer-driven **Community Advisory Projects (CAP)** connect the skills and passions of our professionals with the needs of local non-profit organizations, putting our people's skills and experience to work in areas like health care, poverty reduction, climate action, accessibility, and inclusion in sports.



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## PRO BONO: OFFERING OUR SERVICES TO OUR COMMUNITIES

### *Supporting newcomers to Canada*



With a shared commitment to provide meaningful employment for all Canadians, Deloitte and **LIFT Impact Partners** are working together to address social issues faced by vulnerable Canadians and newcomers. First we explored how non-profit organizations can leverage Web3 technologies to attract funding and determine an appropriate approach to entering

the market; in the next phase of this collaboration we'll work to empower service provider organizations on the front line using our experience in artificial intelligence to revolutionize the way these organizations interact, synthesize, and utilize data. With Canada's plan to welcome 1.5 million permanent residents over the next three years, our partnership with LIFT is crucial in addressing funding and capacity gaps within these organizations.



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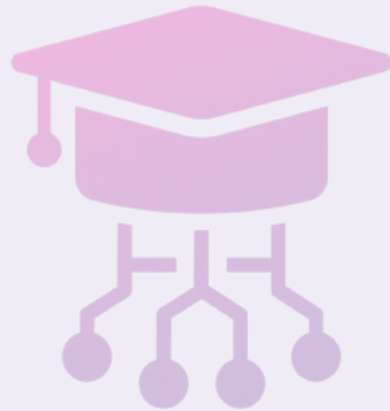
## PRO BONO: OFFERING OUR SERVICES TO OUR COMMUNITIES

### *Building girls' confidence*



**Girls E-Mentorship** (GEM) is a charity that offers a research-based mentorship program for high school girls facing socioeconomic barriers to build their professional skills and reach their academic

and career potential. Through the firm's Social Innovation Fund, we provided pro bono support to develop a five- to 10-year strategy and define growth opportunities so that GEM can serve more girls. As part of the engagement strategy, we employed our Business Chemistry model and hosted a workshop for GEM alumni to reflect on and develop their working and communication styles to enhance their everyday relationships and continue to build their leadership skills.



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## PRO BONO: OFFERING OUR SERVICES TO OUR COMMUNITIES

### *Tackling food insecurity*



**Moisson Rive-Sud (MRS)** is a food bank in Quebec's Montérégie region that serves more than 20,000 people each month. It strives to provide food security and improve the quality of life of vulnerable residents by collecting, sorting, and

distributing food donations in collaboration with community member volunteers. Our CAP team in Montreal helped MRS to develop a warehouse design using AutoCAD, build a budget for new warehouse equipment, and provide a road map for implementation. Leveraging the firm's capability in supply chain and network operations, the CAP team delivered a new plan that will enable MRS to meet the increased demand for its food assistance programs.



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## PRO BONO: OFFERING OUR SERVICES TO OUR COMMUNITIES



In FY2023, Deloitte contributed:



**Total time devoted to pro bono services**  
*including Social Innovation Fund, Society Partnerships, and Community Advisory Projects*



**Total time volunteered for both traditional and skills-based projects**



**Total value of community impact**

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It isn't just the way we do business, it's also the way we give back. *Impact Every Day* is how our people make an impact that matters in the communities where we live and work, creating a more sustainable and equitable world through year-round volunteering and workplace giving.

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## IMPACT EVERY DAY

Mentor Canada



Our people are dedicated to supporting the leaders of the future. We collaborated with **Mentor Canada** to host a Power of Mentoring event, a virtual and in-person networking and skill-building experience for 18- to 24-year-olds across Canada. The event aimed to expand the professional networks of young leaders with Deloitte professionals and have career-shaping conversations with volunteer representatives from across the firm, including our very own CEO, Anthony Viel. [Learn more.](#)



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## IMPACT EVERY DAY

### Success Beyond Limits



During March school break, our people worked with **Success Beyond Limits** to host 40 Black youth from high schools in the Jane-Finch community of the Greater Toronto Area. Students participated in a half-day program to learn about career paths in a professional services firm, be mentored by volunteers, and tour our office in Toronto. Success Beyond Limits is a collaborative, youth-led, community-based movement and, as a part of our firm's commitment to inclusion and dismantling anti-Black racism, we were proud to participate in this project.



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## IMPACT EVERY DAY

### Junior Achievement of Central Ontario



**Every Tuesday for six months,** a group of our advisors met with a group of high school students to help them get a business off the ground. With our people's guidance, the students transformed their idea—an app called Joey Helps that provides mental health resources for young people—into a venture that earned seven awards in Junior Achievement's Company Program.

Our people have volunteered for years in JA's various initiatives that help young people develop their potential.

"We don't merely nurture their business acumen; we cultivate their spirit of entrepreneurship and the realization that the work they do can leave lasting impacts," noted Rene Fritsch, a consultant who was an advisor for this year's award-winning app team.



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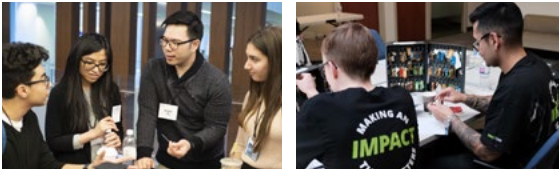
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## IMPACT EVERY DAY

### Impact Day

A proud tradition for over 20 years, Impact Day is a dedicated day of volunteering and putting our communities first.



**Over 2,000 of our people** came together in October 2022 in-person and virtually to reconnect with our communities and each other. They participated in mentoring sessions, hosted workshops and Greenhouse Lab experiences, organized water-quality testing, served meals at community centres, and facilitated financial literacy workshops in high schools across Canada—and these were just some of the many Impact projects that demonstrate how our people take care of each other and work together for measurable impact.

Our people benefit from volunteering, too. They are empowered to use and develop their professional skills while getting involved in community causes that are meaningful to them.

“Volunteering isn’t just a way of giving back, but also about personal growth and fulfilling one’s sense of purpose.”

**Kay Ampofo**  
**Atlantic Regional Impact Lead**

[See our people in action in FY2023](#)



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## WORKPLACE GIVING

We care deeply about the impact Deloitte makes in the community and have a long tradition of giving, both in the annual workplace giving campaign and other fundraisers throughout the year.

**In FY2023, that added up to:**



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## RESPONSE TO TURKIYE AND SYRIA EARTHQUAKES

The devastating earthquakes that struck Türkiye and Syria in February 2023 brought great hardship—and our people wanted to help.

Through the support of our global network of member firms, including Canada, our people were able to easily contribute to the organizations responding to the disaster on the front lines: the Canadian Red Cross, the International Federation of the Red Cross, Red Crescent Societies, the White Helmets, Humanitarian Coalition, and Ahbap.

This funding provided critical aid for first aid, shelter, food, and financial assistance—vital lifelines for those grappling with the aftermath of the earthquakes. Some professionals also volunteered in the affected regions, while others supported those who had to leave their homes.



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# COMMUNITY CHANGEMAKER AWARDS

Recognizing exemplary community service



We launched the Community Changemaker Awards to acknowledge our professionals across Canada who have gone above and beyond in their efforts to make a difference in their communities.

They are inspiring volunteers, leaders, and innovators who spark transformation and exemplify the essence of the firm's Purpose and Shared Values.

Their initiatives have addressed systemic inequalities and supported marginalized groups, ensuring access to education, mental health resources, and employment opportunities for those in vulnerable communities. They have empowered individuals and uplifted communities, fostering an environment of inclusion and support.

Meet them and read [more about their impact](#).

## National Community Changemakers



**Ye'elena Tchana**  
Crève-Coeur

Social Innovator



**Kay Ampofo**

Emerging Community Leader



**Jennifer Szabo**

Outstanding Community Leader

## Regional Community Changemakers



**Mikhail Pavlov**  
British Columbia



**Alyssa Dewar**  
Prairies



**Noor Al-haik**  
Quebec-NCR



**Tatyana Sabitova**  
Ontario



**Ritika Saraswat**  
Atlantic

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# OUR COUNTRY



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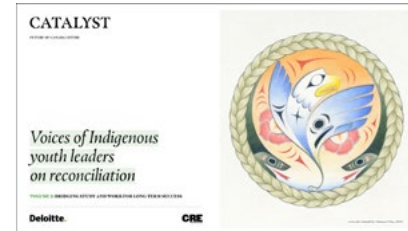
## THE DELOITTE FUTURE OF CANADA CENTRE



Established in 2015, the Deloitte Future of Canada Centre works to create a brighter future for Canada by conducting original research, developing thought leadership, and preparing public policy briefs to elevate discussion and decision-making on critical issues that impact the country's future.

We believe there are opportunities to build a more prosperous and resilient country. We seek them out to explore and develop them, shaping insights to contribute to the national conversation about advancing a **sustainable future** for all Canadians.

This year, our work included:



### **Voices of Indigenous youth leaders on reconciliation: Volume 1** and **Volume 2**—

In Deloitte's Reconciliation Action Plan, we pledged to seek collaborative opportunities to support ongoing reconciliation efforts across Canada by co-publishing a whitepaper. We chose to collaborate with Canadian Roots Exchange (now Indigenous Youth Roots) to elevate the voices of the Indigenous youth who had participated in the organization's

Indigenous Youth Advocacy Week.

The result is a series of reports about issues they identified as being the most important for advancing reconciliation: education and the transition to employment, access to services to sustain mental health, the environment, and Indigenous sovereignty. Our aim is to amplify the voices of emerging Indigenous leaders to decision-makers in government and industry.

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**Digital equity: focusing on every Canadian's digital future**—

Not everyone is able to participate fully and equitably in the digital transformation of society. In our second report on digital equity, we outline efforts that could enhance digital access and participation for all Canadians, particularly those who face disproportionate barriers. The report incorporates insights from an advisory committee with broad knowledge of digital equity issues, interviews with specialists across sectors, and a survey of Canadians to get an understanding of “end-user” experience.



**2023 federal budget analysis: Responding to today's challenges and tomorrow's opportunities**—

In keeping with our goal to advance the national interest, the centre responded to this year's federal budget with an analysis of the measures that address the most pressing national challenges: affordability, labour market shortages, health care system capacity, clean economic growth, and the resilience

The Deloitte Future of Canada Centre will continue to ensure the firm is shaping the debate on the issues that matter most to Canada. This is core to its purpose of making an impact that matters by accelerating and expanding access to knowledge—not just for our clients and our people, but also for the place we call home.

of supply chains. Bringing our industry and sector knowledge to bear on these issues, we write that Canada will play critical roles in powering a cleaner-energy future, facilitating food security, and manufacturing the products of tomorrow. The nation's workforce, with some of the most diverse and educated workers in the world, will deliver on the next breakthroughs and innovations that will fuel the economy.



## CANADIAN OLYMPIC COMMITTEE SPONSORSHIP



Deloitte has been a proud supporter of the Canadian Olympic Team since the Vancouver 2010 Olympic Games, underscoring our commitment to diversity, inclusion, education, and opportunity through the power of sport in Canada.

Equally dedicated to accelerating and expanding access to knowledge, Deloitte is the founding partner of **Game Plan**, Canada's total athlete wellness program that strives to develop well-rounded individuals who excel in and out of sport. This partnership with the Canadian Olympic Committee has enabled us to collaborate with Game Plan to develop events, create opportunities to hire athletes, and build technological capabilities to sustain program scalability. This fiscal year **1,767 athletes** participated in Game Plan programming, an increase of 25% from the previous year.



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**Game Plan Day in Canada** is the flagship annual event that provides Canadian Olympians, Paralympians, and National Team athletes with a platform to connect with one another, explore new career paths, expand their professional networks, and obtain valuable tools to build confidence for the next stage of their careers. Building on the success of last year's hybrid model, this year's event featured virtual speakers and educational sessions along with in-person training at our offices in Vancouver, Calgary, Toronto, and Montreal that included skills development workshops and networking events.

### Participant testimonials

“As a National Team athlete, one of the most valuable skills that I learned at Game Plan Day in Canada was how to intentionally network and market myself in a way to ensure that I leave a long-lasting impression on those that I meet as I work to build my career.”

“I would 10 out of 10 recommend this event and everything about the Game Plan program because it gives athletes a different perspective on developing your career—how to approach interviews and generally position yourself as an athlete coming out of sport and moving into the professional world.”

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### Participant testimonial

“Game Plan Day in Canada is all about giving athletes the opportunity to develop their skills, focus on career exploration, and network. The most valuable insights I gained were how transferable our skills are as athletes and how I can use my competitiveness and drive to brand myself as an athlete even in the professional workforce.”



We believe Deloitte has a responsibility not only to the business community, but also to inspire and help Canadian athletes during and after their high-performance careers to build a better future for themselves, their communities, and Canada as a whole. We believe we’re making an impact that matters by promoting a healthier and more active Canada, where excellence on the field translates to success in life.



[Read more](#) about the 2023 event and [watch](#) the clip about it.

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## COMMITMENT TO THE UN'S SUSTAINABLE DEVELOPMENT GOALS



For its 2030 Agenda for Sustainable Development, adopted by all its member states in 2015, the United Nations identified 17 sustainable development goals (SDGs) for governments, societies, and businesses to address by 2030. Embedded in Deloitte's commitments to society and the work we do for our communities, we are focused on investing in and advancing the following five goals to help create a better Canada:



Quality education



Gender equality and diversity



Decent work and economic growth



Reduced inequalities



Climate action

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## GOVERNANCE

Living our Purpose and Shared Values relies on good governance and strategy. We've worked hard to motivate all members of our firm to embrace responsible business practices and conduct business in an ethical and transparent way.



As a regulated entity, Deloitte occupies a unique place in the Canadian business ecosystem. To live up to this standard, we've implemented policies that uphold our independence and help manage risk. We employ a robust risk, compliance, and data privacy process to ensure we deliver the highest quality of work to our clients and the communities we serve. Measuring the effectiveness of these practices is the best way to keep ourselves accountable in these areas.



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## RESPONSIBLE BUSINESS PRACTICES

Our responsible business practices summarize our approach to conducting business, which encapsulates our core values and the dedicated pledges we have undertaken to remain a **trusted institution**.

In communications, our primary goal is to motivate our people to embrace responsible business mindsets while fostering trust in Deloitte as a positive influence in the world. These fundamental principles form the bedrock of our decision-making processes, encompassing our people, society, clients, and the broader environment. By adhering to these values, we ensure the preservation of ethics and transparency, safeguarding our brand.



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## RESPONSIBLE BUSINESS PRACTICES

### *Maintaining ethics and transparency*

Our Code of Conduct is the ethical compass for everything we do. Ethical behaviour is not negotiable.

Likewise, our Supplier Code of Conduct outlines the fundamental principles and expectations for companies with whom we do business.

According to the latest internal ethics survey, 98% of respondents believe Deloitte is an ethical place to work. We continually reinforce our ethical culture by enhancing awareness and promoting transparency. All our people are obligated to complete training on anti-discrimination, anti-harassment, and anti-corruption. To ensure an open environment, we provide numerous channels through which professionals and practitioners, partners, and third parties can raise concerns about potential misconduct. Our ethics helpline allows for anonymous reporting, encouraging individuals to come forward if they encounter or witness any behaviour that contradicts our Code of Conduct.

We received 174 reports in FY2023 through our ethics reporting channels, demonstrating that our people are open to using this method of escalation. Of these reports, 129 related to allegations of misconduct and the remainder were inquiries or non-ethics-related matters. We review all ethics-related matters in detail and, when appropriate, take action to address substantiated breaches of our Code of Conduct or other policies.



The latest [Deloitte Canada Transparency Report](#) provides an overview of our legal structure, our governance, ethical, and independence principles, and our quality-control procedures. It also outlines the actions we've put in place to continually advance audit quality and support our commitment to upholding public trust and leading the profession as a **trusted institution**.



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## RESPONSIBLE BUSINESS PRACTICES

*Protecting our brand, upholding public trust*

As a regulated entity, Deloitte holds a distinct and respected position in the business ecosystem.



The markets rely on the audit work we perform for Canadian public and private organizations. With this privilege of having the **public's confidence** comes the responsibility to safeguard our brand through independence and effective risk-management practices.

Central to our competitiveness is the unwavering commitment to uphold the firm's reputation for integrity, quality, and independence. Demonstrating professional skepticism and objectivity, we actively work in the best interests of our clients and communities.



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As we expand into various business lines, products, and client segments, in conjunction with the rapid advancement in artificial intelligence technologies, the process of accepting clients and mandates becomes more sophisticated. Emerging business opportunities often raise questions concerning their alignment with our Purpose and the public interest. Consequently, the decision to engage, restrict, or decline such associations requires multiple perspectives.

To address this, we have established an assessment group that is responsible for determining the acceptability of client engagements. Our Public Interest Committee also evaluates clients and engagements, from the perspective of whether performing the work genuinely serves the public interest.

As our business engagements and relationships unfold, our team members gain a deep understanding of the significance of maintaining both professional and personal independence. Collaborating with various companies makes adhering to professional independence imperative; this is guided by both industry standards and regulatory requirements that govern their services and our relationships. Our foremost aim is to safeguard Deloitte's reputation and brand while supporting our business strategy.

To ensure we meet the highest standards of work quality, we employ robust risk and compliance processes. We maintain objectivity regarding the services we deliver, a crucial aspect in upholding trust and fulfilling the commitments we make to one another, our clients, regulators, and the communities we serve.



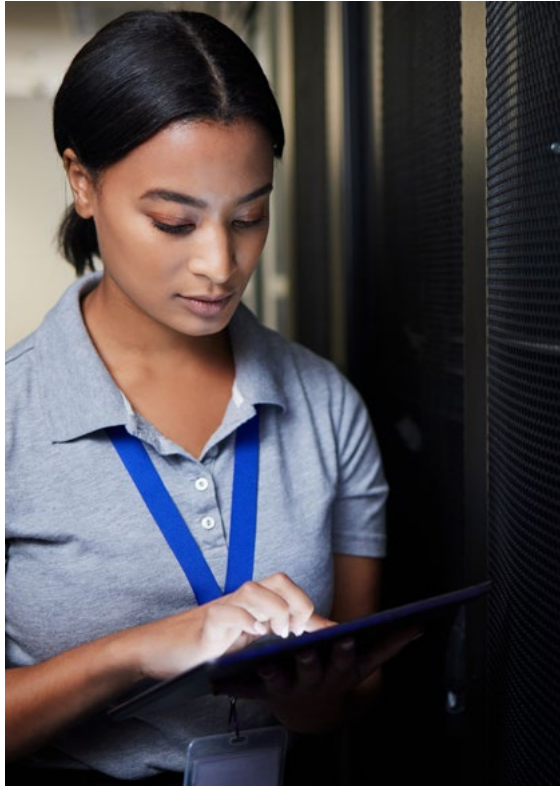
As professionals, preserving personal independence stands as a paramount responsibility for us. It reflects our unflagging commitment to being the initial safeguard in upholding our reputation, integrity, and credibility. To ensure adherence to our independence programs, we foster a culture of support through coaching, mentoring initiatives, year-round compliance reinforcement, and annual compliance checks for our team members. These measures empower our people to effectively meet the requirements of our independence protocols.



## RESPONSIBLE BUSINESS PRACTICES

### *Data and privacy for good*

In this digital age, data has become a valuable commodity that is collected, analyzed, and used to drive business decisions.



We're aware of our responsibility to protect the privacy and confidentiality of the data we hold, keeping the promises we make to our clients, our people, and our communities—to uphold our standards as a **trusted institution**. We also recognize that the ethical use of data and the strategic importance of privacy are critical components of these promises.

At the heart of our business values lies the protection of personal information, which is embedded in our Code of Conduct and underscored by oversight from the Deloitte Executive Committee and Board of Directors. Our privacy policy forms the cornerstone of our privacy program, which is designed to adhere to the requirements of the Deloitte network, privacy-by-design

principles, contractual obligations, and applicable data protection laws. Our policy addresses the collection, use, and disclosure of the personal information of our people and clients, and requires impact assessments to ensure we build privacy into each stage of program and application development.

We firmly believe in the collective responsibility of our people to protect the privacy of personal information and maintain confidentiality in accordance with all our policies that concern privacy. Compliance is a condition of employment and partnership, and is enabled through ongoing awareness and the implementation of physical, technical, and administrative controls.



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Protecting personal and confidential information powers responsible innovation. As we embrace the transformative potential of generative AI, we remain keenly aware of the risks posed by accelerated social engineering tactics. In response, we have implemented comprehensive training initiatives and routine phishing simulations to keep all practitioners well-prepared for and vigilant to potential threats.

By upholding the highest standards of privacy protection, confidentiality, and security, we strive to foster a culture of trust and reliability for our people, clients, and rightsholders alike. Our commitment to ethical data use, strategic privacy, and responsible innovation is not only the right thing to do, but it is also essential to building and maintaining trust in today's digital world.



At the heart of our business values lies the protection of personal information, which is embedded in our Code of Conduct and overseen by the Deloitte Executive Committee and Board of Directors.

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# FY2023 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) HIGHLIGHTS



## ENVIRONMENTAL



Commitment to science-based net-zero with 2030 goals

### Progress against targets

- Scope 1 and 2: **70% reduction** from FY2019 baseline
- Scope 3 travel emissions per full-time employee: **66% reduction** from FY2019 baseline
- Sourcing: **100% renewable electricity** for facilities



Our **Green Champions Network** surpassed **1,250 members**



During **Earth Month** our people volunteered more than **600 hours** to environmental issues

## HEADCOUNT



1,063 partners  
13,418 people  
14,481 total headcount

## REVENUE



**\$3,968,450**  
CAD in thousands (000s)

## WORLDCLASS



Canada and Chile impacted **99,860** lives through WorldClass programming in FY2023

Since 2017, we have reached **1,648,484** individuals—the goal is two million

## DIVERSITY, EQUITY, AND INCLUSION



### Partners

**1%** Indigenous Peoples  
**36%** Women  
**19%** Racialized people  
**1%** Black people  
**1%** People with disabilities  
**1%** 2SLGBTQIA+ people

### New partners

**1%** Indigenous Peoples  
**44%** Women  
**30%** Racialized people  
**2.5%** Black people  
**1%** People with disabilities  
**2%** 2SLGBTQIA+ people

### Overall firm

**1%** Indigenous Peoples  
**51%** Women  
**36%** Racialized people  
**3%** Black people  
**1%** People with disabilities  
**3%** 2SLGBTQIA+ people

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# FY2023 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) HIGHLIGHTS



## LEARNING AND DEVELOPMENT



**Milestones:**  
**1,330** newly promoted leaders attended strategic career programs

### Onboarding:

**2,900-plus** new hires took part in the Deloitte University North onboarding experience

**14,000 faculty and participants** attended **150** Deloitte University North program deliveries

### Leadership development:

**135** people from account teams participated in the *Fixate on Client Value MasterClass*

**25 experienced partners** participated in the *Board Readiness* pilot

### DEI programs:

We launched a new flagship program, *Respect and Inclusion*

## COMMUNITY



**\$340,000** disbursed through **Bloom Scholarships** to **68** students, each of whom also received a four-month work term opportunity at the firm

**\$125,000** in pro-bono engagements to **Black-owned organizations** and other initiatives

Since 2017, direct support to **108 Indigenous post-secondary students** through our partnership with Indspire

**Platinum sponsor** of 2023 North American Indigenous Games

Achieved a **5% spend ratio** with **Indigenous suppliers** based on the total applicable supplier spend

Deloitte continues to be committed to following the **AccessAbility Action Plan**, launched in 2021

## GIVING TIME AND VALUE TO COMMUNITY



**\$9.5 million** in donations raised, including during our annual workplace giving campaign  
**\$8.6 million** equivalent in volunteer and pro bono hours

**45,022 hours** combined of volunteering and pro bono work in communities

## GAME PLAN DAY



**1,767 athletes** participated in Game Plan programming, an increase of **25%** from the previous year

## GOVERNANCE



According to the latest internal ethics survey, **98%** of respondents believe Deloitte is an ethical place to work

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Our global Purpose is making an impact that matters. At Deloitte Canada, that translates into building a better future by accelerating and expanding access to knowledge. We believe we can achieve this Purpose by living our Shared Values to lead the way, serve with integrity, take care of each other, foster inclusion, and collaborate for measurable impact.

To learn more about Deloitte's approximately 412,000 professionals, over 14,000 of whom are part of the Canadian firm, please connect with us on [LinkedIn](#), [X \(formerly Twitter\)](#), [Instagram](#), or [Facebook](#).

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