

Deloitte.

Deloitte Canada
2022 Impact Report

Building
better futures



MAKING AN
IMPACT THAT
MATTERS
since 1845



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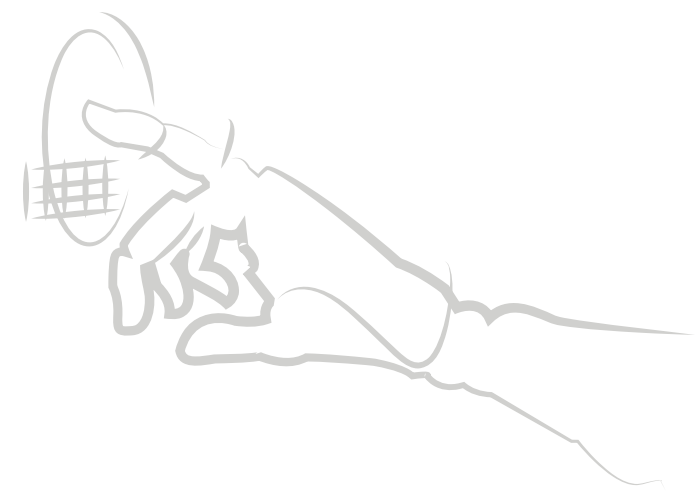
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Although Deloitte Canada and Deloitte Chile operate as one entity, this report reflects only Deloitte Canada's work and results, with some examples of Chile where noted. Chile's 2022 *Impact Report* can be accessed at [Deloitte.ca/impact](https://deloitte.ca/impact).





Land acknowledgement



We acknowledge that Deloitte offices reside on traditional, treaty, and unceded territories 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

Our teams across Canada and Chile have worked tirelessly to support our people, clients, communities, and countries during a time of historic upheaval. We should be incredibly proud of the impact we've made during the pandemic—this will be a badge of honour for years to come.

Now, our focus has shifted as we face a business landscape marked by accelerated technological transformation and disruption. As we evolve and innovate the way we serve clients, it's imperative that we stay true to our Purpose and continue to make Purpose-led decisions.

The past few years have also revealed deep inequalities in our society. Calls for meaningful action to create a fairer, more equitable, and more sustainable society are not just pressing, they are non-negotiable. The choices we make today will have a lasting impact. Thanks to our differentiated scale, Deloitte is in a privileged position to make a powerful difference, a privilege we take seriously with action.

In fact, we already have been making a difference.

We are united globally in the fight against climate change. As the Intergovernmental Panel on Climate Change shared earlier this year, the associated dangers are mounting so rapidly that, if stronger action isn't taken, our planet and all of humanity will struggle to adapt.

This warning is clear, and we've devised an extensive plan in response. For one, recognizing that our individual choices matter, we have launched mandatory firm-wide climate learning, which the vast majority of our people have completed. Additionally, we've committed to achieving science-based, net-zero emissions and have near-term (2030) greenhouse gas (GHG) reduction goals. As such, we are working closely with our clients, governments, and alliance partners to help Canada and Chile build a thriving, low-carbon economy.





And there are other global challenges. In February 2022, Russia's unprovoked invasion of Ukraine sent shock waves around the world. Working in tandem with Deloitte Global, we took immediate action to support our people across the region, including helping them and their loved ones reach safety. Our firm also provided financial support to the UN Refugee Agency and the Canadian Red Cross, as well as \$100,000 in pro bono work to support refugee resettlement for the Government of Poland. Furthermore, Deloitte Global has ceased operations in Russia and Belarus, sending a message about our business standards and social responsibility.

In Canada, we continue to take bold steps to advance reconciliation with Indigenous peoples. In June, we launched a year-two update to our Reconciliation Action Plan (RAP). The current report outlines the progress we've made, from in-depth educational resources to sponsorship agreements to making a positive impact on 5,000 Indigenous youth through volunteering and pro bono engagements. This shared journey is far from over. We are committed to long-term change to rebuild trust with Indigenous communities.

We are working to address systemic racism and dismantle the barriers that exist in Canada and Chile. We continue to follow through on our promise to combat racism at all levels while also supporting and sponsoring the next generation of leaders, who will more closely reflect contemporary society.

This year, we awarded our first scholarships to a group of 40 students who identify as Black or Indigenous. Through the BlackNorth Initiative, we launched a pilot mentorship program to provide Black professionals an opportunity to expand their network with inspirational Black leaders. And we continued to lead important conversations about systemic racism and how we can—and must—do more to truly become an anti-racist organization.

As we've proven time and again, our teams at Deloitte have the talent, passion, and ingenuity to build a better foundation to help everyone in our network and beyond to thrive. This includes the work we perform for our clients, ranging from technology innovation applied to their own purpose-led goals to advising them on how to achieve their own sustainability objectives.

This report explores how our people, firm, and global network are embracing these important calls to action. By working in harmony, we can build a future that is healthier, more inclusive, and more sustainable. Looking back on our accomplishments over the past year, I am both inspired and optimistic about our future.

Sincerely,



Anthony Viel
Chief Executive
Deloitte Canada and Chile



Measuring the impact

Throughout the last year, Deloitte found new ways to maintain and strengthen connections, quantify our social impact, and advance societal progress. This report measures the firm's impact across four pillars:



Business

Adapting and innovating to meet our clients' needs



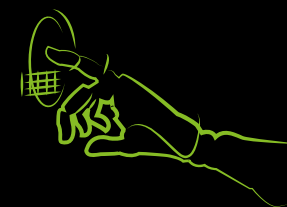
Environmental

Monitoring and mitigating our environmental impact



Social

Helping our people and communities to be their best



Governance

Ensuring effective oversight and responsible business practices

Business



Introduction

In a year of multiple global disruptions, how does an organization focused on people and progress stay inspired, support its clients, and continue its strong upward momentum?

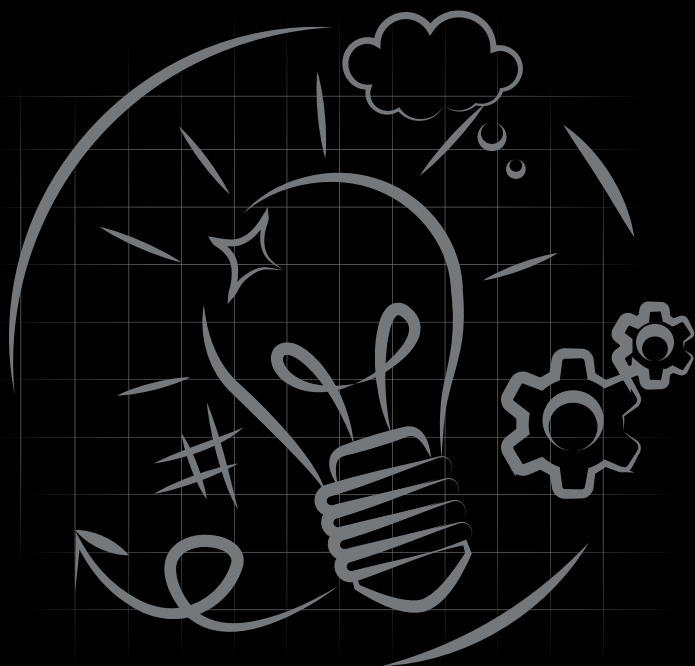
For Deloitte, the answer was simple: focus on the future. We recognize how recent challenges present a valuable opportunity—not simply to figure out a return to the way things used to be, but to imagine a better way things *can* be. While no one can predict the future, purpose-led organizations can help shape it and build something better for us all.

Envisioning a better future and then designing and implementing strategies to bring it to life for our clients—these are challenges Deloitte practitioners have been tackling for years. And in doing so, they draw on core Deloitte strengths, including our ability to bring together talented teams to identify critical issues, forge connections, make use of technology, and create practical solutions to meet each client’s needs.





Purpose-led work



Purpose-led organizations have deeper connections with those they serve, their communities, and their people. Here are some examples of how our people live our Purpose of making an impact that matters.



Expediting Ukrainian immigration applications

Following Russia's invasion of Ukraine in February 2022, Canada responded by welcoming Ukrainians fleeing the war. The federal government introduced priority processing of Canada-Ukraine authorization for emergency-travel applications. The ability to accelerate the response hinged partly on Deloitte's ongoing engagement with Immigration, Refugees and Citizenship Canada (IRCC).

Since 2020, we have worked with IRCC to digitize permanent-resident applications. Prior to the organization's digital intake portal, everything was done on paper, with thousands of files collected in offices as they awaited processing. Deloitte's efforts to create a new and efficient system tapped into the specialties of our Customer & Applied Design, Deloitte Digital, Operations Transformation, Systems & Cloud engineering, and Dublin innovation practice teams.

After the system was introduced, Deloitte continued to add new tools and processes. The impact of the resulting increased efficiency has been evident in the 48,000 applications filed this year. During the Ukrainian emergency, we have been able to work with IRCC to enhance functionality and enable rapid release to expedite processing. This has helped 650 Ukrainians apply for permanent residency thus far to find a new and safe home in Canada.





Connecting client needs to better outcomes

Newfoundland and Labrador is burdened with some of the highest incidences and mortality-related rates of cancer in Canada. Eastern Health, the province's largest integrated health authority, delivers an array of early-detection services through its Provincial Cancer Care Program that aim to reduce these rates.

To help achieve this, the organization needed a way to connect patients with the right screening services at the right time. It also needed to strengthen its quality-assurance capabilities to help its teams deliver even more efficient—and effective—services.

Under its Living Lab innovation strategy, Eastern Health engaged Deloitte to consolidate, modernize, and integrate the technologies that enable its cancer screening processes. We used our ConvergeHEALTH™ Connect for Public Sector asset to accelerate this transformation—the first time this initiative had been used in Canada. Our solution provided Eastern Health with new tools to effectively coordinate its screening services, as well as the opportunity to expand its screening capabilities.

"Deloitte approached this work in a vested, collaborative way," says Ron Johnson, Eastern Health's VP of Innovation and Rural Health.

We tailored our work to Eastern Health's specific needs and, as a result, the updated system now "automates the flow [of information] so that we can turn around test results in the most efficient manner possible for the patient—it's integrated into our electronic health record, integrated into our client registry," says Scott Antle, the division manager of Eastern Health's colon-screening program. "It allows our staff to provide more timely care to patients."



Deloitte's collaboration with Eastern Health—which is summarized in [this video](#)—is another example of how being truly invested in each other's success can have an immense impact. In this case, our update to the organization's cancer-screening division will affect the health and lives of thousands of Newfoundlanders and Labradorians.



The power of the cloud—and the women who help unleash it

Jody McDermott, a partner in Consulting, loves employing technology to solve problems. She heads Deloitte's alliance with Google Cloud, working with about 20 clients to drive business transformation across many industries. "Cloud is unleashing possibilities for our clients that simply didn't exist in the past," she says.

That's not her only passion. McDermott has been highlighted as one of the [Deloitte Women in Cloud](#), a campaign created to spotlight the intersection of two things that are critical to Deloitte: the power of the cloud, and the women whose talent and innovative mindsets are enabling clients to use that power to grow and thrive. The profiles and videos showcased include personal and professional stories of women who work in the various cloud practices of Deloitte around the world, including four of whom who are in Canada.

"Cloud is unleashing possibilities for our clients that simply didn't exist in the past."

"It's a given that we need more diversity at the table in everything that we're doing, technology included," says McDermott.

Moreover, advancing diversity, equity, and inclusion (DEI) ultimately also supports better client engagements.

"This is about helping women find their spark and find their purpose," McDermott explains. "Having a more diverse set of people in technology will only improve outcomes for our team members, our business, and, most importantly, our clients."

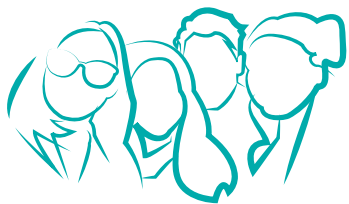


Jody McDermott, a partner in Consulting and the Google Cloud alliance lead



Revenue and headcount

Headcount



1,006 partners



13,211 people



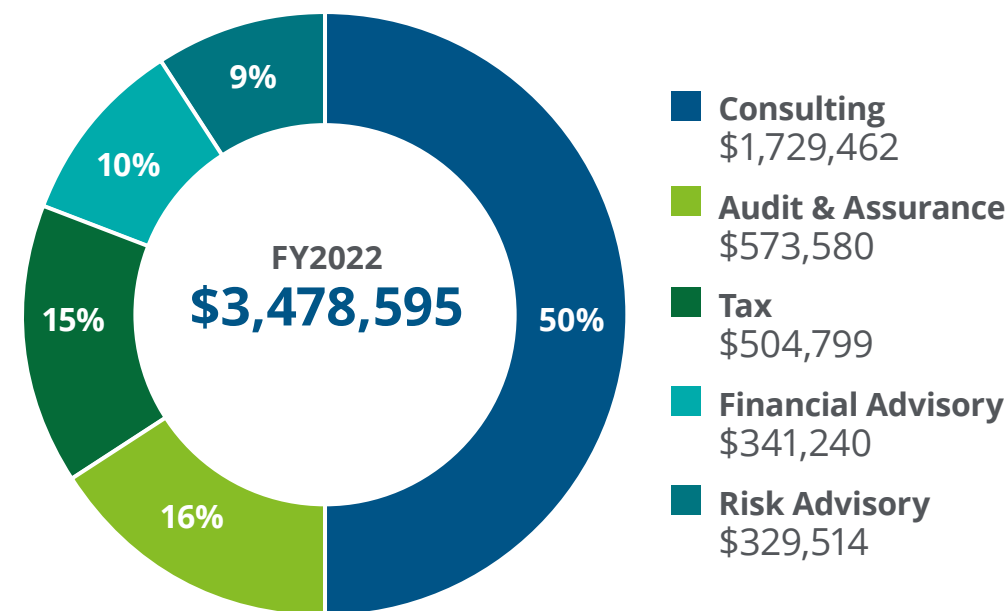
14,217 total headcount



0 5,000 10,000 15,000

Revenue

CAD in thousands (000s)





Recognition for our talent

**Best
Workplaces™**

**Great
Place
To
Work®**

**CANADA
2022**

We received the following acknowledgements through the 2022 Great Place to Work program:

- Best Workplaces in Canada (ranked No. 11 of 50)
- Best Workplaces for Professional Development
- Best Workplaces for Women

These external honours recognize our commitment to be a top employer and the impact that our people make.

Environmental



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At a glance

Introduction

WorldClimate is our global strategy to address climate change by driving responsible climate choices in our organization and beyond.

Deloitte's ambition is to help lead the world's transition to a lower-carbon future. And over the past year, we have shown that we have the scale, knowledge, and resources to turn this ambition into meaningful, measurable action.

Advancing responsible climate choices

Recognizing the necessity of collective action for effectively tackling the climate crisis, Deloitte worked to advance our *WorldClimate* strategy, which consists of a three-pronged approach—actions we take, actions we inspire our people to take, and actions we take with clients and others in our ecosystem.

Our near-term (2030) greenhouse gas (GHG) reduction goals 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. We are embedding sustainability into policies and practices throughout the organization and measuring performance against our goals.

Sustainability remains a firm priority and a tangible example of how we live our Purpose.



Environmental progress

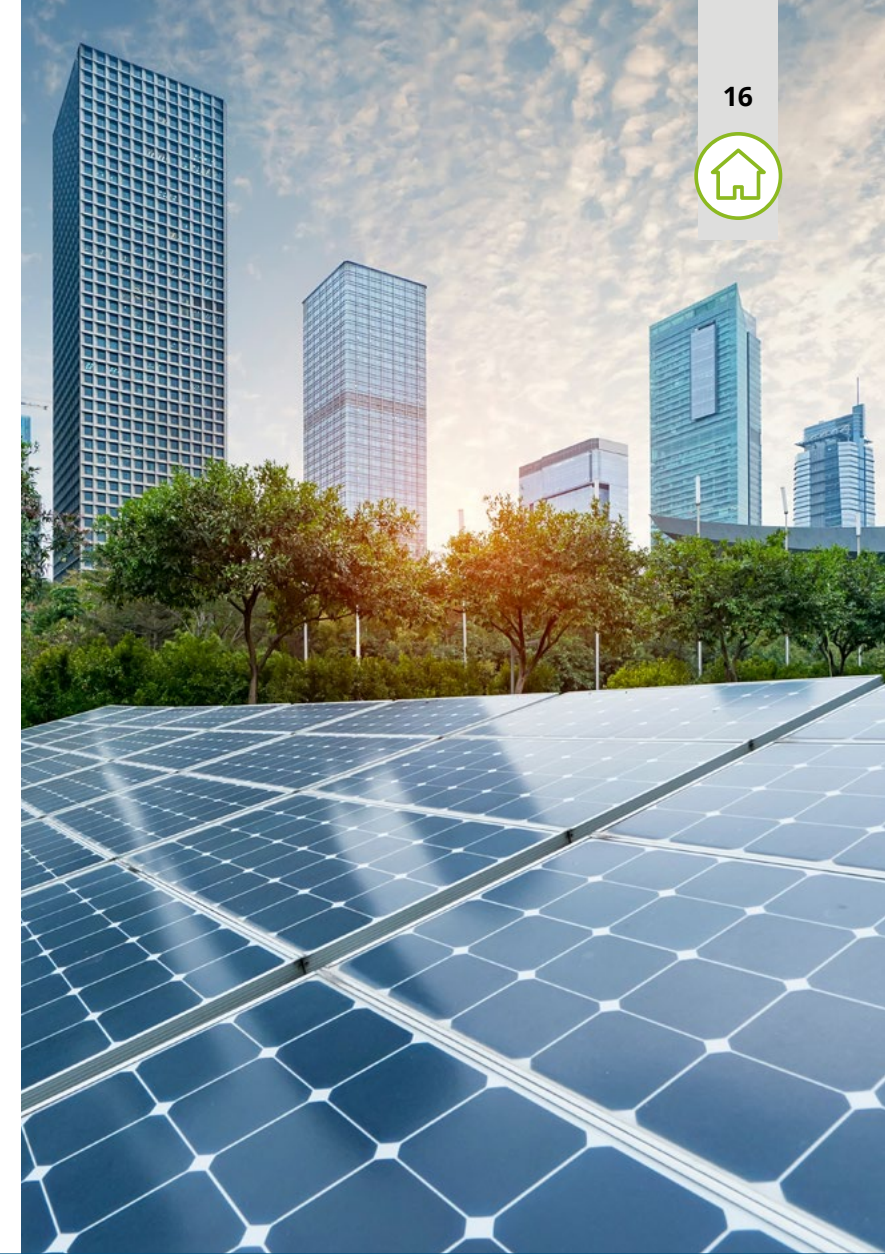
The positive impacts of setting an ambitious strategy are clear.
We continue to make progress toward our science-based targets.

Since the launch of *WorldClimate*, we have been working toward achieving our goals, recognizing the increasing urgency of the climate crisis.

Deloitte's gross GHG emissions (Scopes 1, 2, and 3) decreased 61% compared to the baseline in FY2019, showing great progress toward our 2030 SBTi goals of a 70% reduction in Scope 1 and 2 emissions and a 50% reduction in business travel emissions per full time employee (FTE). All reductions achieved in FY2022 were primarily the result of increased purchases of renewable energy, coupled with continued reductions in business travel.

Progress against targets

- We reduced Scope 1 and 2 energy-related emissions by **69%**
- We reduced Scope 3 travel emissions by **93%** per FTE
- We sourced **100%** renewable energy for our facilities



While we recognize our business travel was still heavily affected by COVID-19 pandemic restrictions, Deloitte began implementing new policies and practices for business travel in FY2022 that aimed to address our intentionality—the where, when, and how we travel—and keep us on track to minimize returning to pre-pandemic travel levels as we pursue our travel-reduction goals.

Since the start of the pandemic, we've reimaged our business operations and optimized our workspaces to better support our hybrid work model, Next Normal (N2). Making smarter travel choices and holding meetings virtually can help us meet our GHG emissions-reduction commitments.

Our *WorldClimate* strategy also includes a focus on developing more sustainable supply chains. Efforts to assess, manage, and reduce supply chain emissions are under way across Deloitte's major purchasing endeavours.





Our facilities are a focal point, too—we've created a hub for our real estate teams to prioritize sustainability and well-being considerations for all our new and future offices. This year, we moved into a new building in Halifax where the structure and energy system are cooled by sea water drawn from the Atlantic Ocean. This arrangement facilitates a 50% reduction in the building's carbon footprint, which contributes to decarbonizing our facilities.

We also piloted ways to incorporate recycled materials in our design, and we diverted waste from landfills by donating old supplies and furniture to local organizations in need. We're confident we'll continue to improve our energy efficiency and reduce waste through operational enhancements and investments.

Decarbonizing through absolute reductions remains a key priority for Deloitte. During our transition, however, we have chosen to compensate for unabated emissions through offset purchases. In FY2022, we offset our operational, business travel, and purchased goods-and-services emissions with high-quality carbon credit purchases, allowing us to compensate for 100% of our gross GHG emissions, in alignment with current SBTi guidance. Deloitte continues working to evolve our carbon-offset plan as a component of our overall net-zero strategy.

In procuring carbon credits, we prioritize natural climate solutions that support our goals of nature positivity and climate justice. In FY2022, we invested in the Great Bear Forest Carbon Project, led by an alliance of nine Indigenous nations on the Central Coast, the Northwest Coast, and the Haida Gwaii.

The project shifts stewardship of the land back to the Coastal First Nations, enhancing local economic development and employment through community-led guardians initiatives. Revenue from the sale of carbon credits enables the communities to protect old-growth forests that are designated for harvest, for secure valuable carbon stores, and to safeguard biodiversity.



Our people are our superpower

Our people put their care for the planet into action by volunteering for environmental initiatives and joining our Green Champions Network (GCN), which reached more than 1,000 members this past year. This professional-led network spearheads our internal grassroots efforts—members aim to make the firm a more sustainable workplace while empowering their Deloitte colleagues to make responsible choices at work and at home to reduce their climate impact.

During Earth Month (April), our people dedicated more than 750 hours to environmental volunteering in their communities. On Earth Day, they came together, alongside our GCN, to clean parks and shorelines across Canada.



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our people dedicated

>750 hours

to environmental
volunteering in their
communities



Collaborating with our ecosystem

Sustainable aviation fuel initiative

Today, there are no commercially scaled and dedicated sustainable aviation fuel (SAF) production facilities in Canada. However, a number of pilot programs are under way and opportunities exist to accelerate early-stage SAF production.

As part of our commitment to address climate change, we launched our [SAF initiative](#) and convened with interested Canadian parties from across the clean-fuel and aviation ecosystems—including fuel supply and distribution companies, airports and airlines, governments, and corporate travellers—to examine the needs and challenges facing SAF adoption in Canada and identify opportunities for joint action to advance the decarbonization of the aviation industry. This collaborative effort also built a cohort of influential and committed parties that can take this work forward for future impact.

SAF is not the only possible solution to decarbonizing the aviation industry, but we consider it a critical stage. Deloitte was the first corporate customer to purchase SAF through Air Canada's Leave Less program. These purchases help send a strong signal of the demand for energy-transition solutions in this industry.

Through efforts like this, we aim to drive toward a lower-carbon future in the short to medium term, as innovation continues to create even greater long-term solutions. We believe strongly in the power of the collective.



Indigenous carbon fund

Through our pro bono consulting program, we have been supporting Nature United (NU), the Canadian affiliate of The Nature Conservancy, to design and develop an Indigenous carbon fund.

This fund will focus on helping to finance Indigenous-led natural climate-solution projects in Canada, building community capacity to generate economic, social, and environmental value from improved forest management projects. This collaboration with NU supports Indigenous leadership in tackling the climate crisis while helping to create and enhance socioeconomic and biodiversity benefits.





Centre for Sustainability and Climate Action

Deloitte works with clients to turn their net-zero promises into meaningful action. Helping them to become low-carbon organizations and reach their sustainability potential is critical to meeting Canada's climate commitments.

To advance in the marketplace and drive a more sustainable Canada, Deloitte has been focusing on four key platforms.

- **Energy transition:** Supporting clients as they navigate the impacts of Canada's transition to a low-carbon future
- **Sustainable value chains:** Helping companies decarbonize, manage impacts, improve input traceability, and drive transparency across their value chains
- **Quality and transparent climate disclosures:** Communicating clients' ESG stories in a way that will meet upcoming regulatory challenges and provide their interested parties with useful information

- **Equitable transition:** Supporting our clients in making policy and operational decisions that enable fair, inclusive, and equitable transitions

At Deloitte, we believe net-zero is a true transformation we can facilitate from end to end for our clients, wherever they are on their climate journey. For more information, visit our [Centre for Sustainability and Climate Action](#) page and let's take climate action together.





Promises, climate action, and Indigenous reconciliation

Climate change is a complex societal and ecological problem, so moving toward a more sustainable future means taking steps along many paths. Any effective climate strategy is incomplete without including Indigenous peoples—the original stewards of this land and their traditional Indigenous cultures and relationships with the environment,—and Indigenous businesses.

At Deloitte, we understand the symbiotic relationship between an organization's ability to meet Canada's climate change challenges and take meaningful action toward reconciliation. That's why it's critical to empower, team with, and amplify the knowledge of those deeply connected to our land, our air, and our water. This inherently creates a more sustainable, ethical way to accelerate the journey to net-zero.



In a landmark Deloitte report called *Promises, promises: Living up to Canada's commitments to climate and Indigenous reconciliation*, we explored the profound link between Canada's path of reconciliation between Indigenous and non-Indigenous peoples and our potential success in tackling climate change. Led by Indigenous peoples and presenting uncensored Indigenous voices, the report was a first-of-its-kind from a major firm. It covers the importance of reconciliation, and addressing climate change with traditional knowledge, proposing routes to meet Canada's net-zero and reconciliation goals through nature-based solutions, and outlining guiding pillars for leadership.

For more information, visit Deloitte's [central storehouse on colonization, treaties, and climate-action information](#).

Helping clients on their climate journey

Navigating the road to net-zero

Many organizations need solid guidance on how to reach net-zero. That's what we provided to a major Canadian grocery retailer.

When we engaged with this client in 2020, they didn't have a full understanding of their GHG emissions or how to improve the quality of their calculations. We helped them fill in the gaps, improve their reporting to meet globally accepted standards, and complete a full emissions inventory. Then we guided the development of their climate action plan using our proprietary suite of interactive modules, [Deloitte Decarbonization Solutions™](#).

Our project managers, GHG technical specialists, climate strategists, and other members of our alliance worked with the client, taking them from laying the groundwork to making their mark in a way that was authentic for their business. As a result, they were able to take bold action and make an announcement in 2022 regarding their efforts to meet goals that align with SBTi standards.

They are now an industry leader, pledging net-zero Scope 1 and Scope 2 emissions by 2040, and making a significant contribution to Canada's climate action plan.





A financial institution's quest to shape the energy transition

When a federal financial Crown corporation was looking to play a lead role in embedding ESG considerations in their organization and shaping the energy transition, Deloitte helped on three major fronts.

- 1. ESG strategy:** This was a key priority for the client, so we developed goals, success metrics, and key performance indicators (KPIs) for both ESG and risk management, articulated ESG focus areas, identified the required capabilities, and prepared a three-year ESG road map. As a result, the client achieved clarity on their ESG goals and aspirations, with a plan to put them into action.
- 2. Sustainable finance:** We helped our client develop a new-guarantee product that aims to help other Canadian financial institutions take on risk in sectors that support the energy transition. In addition, we defined sustainable finance for the organization, which will serve as the basis for future products and bond issuances.
- 3. Net-zero transformation:** Our client committed to become net-zero by 2050 and required support to develop interim 2030 targets for their high-emitting sectors. We applied leading methodologies on portfolio carbon emissions and set science-based emissions reduction targets. We also developed material to tell the net-zero story to senior leadership, the board, and the general public, which has served as a key reference in the client's overall net-zero road map and transformation.



Social



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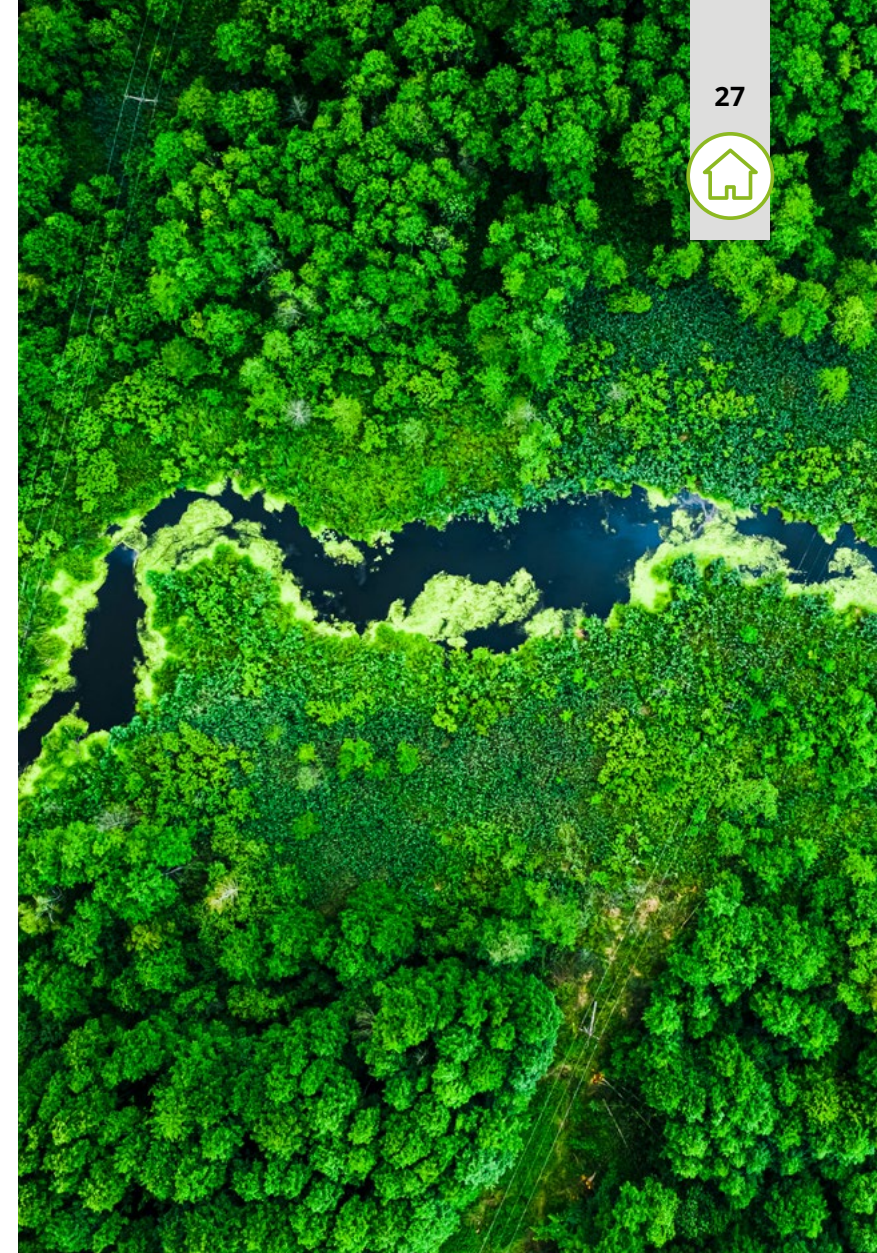
For our Purpose-led organization, we believe we have a responsibility to be a force for good. As such, we've developed *WorldImpact*, Deloitte's portfolio of corporate responsibility (CR) initiatives; its four pillars are *WorldClass*, *Impact Every Day*, *WorldClimate*, and diversity, equity, and inclusion (DEI).

Together these initiatives focus on making a tangible impact on the big and increasingly complex challenges society faces today—Indigenous reconciliation, anti-racism, social inequality, the climate emergency, and economic disruption.

We want to lead the way in shaping a better future for our people and communities—a future in which trust in institutions and systems is restored and major societal challenges are addressed. And when crises emerge, such as Russia's invasion of Ukraine, our aim is to move quickly to help.

We help to provide a better future for Deloitte's people, too, working to offer a nurturing workplace where everyone can fulfil their aspirations and potential and achieve their purpose. Supporting and inspiring them to be their best and make an impact every day is the right thing to do—and right for our business.

As part of the global organization, Deloitte Canada is committed to creating a more sustainable and equitable world for all.



Our people

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At a glance



Purpose and Shared Values

Our Purpose helps to explain why we exist, while our Shared Values define the behaviours we expect of each other at Deloitte. We bring them all to life for the benefit of our people, clients, and communities.

Build a better future



This the guiding star that unites our people in Canada. We work toward achieving this purpose goal by *expanding access to knowledge to realize opportunity*—but what does that look like in our day-to-day life at Deloitte? Van Zorbas, Deloitte Canada’s chief culture and people officer, has further defined a way of expressing and delivering our Purpose:

“Success is our people feeling connected to their communities and their work, feeling that they are treated fairly and can be their authentic selves. There is a clear connection between creating value and purpose-led work: When people feel connected to the purpose of the work they do, they are likely to add more value for our clients, our own organization, and themselves. This is why finding purpose in the work we do is embedded in our every engagement and articulated in team-pledge documents at the outset of all projects.”





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



Lead the way

Deloitte is dedicated to 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 all look out for each other 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, teaming across businesses, geographies, and skill sets with the aim of delivering a tangible, measurable, and 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.



Talent value proposition—where potential comes to life

Over the past few years, the work world transformed. As a firm, we responded to unprecedented challenges. This necessitated dramatic changes in the way we get work done, fundamentally shifting what we ask of our people and what they expect in return.



Potential and possibility: That's what our refreshed talent value proposition (TVP) is all about—a powerful promise about the Deloitte work experience, a balanced equation made up of mutual commitments by the firm and our people. The TVP, in essence, establishes that our people are as important as our clients.

The four pillars of our TVP:

- Provide you with purposeful work
- Enable flexibility in how you work
- Develop you to be an inspiring leader
- Empower you to grow in your career

We aim to provide purposeful work and empower our teams to choose how and where to work, all based on personal well-being and what drives the best outcomes for all. Our TVP allows us to better attract, engage, and retain the talent we need to thrive in the future of work.

We want our people to be their authentic selves and to be the leaders that will change the world, so we offer them growth opportunities that allow them to progress in various directions and new careers within the firm.

Ultimately, someone who chooses to work at Deloitte will be able to shape their career trajectory and, with the support of their leaders and peers, reach their unique potential.



Here are some examples of how our people say they are already living the TVP:



Alexandra Biron

Senior Manager, Indigenous, Ontario

Provide you with purposeful work

I am proud to deliver work that is meaningful not only to myself but also to the community and country. From day one, leaders have held space for my ideas, input, and advice. Joining the Corporate Responsibility team meant doing purposeful work. While this was exciting, I was looking for an opportunity to incorporate my Indigeneity into my day-to-day role. Fast-forward a few years and it became a reality. The support of leadership was instrumental in making this happen. Shaping a career that incorporates my heritage, and seeing our Shared Values in action through initiatives such as our RAP, makes me excited for the future and what is to come from my role at the firm.



Graham Slaughter

Manager, Executive Communications, Ontario

Enable flexibility in how you work

A month after I started at Deloitte, my partner and I got the news that we'd be adopting a child, our son. This was amazing news and a bit unexpected; we had one week to prepare. Amid all the excitement and shopping for baby stuff, I worried about my job. I was concerned I wouldn't yet have the flexibility to manage work around raising a baby, let alone learn everything necessary to thrive in my new role at Deloitte. I was also afraid that I'd be overwhelmed at home and unable to meet my potential at work. Fortunately, my concerns were unfounded. My team were incredibly supportive from day one. Some days, managing time remains a challenge, but I was never put in a position of having to choose between my career and my family life. Balance is a hard thing to find when you have a newborn, but I know my team has my back, no matter what.



Mary Sanagan

Partner, Consulting, Vancouver

Develop you to be an inspiring leader

As a parent of a nine-year-old born with cystic fibrosis (CF), Cystic Fibrosis Canada is very important to me and my family. Over several years, I have been a vocal advocate on behalf of the organization, pushing for access to medication, as the rarity of the condition results in medication being wildly expensive and often not covered by provincial plans. Through community advisory projects (CAPs) that teamed with Deloitte, I was asked to lead an initiative that developed strategies to increase the impact of fundraising and identify new donors. This project had a huge impact on me. I was able to use my time, position, and privilege to engage a younger population, generate awareness, and drive an agenda to decrease inequity in care. I also got an opportunity to collaborate with Deloitte team members I hadn't yet worked with, who made me feel so proud to be in an organization with such passionate people.



Darryl Ngahane

Consultant, Risk Advisory, Montreal

Provide you with purposeful work

Making my name in the firm known for philanthropy was a goal when I joined Deloitte. In 10 short months, I can confidently say this has been achieved. I have always had a passion for giving my time and expertise—whatever I can offer to make a difference in the world. I am proud of my involvement with various CAPs, such as fundraising for the Montreal Children's Hospital Foundation and facilitating the Federation of African Canadian Economics (FACE) and Deloitte Masterclass Series. Our team developed that three-week program to provide free virtual courses to young Black entrepreneurs, helping them learn to better access the federal government's Black Entrepreneurship Loan Fund. Having found true alignment with my personal goals and my professional career at Deloitte is priceless. For that, I am grateful. My leaders at work have also made a tremendous difference, as their understanding and support allow me to participate in so many meaningful projects.

**Alison Weyland**

Partner, Consulting, Ontario

Empower you to grow in your career

In addition to my usual client work, every year I lead volunteer projects, working with non-profits that team with the firm through our Community Advisory Projects (CAPs). Ontario's Dorothy Ley Hospice is one of those non-profits. The hospice helps terminally ill patients live their lives more holistically by focusing on hope, spiritual wellness, and a comfortable environment. Leveraging captivating, real-life stories, my team developed a marketing strategy to raise awareness of the benefits of hospice care and inform people of how to access it, as well as to promote donations. Everyone who was a part of this project was from a different business, so we were able to stretch and develop professionally by learning from one another. I grew in my career because of this opportunity—the relationships formed as a result of this project led to an invitation for me to join the Dorothy Ley Hospice's board of directors. I look forward to continuing to help this organization.





Employee benefits and programs

To help our people manage and balance their lives and reward them for being part of a world-class team, Deloitte offers an appealing range of employee benefits and programs.

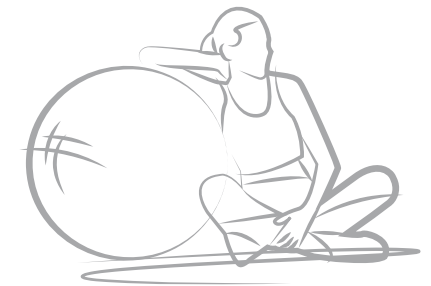
Benefits plans: Deloitte provides its people with a comprehensive group plan, including the flexibility to choose the benefits that suit their individual personal circumstances. We look beyond the basics and curate offerings that put our people's health and well-being at the forefront.

This year, we added health-plan coverage for gender-affirmation support. Everyone enrolled in our Canadian benefits plan, along with their eligible dependents, has access, allowing them to receive treatments not covered by provincial health care plans. Gender affirmation is paramount to upholding transgender health. We want to ensure our people have the tools and support required to be their authentic selves. Making gender-affirmation benefits a priority helps to normalize conversations about transgender topics and enables access to support options.

Wellness: Our Toronto, Montreal, and brand-new Vancouver offices each include a wellness and fitness space designed to re-energize our people in mind and body. These Recharge Centres are accessible at no additional cost to our people and include group fitness classes, guided meditations, fitness/wellness consultations, stretch breaks, and change rooms with private showers and towel service. Personal training, as well as massage, chiropractic, and dietitian services are available on a fee-for-service basis.

To give everyone across Canada access to these wellness resources, our Recharge team offers virtual and hybrid versions of most fitness classes, stretch breaks, and meditations, in addition to in-person programming in our three Recharge Centres.

Additionally, we continue to provide monthly THRIVE sessions on a number of wellness topics, tied to our four wellness pillars: life, mental health, physical health, and work. These webinars are hosted by subject-matter specialists in their respective fields who make a presentation with approximately 15 minutes for Q&A reserved at the end. Topics have included eating for heart health and evidence-based nutritional tools to support mental health.





Time off: Over the last year, we provided 11 extra Deloitte Days, when the entire organization takes the day off at the same time. Combined with wellness days, statutory holidays, and vacation days, our people had 38 to 43 days of time off available (depending on their level and tenure) over the year. As part of our Deloitte Days, we made the decision to close on Friday, September 30, 2022 to commemorate National Day for Truth and Reconciliation.

With slowdown periods during August and over the winter holiday season, all are encouraged to truly disconnect from work and take time for themselves, whether for small breaks or longer periods of vacation.



Employee resource groups

At Deloitte, we recognize the importance of community and of building lifelong connections between our people (and their allies) who have shared lived experiences. Through employee resource groups (ERGs), people from all services, levels, and geographies can form a network based on shared experiences.

In 2022, ERGs have continued to play a significant role in building connections while advancing our shared journey toward creating an equitable and inclusive future.

While adapting to the new reality COVID-19 has brought to us, our ERGs have succeeded in providing opportunities for dialogue and education. They have also strengthened external relationships with aspiring Deloitte people and clients.

We are proud to have ERGs organized by our networks—led by our people, for our people. This past year, our ERGs have significantly helped the firm champion our vision that Deloitte is for everyone. Anyone at the firm can join an existing ERG, start a regional chapter of a national group, or create a new one. See the full list of our ERGs [here](#).





Learning & Development experiences

We invest in our people to help them expand their knowledge, cultivate their skills, and take their careers to the next level—all of which enable them to better serve our clients.

Our Learning & Development (L&D) programs help our people to grow and develop new skills and capabilities at all stages of their careers; to build skills for understanding, interacting, and delivering work to clients; to develop or enhance their facilitation skills; and to adapt to newly achieved career levels and leadership roles.

For much of the pandemic, programming was delivered only virtually; however, we've now returned to in-person live learning at Deloitte University North in Toronto and in our regions.

The following are some of the ways our L&D team has made an impact with our programming:

- **Relationship mastery series.** This past year, 384 participants took steps to strengthen their relationships with clients by developing skills in empathy, team-leading, and storytelling.
- **Facilitation.** We awarded 222 virtual Deloitte Facilitation Excellence (DFX) certifications and 33 through Live DFX to equip people to facilitate hybrid meetings and learning experiences.
- **Communications excellence.** There were 508 participants who attended virtual programs, seeking to improve their communication skills with colleagues and clients.



508 participants

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communication skills with
colleagues and clients



- **Onboarding.** We delivered the redesigned Accelerating Your Deloitte Experience (AYDE) programming to more than 1,000 new hires this year. Sessions are now available virtually and in person, in English and French.
- **Industry.** We created two industry learning communities on the Cura digital-learning platform for more than 400 global public-service practitioners and more than 1,500 financial services industry practitioners.
- **Milestones.** We celebrated 665 new managers, senior managers, and directors in virtual milestone programs and offered the new Global Senior Manager Milestone (GSMM) pilot program to more than 70 participants, marking the first time GSMM was delivered in person in Canada.
- **Sales.** In the last two years, nine virtual sales experiences were developed from Deloitte's National Sales Office playbooks and rolled out for delivery. Thus far, 322 unique learners completed one or more virtual sales experiences in FY2022.
- **Coaching.** We created a new coaching curriculum of six courses (four virtual, two in-person) that targets all levels from specialist to partner. In the last two years, we've delivered 36 coaching learning events and had 1,742 virtual learning completions. Building a new website allowed us to launch a self-registration process, with over 4,500 people self-directing their learning and development.
- **Client leader programs.** In FY2022, the L&D team created new programming to offer development opportunities for our client leaders.
- **Aspirations program.** This 18-month accelerated leadership-development program involved more than 115 senior managers and directors that have been recognized as top talent. As they prepared to become future leaders in the firm, they shared positive feedback like the following: "The best coaching/mentorship experience I've had at Deloitte to date."
- **My legacy.** For partners who are four to six years out from retirement, this program is designed to address the various stages they undergo in planning the latter phases of their careers. As one participant said: "A program like this for retiring partners is a strategic imperative for the firm."



Aspirations program

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Our Next Normal

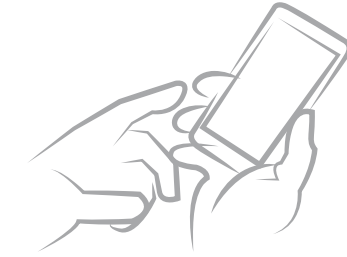
“The way we work. The work we do. Reinvented.” Deloitte’s Next Normal (N2), our new work model, offers a reimagined, flexible way of working, and launched in summer 2021.



Over the past few years, our world transformed—and so did expectations of work. We responded with dramatic changes to the way we get things done, fundamentally shifting priorities and expectations—for our people and for the organization.

N2 is an essential component of our TVP. There is no one-size-fits-all approach and collaboration is crucial. In any given week, someone might choose to work from home, meet up with colleagues at the office, attend a client workshop off-site, and collaborate online. Our people arrive at these decisions through open, transparent conversations with their teams, ultimately to help meet our clients’ needs as well as their own and those of their teams, and using tools such as our Team Pledge to agree on shared norms.

This work model is flexible by design, providing the appropriate blend of virtual and physical engagement. It allows us to bring the best of Deloitte to clients by delivering value with the finest teams of local, national, and global capabilities.



Over the past year, we’ve seen colleagues and our business thrive in this environment, personally and professionally. One of our keys to success is continually flexing our approach based on insights from our teams and clients.

As we plot the future of N2, we’re focused on strengthening our teams’ hybrid work capabilities, using new routines day to day, tracking how people are experiencing N2 in their everyday lives, and adjusting as we go.

Our Next Normal is now shifting to become our business as usual. Ultimately, N2 will be fully embedded in firm practices and our culture. We know that this focus on flexibility and choice differentiates us in the market—as leaders in living, and also advising on, the future of work.



Advancing diversity, equity, and inclusion

At Deloitte, diversity, equity, and inclusion (DEI) is in everything we do. It's the right and smart thing to do for our people, clients, communities, and country. *Right*, because DEI is about fairness, respect, and empowerment; *smart*, because DEI success also drives greater collaboration, innovation, and productivity.



In a year characterized by considerable change and adaptation, building a sustainable future from a DEI perspective has been paramount. It has been a defining year of reassessment, culminating in a strategy for being a purpose-led organization. We have made deliberate choices to hold ourselves accountable, setting the foundation to accelerate change.

In 2022, we celebrated the internal launch of our refreshed strategy, anchored in the vision that Deloitte is for everyone. There was equal emphasis on our aspirational imperatives to advance the strength in our diversity, the equity in our experience, and a culture driven by respect and inclusion.

We have continued in our commitment to shape initiatives aligned with our Purpose, Shared Values, and Code of Conduct. Deloitte has been focusing on an outcome-based approach to enhance trust in our vision. We keep working diligently to understand and address systemic barriers and inequities, including ones that exist in our own firm. This knowledge will inform our commitments to our AccessAbility Action Plan, Reconciliation Action Plan (RAP), the BlackNorth Initiative, and additional firm initiatives.



How have we been driving our strategy forward and realizing our vision?
By delivering tangible results aligned to four pillars:



Governance

Our board has set up a working committee to provide oversight and lend support to ensure our strategy is executed and that the DEI office has a direct line to the CEO. These advancements have made DEI everyone's responsibility.



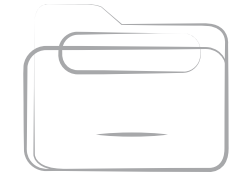
Adoption

We continued to commit to championing best-in-class DEI initiatives, holding one another accountable for the policies and procedures we put in place, and implementing the best practices we learn along the way. DEI is incorporated into our business strategy and has been front of mind for hiring and for Deloitte's TVP.



Communication

We have made progress in creating an ongoing firm-wide dialogue that raises awareness and gives us the comfort to express ourselves and have meaningful discussions in a safe environment. Enhanced-learning modules have been fundamental to our communication approach.

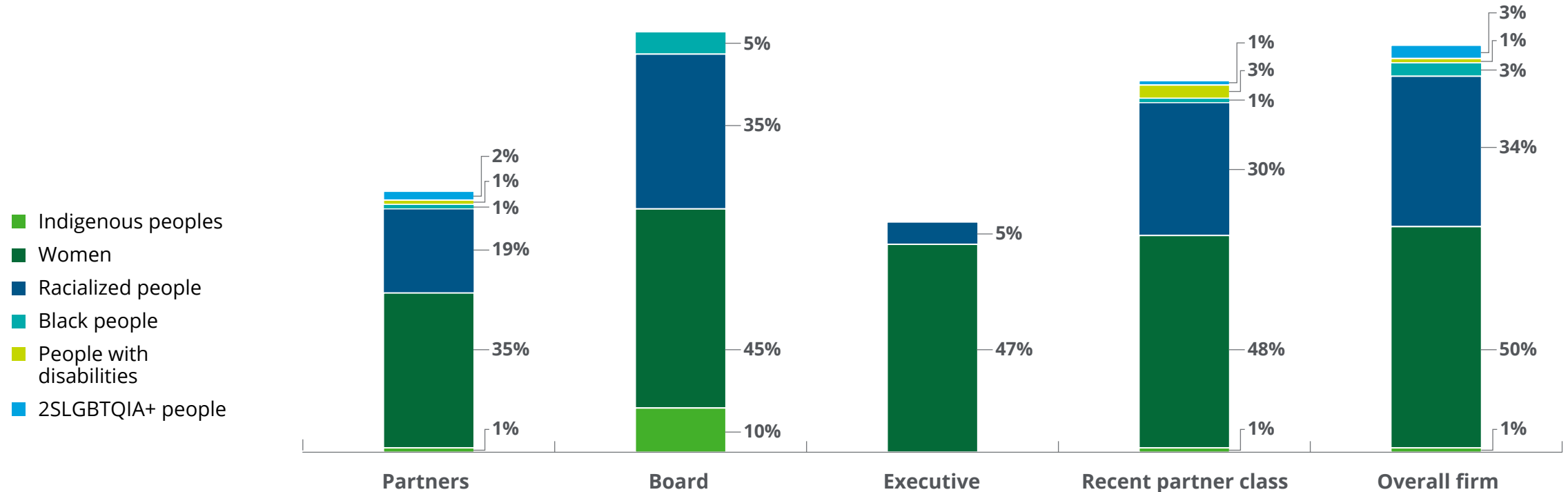


Measurement

We invested in an independent assessment and perspective of our practices to inform our plan and help uncover opportunities for our evolution. We also continue to measure our progress and identify gaps through a combination of hard data points and the voices of our people. This has helped build trust and enable self-declaration of key information, without which we would be unable to effectively advance our strategy.



Breakdown across six dimensions of representation as of this year:





Dismantling anti-Black racism

Efforts to support Black lives and eradicate anti-Black racism in our communities continue. As they do, Deloitte is part of the movement to drive change.

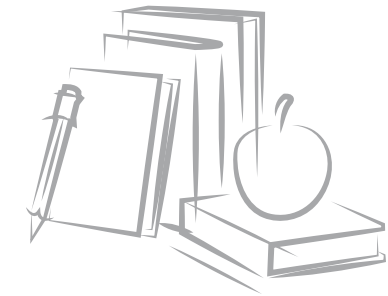
Since signing the BlackNorth Pledge, which aims to address systemic racism, we have formed a Black Action Council (BAC). It's mission: to grow a more inclusive, safe, and equitable workplace for Black people by dismantling systemic barriers and by sponsoring and sustaining opportunities for our Black colleagues, and to help them thrive within communities outside of Deloitte.

The BAC is co-chaired by our CEO, Anthony Viel, and comprises senior-executive leaders, as well as Canadian Black Professional Network leaders and members. It is grounded by four strategic pillars:

1. Education and awareness
2. Equitable and inclusive environment
3. Employment and talent life cycle
4. Marketplace and economic empowerment

In 2022, the BAC took several meaningful actions including:

- **Investing in our Black communities.** An investment of \$125,000 and pro bono engagements were donated toward corporate contributions to Black-owned organizations, as well as those that focus on the progress of Black people.
- **Amplifying the Deloitte Canada Black Student Scholarship program.** More than 1,100 Black students applied to our scholarship program, with 34 awarded a \$5,000 bursary and an opportunity for a four-month work term at the firm.



>1,100
Black students

applied to our scholarship program, with **34** awarded a **\$5,000** bursary and an opportunity for a four-month work term at Deloitte Canada

- **Collaborating with the Federation of African Canadian Economics (FACE).** The federal government established the Black Entrepreneurship Loan Fund in 2021 to help Black business owners overcome systemic barriers to financing. The Deloitte-FACE Masterclass Series was a free three-week program that aimed to teach people how to better access the available funding. Deloitte people pooled their talents to provide easily digestible content on topics such as financial statements, business taxes, financial forecasting, and strategic consulting. The series engaged more than 1,000 Black entrepreneurs and is expected to return in 2022–2023.
- **Hosting our second edition of the Black in Canada webinar.** We hope to track our progress on dismantling anti-Black racism from both an organizational and cultural perspective. Black in Canada webinar 2.0 was intended as an open and honest assessment of how Deloitte and other organizations have advanced toward our anti-Black racism pledges. The discussion allowed us to acknowledge the challenges we've faced throughout our journey of education and action against anti-Black racism and to recognize the strides we have made.

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Moving forward, Deloitte will be leading a pilot mentorship program with other BlackNorth signatories to help Black people in our organizations build relationships and expand their networks with inspirational Black leaders. As part of the BAC's action plan, we'll also be launching anti-Black racism learning programs firm-wide, a hiring program for senior Black talent, and a diversity supplier initiative focused on Black entrepreneurs.





Improving accessibility

Deloitte is committed to advancing accessibility for all. In April 2022, we released the first annual report of our AccessAbility Action Plan: *[Continuing to build an accessible future at Deloitte.](#)*

Our goal is to lead the way in realizing a vision of accessibility that is transformative not only for our organization but also for our people, clients, communities, and country. We are proud to showcase our progress across our four guiding pillars.

1. Inclusive environment

Deloitte seeks to create a safe and welcoming workplace for people with disabilities. To do so, we've evaluated accessibility in the infrastructure of our offices across the country. We've already succeeded with our new office in Halifax, which has achieved a Rick Hansen Foundation Accessibility Certification.

For our digital space, we hired a dedicated digital-accessibility and accommodation specialist to lead initiatives that can give those who need them the specialized technologies and supports that can enable them to thrive. In addition, we selected and engaged with a digital-accessibility vendor who can support our efforts.

Beyond our workplace, Deloitte donated 300 smart phones to the CNIB Foundation to empower those with sight loss to live more active, independent lives. Their Phone It Forward program takes modern and gently used smart phones, refurbishes them, outfits them with accessible apps, and puts them into the hands of Canadians who are affected by sight loss.

2. Education and awareness

Having launched our internal AccessAbility Hub, we've been able to host a variety of training programs and offer information resources. Education and awareness initiatives have given our teams an opportunity to learn how to support colleagues with different types of abilities.



3. Employment

We believe that hiring and empowering people with disabilities benefits all. As part of our diversity recruitment strategy, and to strengthen our business alliances and diversify and extend our searches, we created a new position for a national program lead of disability recruitment. We also hired an employee-relations manager focused on accessibility to support the recruitment process and optimize accessible-accommodation processes and disability-awareness training.

Deloitte supported recruitment programs, teaming with national disability organizations such as Ready, Willing & Able, the CNIB Foundation, and Auticon Canada. We were a national sponsor of CNIB's Connecting the Dots conference, which explored technology, employment, and the future of work, and our national lead of workforce strategy was a keynote speaker.

4. Marketplace

Deloitte will continue to work to create a positive impact by helping and inspiring our clients (e.g., through delivering accessibility consulting services) and by supporting businesses owned by people with disabilities. Both paths grow our footprint in the marketplace, as does our thought leadership.

In collaboration with Auticon Canada, Deloitte kicked off Autism Awareness Month by publishing a report titled *Embracing neurodiversity at work*. It examined the challenges people with autism have with unemployment and the impacts that engaging this untapped pool would have on corporate productivity and the Canadian economy. In addition, the report identified areas for organizations to leverage this pool of candidates as a way to address the Canadian talent shortage.





The Deloitte Reconciliation Action Plan (RAP)

Reconciliation is a process. It has many facets and it's about action, not just words.

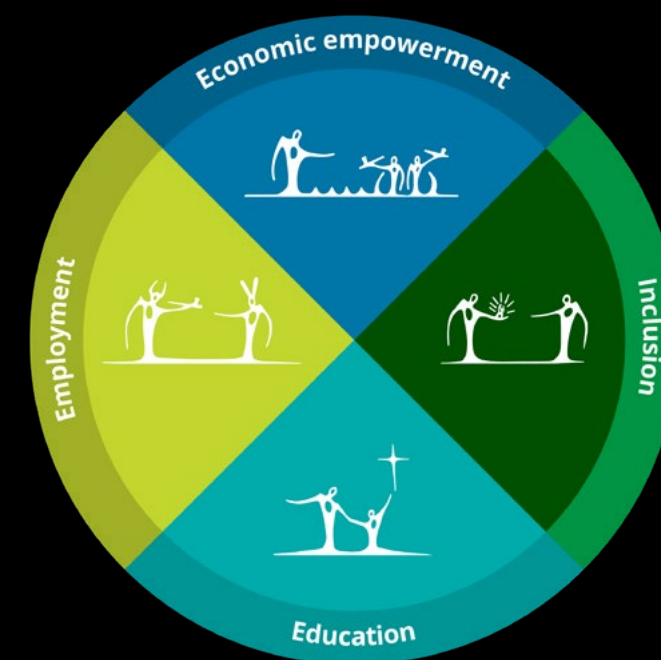
In June 2022, Deloitte released its RAP year-two update report, [*Our progress on the shared path for reconciliation*](#). It tracked the progress we've made across four pillars: inclusion, employment, education, and economic empowerment.

We have already met or exceeded many of our goals. As we continue on our journey of reconciliation, we remain committed to being transparent about the challenges we face and the opportunities we see.

1. Inclusion

Inclusion efforts target different key groups, including youth. To that end, Deloitte signed its first collaboration agreement with the youth-led organization Canadian Roots Exchange, enabling the launch of the Indigenous Youth Advocacy Week initiative and the development of a co-authored report to amplify the voices of Indigenous youth.

We also launched an Indigenous Professionals' Circle to create a safe space for Indigenous peoples across the firm to discuss their authentic experiences and play active roles in our reconciliation journey.



The four pillars of RAP



2. Employment

Deloitte is proud to have signed our first multi-year agreement with Indspire, an Indigenous national charity that invests in the education of First Nations, Inuit, and Métis people. The more-than-\$500,000 agreement makes Deloitte the first professional services organization in the sponsorship category.

In the last year, we also launched the Deloitte Canada Indigenous Student Scholarship program, providing undergraduate students with one-time funding of \$5,000 and an opportunity to complete a work term at one of our Canadian offices.

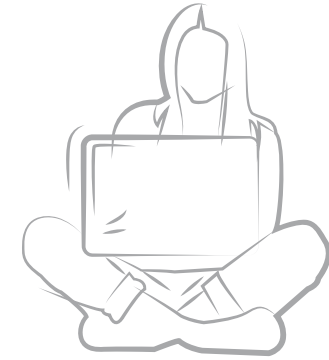
We continue to focus on reviewing and amending our talent processes and policies to accommodate cultural practices. We also applied that same thinking to updating our bereavement guidelines: Among other changes, we increased paid bereavement days from three to 10, removed the relationship limits to be eligible for these benefits, and eliminated the requirement for bereavement days to be taken consecutively within 365 days of the death.

3. Education

Education can lead to progress—for Indigenous youth and our own people alike.

In the last year, Deloitte has positively affected more than 5,000 Indigenous youth through volunteering and pro bono engagements. The organizations we've collaborated with include Indspire, Teach for Canada, Innovations for Learning, First Nations University of Canada, and the Rideau Hall Foundation.

For all Deloitte people, the 4 Seasons of Reconciliation training program offers cultural awareness e-learning as a mandatory component of onboarding. Recognizing the significant knowledge gap in our shared history, the firm invested in an additional 30,000 licences to share the three-hour program with our external networks.



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4. Economic empowerment

Deloitte continues to be a supporter and sponsor of the Canadian Council for Aboriginal Business (CCAB). We also participate in CCAB's Progressive Aboriginal Relations™ (PAR) program, which certifies corporate performance in Indigenous relations. We have thus far progressed through all three phases of the program's committed level.

Additionally, our procurement team launched an Indigenous-supplier portal, the first of its kind, for our Deloitte people to access when sourcing an external vendor. We achieved a 6% spend ratio with Indigenous suppliers in FY2022.

And in spring 2022, we launched a supplier diversity training program to help ensure Indigenous suppliers have a good understanding of our processes and requirements.



Our communities

51



Business

Environmental

Social

Governance

At a glance



WorldClass—creating better futures

Millions of people around the world are held back from achieving their full potential. Investing in education and skills is the foundation of opportunity and progress. The result is better futures for all.



Our next generation of pioneers, entrepreneurs, and leaders will need new competencies to help us meet the challenges of tomorrow. WorldClass is Deloitte's commitment to invest in innovative approaches to support education, skills development, and training so that everyone can succeed in the modern economy.

Our ambition is to reach 100 million people globally by 2030, including two million in Canada and Chile. We do this through community programs and collaborations, investing money, and offering our people's time and knowledge through volunteering and pro bono work.



In FY22,
Canada and Chile impacted

299,708

lives through WorldClass programming.
Since launching the initiative in 2017,
we have reached

1,548,624

individuals toward our goal
of two million



Everything starts with literacy

Children who don't gain proficient-reading abilities in their earliest years at school are three to four times less likely to graduate from high school. That is why Innovations for Learning (IFL), a Canadian non-profit organization, has focused on assisting young readers in under-resourced schools with their literacy development.

Over the past four years, Deloitte has been a proud supporter of IFL's TutorMate program. Through TutorMate, Deloitte volunteers connect weekly with their mentees to read stories, build vocabulary, and increase the students' love of reading and learning to get them on a path to reading success.

This year, Deloitte also collaborated with IFL on the development of two early literacy audio e-books, written and created by local Indigenous illustrators and writers. This storybook series was designed to further the perspectives and world views of Indigenous communities and support Indigenous language revitalization. The books are infused with Anishinaabemowin words and phrases, with embedded audio clips of Elders' and knowledge keepers' pronunciation of the words.



Ruby Rules the Rink

is about a girl named Ruby who gets called in to play as a substitute on the Wiikwemkoong Thunderbirds hockey team.

The books are currently part of IFL's online library for young readers and tutors. They are scheduled to be made available on IFL's global story library next year, whose aim is to provide free online access to all.



Autumn Peltier: Water Protector

tells the real-life story of Autumn, a teenager from Wiikwemkoong First Nation in Ontario, who grew up with limited access to clean water and is now an Indigenous-rights activist.



Impact Every Day



Making an impact every day is Deloitte's model to encourage our people to connect and engage with their communities year-round, using their unique skills, perspectives, and experiences to help organizations to grow and communities to flourish. We also provide support through volunteer opportunities, resources to help our people lead their own impact projects, and paid time to volunteer.

Mentoring young leaders and newcomers

Our people have been difference makers. We worked with Mentor Canada to create virtual mentorship opportunities across the country. The goal was to expand the professional networks of diverse, young adults aged 18–25 by connecting them to Deloitte volunteers. In one-on-one sessions, our volunteers helped these young leaders of the future in developing and enhancing skills to support their academic, career, and life goals.

In another initiative, Deloitte volunteers worked with the immigrant-employment councils in the Edmonton and Toronto regions to connect with skilled and job-ready newcomers for one-on-one, occupation-specific coaching. Our mentors helped the newcomers to develop an understanding of Canadian workplace culture, build professional networks, and gain knowledge of how to better integrate into the local labour market.



Community impact
adds up to

19,235
hours

in volunteering and
pro bono hours completed
by Deloitte people





Pro bono—giving time and value to the community

To support our clients, our people bring their range of professional skills and capabilities. They do the same to advance the mandates of community organizations.

Pro bono work highlights our commitment to social good and showcases the services of our firm. Some pro bono work is funded by the firm through our Social Innovation Fund and society partnerships, while some takes the form of employee volunteering through our CAPs.

All together, Deloitte contributed 12,925 hours and more than \$1.5 million of pro bono services to mission-driven organizations across Canada in FY2022.

Along with benefiting the community, pro bono work helps provide meaningful development opportunities for Deloitte's talent through stretch and cross-service assignments, engaging our people in purpose-led work they are passionate about.





Social Innovation Fund and society partnerships

Deloitte's Social Innovation Fund supports pro bono engagements that aim to positively affect a significant number of lives and tackle some of society's biggest education- and employment-related problems. Our society partnerships are multi-year relationships with select community organizations, during which we work to help them overcome business challenges and operate more efficiently and effectively—just as we do for our clients.

Here are three examples of the difference that our firm-funded pro bono work can make:



One Girl Can (Social Innovation Fund) is a Canadian and Kenyan education charity that focuses on girls' education and empowerment. Since its inception in 2008, One Girl Can has concentrated on building education facilities in rural Kenya, providing high school and university scholarships, and offering mentorship programs. The organization's holistic model empowers girls, from the time they leave primary school until the day they gain meaningful employment. In doing so, One Girl Can works to break the cycle of poverty and achieve gender equality.

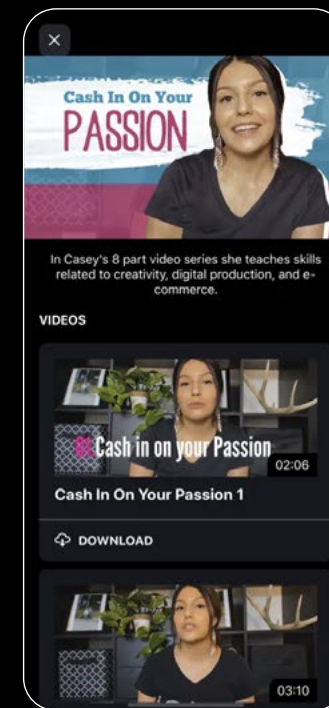
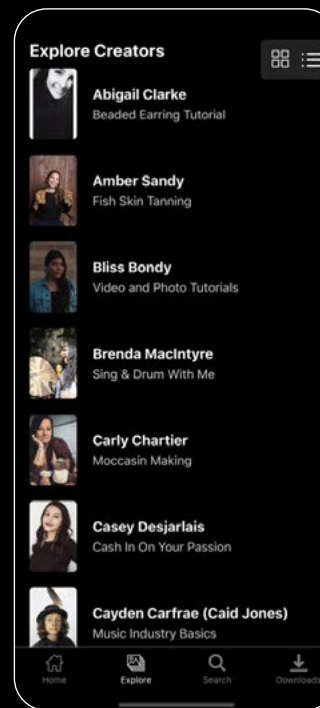
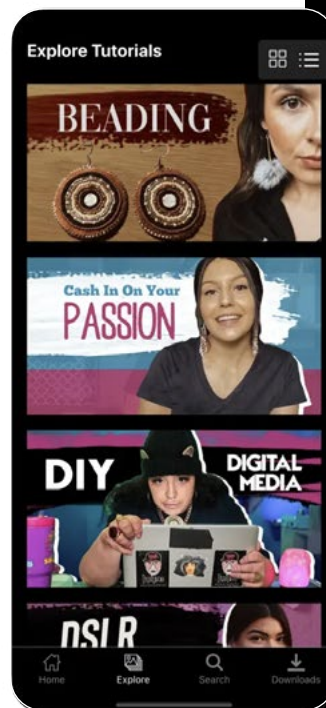
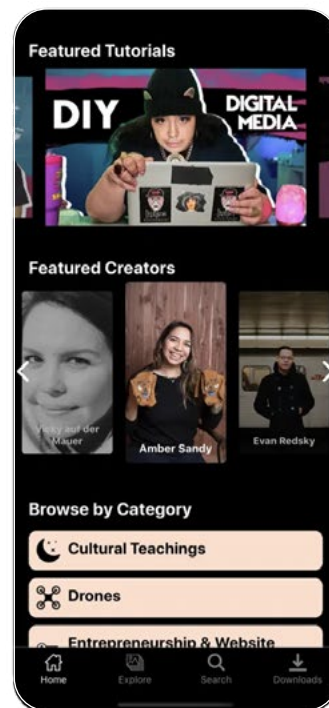
Deloitte teamed with One Girl Can to develop a five-year strategy, theory of change, and KPIs. This helped the charity to align their bold bets with their priority initiatives, as well as to improve the measurement and evaluation of their programs. In FY2022, our pro bono work helped more than 11,000 girls to attain quality education and gain skills to earn a meaningful living.



TakingITGlobal (society partnership) is a Toronto-based organization that seeks to empower youth around the world to become agents of positive social change through technology and innovation. One of their mobile applications is Create to Learn, which delivers learning videos from First Nations, Inuit, and Métis content creators to youth in remote areas who lack educational resources, personal learning devices, and internet access.

Using a human-centred-design approach, Deloitte helped TakingITGlobal improve the digital-user experience of Create to Learn. Our efforts helped to increase the application's content usage—it is currently targeting an annual user base of 15,000—and support students in remote areas to gain skills, increase their motivation, and enhance self-learning.

All this is in line with Deloitte's WorldClass commitments to support skills development as well as with our RAP.





The **Rideau Hall Foundation**'s work also aligns with our commitments (Social Innovation Fund). Indigenous peoples and communities in Canada continue to face significant challenges related to education. One such challenge is the long-standing under-representation of First Nations, Inuit, and Métis teachers in the educational system. With the support of a recent transformative donation of \$45 million, the Rideau Hall Foundation (RHF) has been increasing its efforts toward the development of a more representative Indigenous-educator workforce. This long-term, allyship-based goal requires the RHF to bring together partners from every sector—including government, education, community, business, and philanthropy. The RHF engaged Deloitte to help define its strategy and approach for identifying and working with potential partners.

The framework that Deloitte created now helps guide the RHF across all phases of the partnership life cycle. It also helps to position the foundation to drive significant and lasting positive impact, including growing the number of Indigenous teachers in Canada to 10,000. As with our work with TakingITGlobal, the potential results of this initiative are aligned with both Deloitte's WorldClass impact strategy and our RAP.

"You've helped us to grow as a team, and you've really helped me as the president and CEO to wrestle with critical questions that need to be asked and addressed now if the RHF is to have significant and lasting positive impact on supporting Indigenous-teacher education. The Deloitte team listened deeply, and our experience working together was both creative and highly strategic."

Teresa Marques, President and CEO, Rideau Hall Foundation

"I cannot thank Deloitte enough for the thoughtfulness of the report and important work you have done in building the capacity of our team at the Rideau Hall Foundation. We believe deeply in the transformative potential of education, and that all students will benefit from having more First Nations, Inuit, and Métis teachers in classrooms. With Deloitte's support, we have been increasing our organization's strategic capacity to reach ambitious goals for Canada."

**The Right Honourable David Johnston,
28th Governor General of Canada, RHF Board Chair**



Community Advisory Projects (CAPs)

As part of Deloitte's Impact Every Day initiative, our people contributed more than 5,000 hours to deliver 30 volunteer CAPs in FY2022, contributing in the areas of health care, social services, education, sports, poverty reduction, and more.



The CAP team worked with **Birch Housing**, a non-profit social-housing provider operating more than 500 mixed-income units in the Greater Toronto Area. We aimed to improve the tenant experience across the organization's properties, as well as the well-being at its sites, in order to help Birch Housing tenants achieve more comfortable and meaningful lives.



Each year in Canada, more than 8,000 young adults are diagnosed with cancer. **Young Adult Cancer Canada** (YACC), based in St. John's, NL, gives this population information, inspiration, and customized support. The organization engaged our CAP team to help develop new funding strategies for their initiatives.



In Quebec, **Le PAS de la rue** provides seniors facing homelessness with psychological support, food services, housing, and other key interventions. We worked with the organization to conduct qualitative research into enhancing the experience of its program participants and employees. Our end goal, which we met, was to support Le PAS de la rue to better meet the needs of its beneficiaries as it expands its services to new regions.



Workplace giving and firm donations

At Deloitte, we care deeply about the impact we make in the community and have a long tradition of giving. In FY2022, that added up to:



\$6.49
million

in donations raised,
including donations and
contributions made through
our annual workplace
giving campaign



\$3.47
million

equivalent in the value
of volunteer and
pro bono hours

BlackNorth Initiative Pledge

As part of our BlackNorth Initiative Pledge and BAC, Deloitte donated \$125,000 to community organizations that support education and skills development for Black communities, including:

Ethos Lab. This Vancouver-based organization is a digital-first learning academy focused on STEAM (science, technology, engineering, applied art, and math) for youth aged 12–18.

Success Beyond Limits. This Toronto youth-led and community-based movement provides holistic support to help young people complete their education and experience success in their lives.

Black Talent Initiative (BTI). BTI partners with organizations that aim to build a new foundation for aspiring Black talent in business in Canada. Its goals are to provide mentorships and access to paid internships and careers, as well as to develop ways to create more inclusive workplaces.

DESTA. Based in Montreal's Little Burgundy neighbourhood, DESTA supports Black participants aged 18–35 across the city in reaching their educational, employability, and entrepreneurial goals.



Response to Ukraine crisis

Deloitte stands unequivocally with the people of Ukraine.

We have devoted significant resources toward alleviating this humanitarian crisis. In addition to making a \$385,000 donation to the Canadian Red Cross in support of Ukraine, we contributed volunteer time and pro bono funding to lead and support initiatives on a global, national, and local scale.

For instance, Deloitte teamed with the [Ukrainian Canadian Congress](#) through a volunteer CAP to develop and launch their Newcomers' Ontario Resource Package for displaced Ukrainians. Since February 2022, Canada has welcomed thousands of Ukrainian citizens, with 80% to 90% of these newcomers landing in Ontario.

Sixty volunteers donated more than 200 hours to design the resource package. The content gives newcomers essential information for all their journeys—including information on obtaining documents, their legal rights, finding temporary housing, banking, accessing health care, education, and employment. Many of the volunteers used the arrival journeys of their own Ukrainian relatives and friends to map the newcomers' expected key milestones and make this package as user-friendly and comprehensive as possible.





Following Russia's invasion, millions of Ukrainians fled across the border into Poland. Deloitte Canada invested \$100,000 of our [Social Innovation Fund](#) in pro bono services to support the Government of Poland in dealing with the resulting refugee crisis. Deloitte specialists helped to identify short-term supports and actions and develop a medium- and long-term strategy to promote the refugees' social and economic integration.

Supported by colleagues in Poland and Germany, Deloitte's Canadian team focused on identifying assets to underpin housing and labour initiatives. We also conducted jurisdictional scans and developed case studies to help identify best practices and lessons learned.

Deloitte Global has brought the strength of our global resources to support our colleagues in Ukraine and others affected by the war. [Read more about our global response here.](#)



Our country

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At a glance



Future of Canada Centre

The Future of Canada Centre, established in 2015, leads Deloitte's efforts to make our nation the best place to live and work. By conducting original long-form research, developing thought leadership, and preparing public-policy analyses, we aim to elevate discussion and decision-making on critical issues that affect Canada's future.

The ongoing COVID-19 pandemic has reinforced the need for clear, focused insights on how we can achieve a thriving future for all Canadians.

Through the Future of Canada Centre, we aim to use our people's knowledge and experience to speak up and to help shape issues that have an impact on Canadian growth and prosperity. This is core to our Purpose to make an impact that matters—not just for our clients and our people but also for our country.

The following documents showcase our impact in practice:



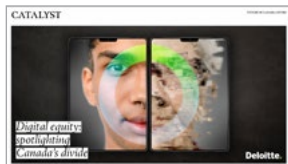
Building Canada's future: Maximizing clean-energy infrastructure to reach net-zero emissions by 2050.

This public-policy brief outlines how governments can apply systems-thinking and user-centric approaches to infrastructure investments to achieve twin goals: enabling urgent decarbonization objectives and supporting thriving communities.



Innovation at scale: Establishing Canada as a global leader.

This piece explores how Canada can become a destination for technology scale-ups and a global innovation leader by 2030. It also draws on proprietary data analysis from Deloitte's Technology Fast 50™ program.



Digital equity: Spotlighting Canada's divide. The digital world has the power to benefit people and organizations—as long as everyone is able to fully

participate. Building on our earlier Catalyst 2030 vision, this year we conducted research on how Canadians experience digital equity. This first report introduces our framing of digital equity, outlines how achieving it can improve our society, and assesses the country's current performance. We look at access to broadband and devices, the education and skills needed to participate, and how our Canada's privacy, security, and well-being regimes compare to those in other jurisdictions.

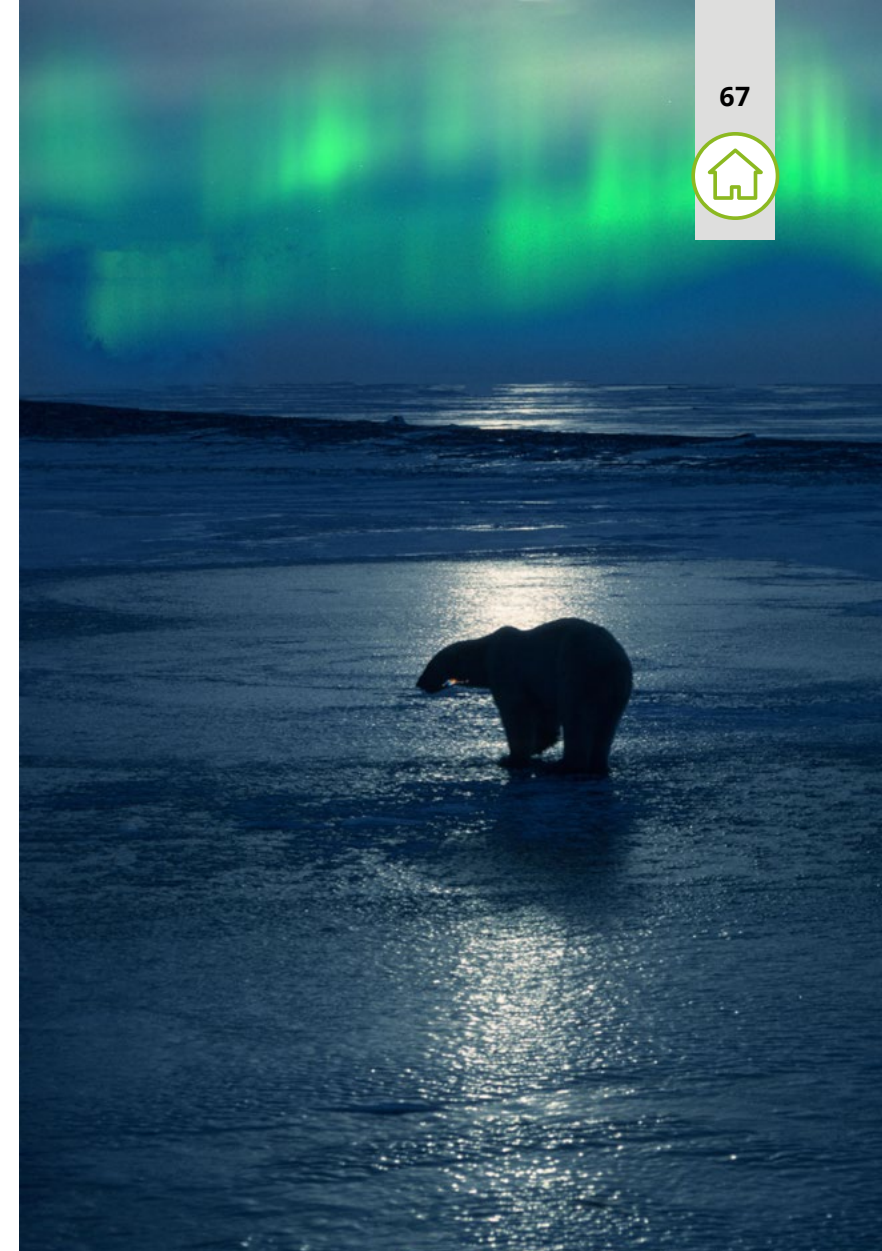


Getting hybrid work right: Creating and sustaining inclusive economic growth in Canada. This report

explores how governments can ensure that hybrid work arrangements create environments that promote inclusive growth and benefits for all working Canadians.



Federal Budget 2022: Opportunity and uncertainty on the path ahead. Our analysis explores how the federal government's choices can help build a strong future for all Canadians, with a deep dive on what the budget means for people, industry, and—most importantly—our society.



COC Game Plan | Olympic sponsorships

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

With our commitment to accelerating and expanding access to knowledge, Deloitte is proud to be the founding partner of [Game Plan](#), a high-performance-athlete wellness and transition program. This collaboration has enabled Deloitte to team with Game Plan in developing events and athlete-hiring opportunities, and in building technology capabilities to sustain program scalability. In the past year, 1,418 athletes participated in Game Plan programming.

The annual Game Plan Day in Canada gives the country's Olympians, Paralympians, and National Team athletes a valuable platform to connect, explore new career paths, expand their professional networks, and obtain tools to build confidence for the next stage of their careers. For the first time, this year's event was hybrid, which saw 57 athletes participate in virtual speaker sessions and 37 athletes attend in-person networking receptions at our Vancouver, Calgary, and Toronto offices.





“As a former competitive athlete for Team Canada, Game Plan Day in Canada was an amazing opportunity to learn and strive beyond our sport—through networking, education and health resources, and career opportunities.”

Game Day participant

“The sessions opened my eyes to so many wonderful people and future opportunities that can help kick-start my career beyond competitive sport. It was truly an impactful experience, and I am so grateful that this initiative exists for athletes during and beyond our high-performance careers.”

Game Day participant

At Deloitte, we believe we have a responsibility not only to the business community, but also to inspire and help Canada and Canadian athletes to build a better future for themselves, their communities, and society. With this commitment, we believe we are making an impact that matters by promoting a healthier and more active Canada, where excellence in sports can translate into success in life. Watch our *WorldClass* video [here](#).

A partnership with purpose:

The International Olympic Committee (IOC) and Deloitte Global have announced a decade-long alliance, to continue through 2032. [Here](#), you can learn how Deloitte will work to assist the Olympic Movement in driving progress on critical challenges related to corporate governance, strategy, sustainability, DEI, and athlete support and well-being.



In the past year,

1,418
athletes

participated in
Game Plan programming



Commitment to the UN's Sustainable Development Goals

The United Nations' Sustainable Development Goals (SDGs) call on governments, societies, and businesses to commit to addressing the world's 17 most critical issues by 2030. Deloitte is committed to advancing five key SDGs:



SDG #4
Quality
education



SDG #5
Gender
equality



SDG #8
Decent work and
economic growth



SDG #10
Reduced
inequalities



SDG #13
Climate
action

Governance



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At a glance



Introduction



Good governance and strategy are foundational to Deloitte's Purpose and Shared Values. We measure and report on our progress in these areas to hold ourselves accountable.



Responsible business practices

Our [responsible business practices](#) summarize the principles we believe in and the commitments we have made.

Through our communications, we aim to inspire our people to adopt responsible business mindsets and build trust in Deloitte as a force for good in the world. These guiding practices are rooted in our decision-making processes for our people, society, and clients, as well as for the larger planet. That's how we strive to maintain ethics and transparency, protect our brand, and uphold public trust.





Maintaining ethics and transparency

Our Code of Conduct is our ethical compass in everything we do at Deloitte. Ethical behaviour is not negotiable at Deloitte. Likewise, our Supplier Code of Conduct outlines the fundamental principles and expectations for companies with whom we do business.

In our most recent ethics survey, 97% of respondents said they believe Deloitte is an ethical workplace. We continually strengthen our ethical culture through increased awareness and transparency.

All our people are required to complete training on ethics, anti-discrimination, anti-harassment, and anti-corruption. Deloitte offers a variety of channels for its people, those with whom it teams, and third parties to raise concerns about any possible misconduct. This includes Deloitte's ethics helpline, where reports can be submitted anonymously. We encourage our people to always speak up if ever they experience or observe anything that is inconsistent with our Code of Conduct.

We received 136 reports in FY2022 through our ethics-reporting channels, demonstrating that our people are open to using this method of escalation. Of these reports, 103 related to allegations of ethical misconduct, while 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. [Download the report here.](#)



Protecting our brand and upholding public trust

We have a privileged position as a regulated organization, where the markets look to us to opine on the truth and fairness of iconic public and private Canadian organizations. This position creates expectations to protect our brand through independence and risk management.

Independence and risk policies codify our strength of character. Maintaining Deloitte's reputation of acting with integrity, quality, and independence is an integral dimension of our competitiveness. Professional skepticism and objectivity are two of the most powerful ways that we serve our clients' and our communities' best interests.

As the firm expands and branches into a large variety of business lines, products, and clients, the acceptance of clients and mandates becomes more complex. New business opportunities can present many questions about their alignment with our Purpose and the public

interest. Therefore, the decision to accept, limit, or deny our association requires multiple perspectives. It is for that reason that we established an assessment group to determine what is acceptable or not to the firm.

Our Public Interest Committee is responsible for evaluating the acceptance and continuation of clients and engagements. The focus of the committee is less about whether we can do the work, but rather, whether doing the work actually serves the public interest.



In every business engagement and relationship we develop, our people learn the importance of upholding both professional and personal independence.

We team with many companies. When we do, **professional independence** requires us to abide by professional and regulatory standards regarding their services and the relationships we hold. Our focus is to help protect Deloitte's reputation and brand while enabling our associates' business strategies.

We use robust risk and compliance processes to evaluate whether we live up to the highest expectations for the quality of our work, yet we strive to maintain objectivity about the services we provide. This is essential to maintaining trust and working to fulfill the promises we make to each other, our clients, regulators, and the communities where we do business.

Personal independence is one of our most important professional responsibilities. It signifies our ongoing individual commitment to personally be the first line of defence in maintaining our reputation, integrity, and credibility.

Through coaching, mentoring programs, year-round compliance reinforcement, and annual compliance checks, Deloitte's people are tasked to fulfill the requirements of our independence programs.





Data privacy and data for good



Responsibly processing and protecting data are at the core of our Shared Values. We implement and monitor our privacy and confidentiality practices to respond to current technology and to changes in our working environment. That helps us in our aim to exceed the expectations of our people and clients. We do this to maintain transparency and strengthen the trust placed in us, and because it's the right thing to do.

People-first privacy

We have a responsibility to protect the privacy of personal information and to access and use this data in socially responsible ways.

People are sharing more personal information than ever. It doesn't always happen by choice or based on individual comfort level, but out of necessity. We recognize that people require, and rightly demand, greater transparency and control over their own personal information. Privacy laws haven't always caught up to people's rights and expected protections. But Deloitte will keep striving to exceed expectations as the privacy landscape evolves.

At Deloitte, we continue to review our information systems and processes to strengthen the way we protect personal information, enable people to make informed decisions about their data, and, where applicable, facilitate specific requests about such data. We align our data-protection practices to the regulatory environments in which we operate.





Using data for good

Data-driven decision-making is fundamental to our operations and to advancing our critical priorities. It also helps us to support our people.

Diversity, equity, and inclusion (DEI) principles are a priority for the firm. As such, we need to collect sensitive personal information to understand who our people are, what they experience, and what they need. Defining our recommencement and Next Normal (N2) strategies as part of our talent value proposition (TVP) also at times requires collecting sensitive personal information (including vaccination status and the impact the COVID-19 pandemic had on our people's mental health).

Gathering these sensitive details was possible only through transparency, appropriate safeguards, and the trust our people have in us. We constantly strive to uphold this trust through strict data-governance processes.



Accountability by default

We seek to align with privacy-by-design principles; as such, privacy-safe options are selected by default. We assess how we use personal information, protecting it appropriately and using it only for legitimate and beneficial purposes for our people, clients, communities, and country.

Having a strong privacy and confidentiality assessment framework is critical given the latest advancements in technology, which have propelled us and our clients into the virtual world. These advancements also challenge us to ensure we are innovating responsibly and fully assessing the impacts of all new technologies. This includes, for example, seeking to understand the ethical and moral implications of automated decision-making and the use of cryptocurrencies.

We continuously review our assessment processes to keep pace with the changing environment and risks because, at Deloitte, privacy is paramount.



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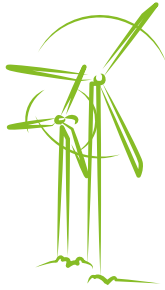
Governance

At a glance



FY22 Environmental, social, and governance (ESG) highlights

Environmental



Commitment to science-based net-zero with 2030 goals

FY2022 progress against targets

- Scope 1 and Scope 2 energy-related emissions reduced by **69%**
- Scope 3 travel emissions reduced by **93%** per FTE
- Sourced **100% renewable energy** for all our facilities

Our people put their care for the planet into action by volunteering for environmental initiatives and joining our **Green Champions Network** (GCN), which reached more than **1,000 members** this past year

During Earth Month (April), our people dedicated more than **750 hours** to environmental volunteering in their communities

Headcount



1,006 partners
13,211 people
14,217 total headcount

Revenue



\$3,478,595 FY2022
 CAD in thousands (000s)

WorldClass



In FY2022, Canada and Chile impacted **299,708 lives** through WorldClass programming

Since launching the initiative in 2017, we have reached **1,548,624** individuals toward our goal of two million

Diversity, equity, and inclusion



Partners

Indigenous peoples **1%**
 Women **35%**
 Racialized people **19%**
 Black people **1%**
 People with disabilities **1%**
 2SLGBTQIA+ people **2%**

Recent partner class

Indigenous peoples **1%**
 Women **48%**
 Racialized people **30%**
 Black people **1%**
 People with disabilities **3%**
 2SLGBTQIA+ people **1%**

Overall firm

Indigenous peoples **1%**
 Women **50%**
 Racialized people **34%**
 Black people **3%**
 People with disabilities **1%**
 2SLGBTQIA+ people **3%**



FY22 Environmental, social, and governance (ESG) highlights

Learning & Development experiences



508 participants attended virtual programs seeking to improve their communication skills with colleagues and clients

Facilitation: **222** virtual Deloitte Facilitation Excellence (DFX) certifications and **33** through Live DFX

Milestones: We celebrated **665** new managers, senior managers, and directors in virtual Milestone programs and piloted the new Global Senior Manager Milestone (GSMM) program to **>70** participants

Aspirations program: This 18-month accelerated leadership development program involved **>115 top talent senior managers**

Community



>5,000 Indigenous youth positively impacted through pro bono and volunteer initiatives

Deloitte achieved a **6% spend ratio** with Indigenous suppliers

>\$125,000 and pro bono engagements were donated toward corporate contributions to Black-owned organizations, as well as those that focus on the progress of Black people

>1,100 Black students applied to the scholarship program, with **40** students who identify as Black or Indigenous awarded a **\$5,000 bursary** and an opportunity for a four-month work term at the firm

Giving time and value to community



\$6.49 million in donations raised, including donations and contributions made through our annual workplace-giving campaign

\$3.47 million equivalent in the value of volunteer and pro bono hours

More than **\$1.5 million** of pro bono services to mission-driven organizations across Canada

Community impact adds up to **19,235 hours** of combined volunteering and pro bono work completed by Deloitte people

Response to Ukraine crisis



\$385,000 donation to the Canadian Red Cross in support of Ukraine

\$100,000 of our Social Innovation Fund to support the Government of Poland in dealing with the resulting refugee crisis

Game Plan Day



In the past year, **1,418 athletes** participated in Game Plan programming



About Deloitte

Deloitte provides audit and assurance, consulting, financial advisory, risk advisory, tax, and related services to public and private clients spanning multiple industries. Deloitte serves four out of five Fortune Global 500® companies through a globally connected network of member firms in more than 150 countries and territories bringing world-class capabilities, insights, and service to address clients' most complex business challenges

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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 330,000 professionals, over 11,000 of whom are part of the Canadian firm, please connect with us on please connect with us on [LinkedIn](#), [Twitter](#), [Instagram](#), or [Facebook](#).

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