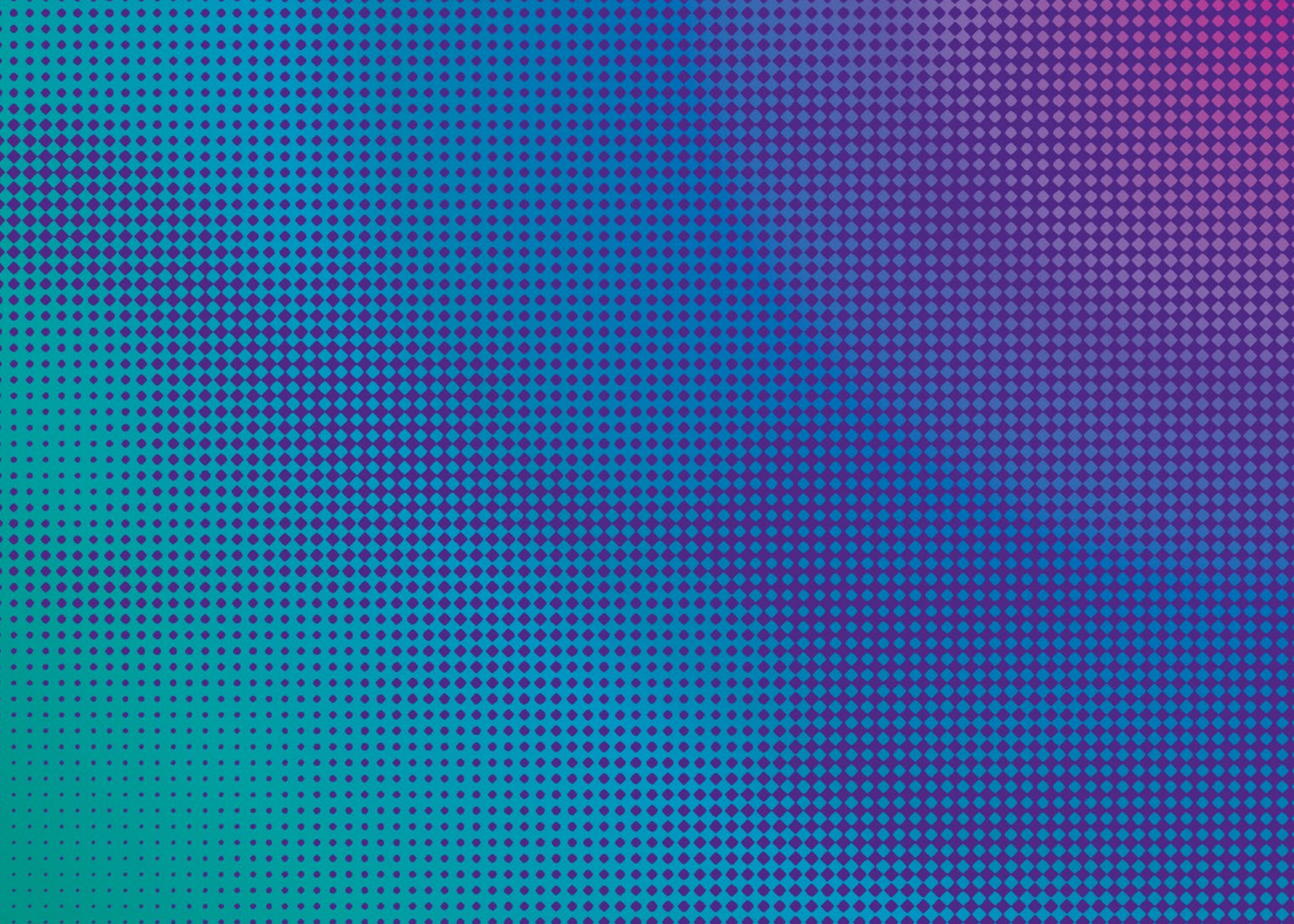


**Deloitte.**



**The future of impact is here**  
Deloitte Canada 2019 Impact Report







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## Introduction

The Fourth Industrial Revolution has accelerated the proliferation of technology and digitization across more aspects of our lives than many of us ever imagined. Although this has certainly brought incredible opportunity, it has also created a dramatic, widening gap in readiness to participate in the next-generation economy. Around the world, millions lack the education and skills they need to fulfill their true potential—they're being left behind.

# 2 million futures

As artificial intelligence and other advanced technologies continue to permeate more and more aspects of business, they are changing not only the way we serve our clients, but our own ways of working. They create new ethical considerations and underscore our shared imperative to prepare the next generation to thrive.

At Deloitte, we are extraordinarily well-positioned to address the emerging education and skills gap. We embrace the opportunity to reskill and train the workforce of the future by delivering impact to clients and communities around the world and by developing our people into the world's best leaders.

That's why Deloitte created *WorldClass*, our global initiative to apply our most important asset—the skills, talents, and experiences of our professionals—to help people develop job skills and improve access to education and opportunities to succeed in this rapidly changing economy. Deloitte has established a global goal of positively affecting 50 million people worldwide, by 2030, through education and skills-development initiatives.

As our contribution to the global *WorldClass* ambition, Deloitte Canada has committed to making a positive impact on two million individuals in Canada and Chile.

This report celebrates our Corporate Responsibility investments and accomplishments in our 2019 fiscal year (FY19; from June 1, 2018, to May 31, 2019).

Though this is necessarily a look back at the past year, it is also a future-facing glimpse at the goals, targets, and values that will guide us over the years to come as we pursue our authentic purpose—to make an impact that matters, to our people, our clients, and our communities.

Each and every one of our people has the opportunity to live our purpose. This report tells our stories—real accounts of the impact Deloitte people have made throughout the year as we put forward our most important asset, our professional skills, as our primary currency for effecting positive change.



## Executive message

Making an impact that matters for our people, our clients, and our communities is at the core of what Deloitte does every day. Our business and the decisions we make are anchored in this purpose.

With this, we are motivated to continually build a culture where every single member of our team feels engaged, included, and empowered to make an impact in a way that will create better outcomes for all Canadians and Chileans—two million of which we will reach directly by 2030. That is our goal.

**A positive impact on two million futures is within our reach.**

By harnessing the collective expertise and passion of our people, our firm continues to press for progress. We are committed to applying our skills, experience, and global reach to empower more people through pro bono investments, skills-based volunteering, thought leadership, teaching, and mentoring. Our primary area of focus is to bridge the massive gap between technological developments and the readiness of millions of people to participate in this new era, known as the Fourth Industrial Revolution.

We believe better outcomes are possible and that holding ourselves accountable is imperative to making advancements. That's why we closely evaluate our progress against *WorldClass*—Deloitte's global plan to generate positive social impact. It's through our *WorldClass* commitment that we can see firsthand the progress we're making in preparing two million futures by 2030 to meet the demands of the future of work.

As you read through this report, you will learn more about our people and how they've helped to inspire positive action through shared goals. I hope you will gain an appreciation for what we can accomplish when we apply our skills and knowledge toward building a bright future for our firm, our people, and our communities.

Sincerely,



**Anthony Viel**

Managing Partner and Chief Executive  
Deloitte Canada

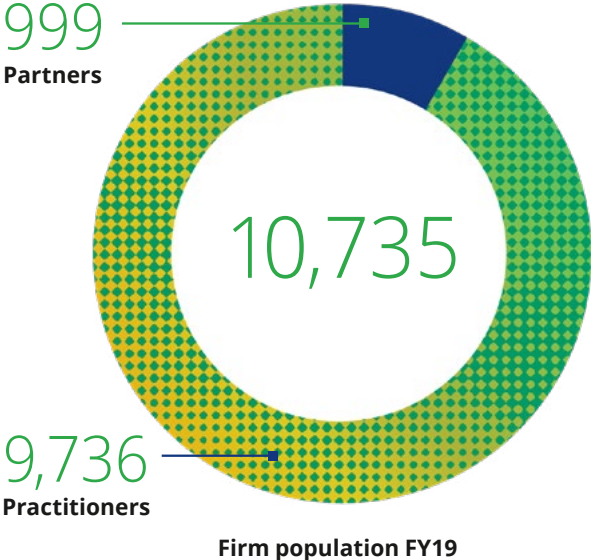








# About us









**Defining our Corporate Responsibility framework**

As we work to create a brighter future for the next generation, Deloitte has developed a Corporate Responsibility framework that measures the firm's impact across four pillars: community, our people, sustainability, and the way we work.



**Community**

Using our professional skills to break down barriers to education, employment, and inclusion



**Our people**

Building a high-performance culture and developing the leaders of tomorrow



**Sustainability**

Monitoring and mitigating our environmental impact



**The way we work**

Adhering to the highest professional and ethical standards





# SUSTAINABLE DEVELOPMENT GOALS

## Advancing the United Nations Sustainable Development Goals

Deloitte Canada is a patron supporter of the Global Compact Network Canada, which promotes responsible citizenship and advancement of the United Nations Sustainable Development Goals (SDGs).

The SDGs came into effect in January 2016. Also known as the Global Goals, the SDGs call on government, society, and businesses to commit to addressing the world's 17 most critical issues by 2030. After careful consideration, Deloitte Canada has committed to advancing goals 4, 5, 8, and 10.



**#4**  
Quality education



**#5**  
Gender equality



**#8**  
Decent work and economic growth



**#10**  
Reduced inequalities

At the end of this report is a summary of the Deloitte initiatives that are helping to advance the many priority targets we have committed to within these four SDGs.



In FY19, Deloitte contributed to the **SDGs Emerging Practice Guide**, a joint publication of the Global Compact Network Canada and Global Affairs Canada. Our submission outlines how we are advancing SDG 4, Quality Education, through our *WorldClass* initiatives in Canada.

[Read the guide](#)

We also track environmental metrics related to paper use, energy consumption, and travel, which are reported globally in aggregate in the annual Deloitte Global Impact Report.

**Recognizing our accomplishments**

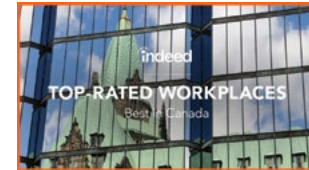
We're very proud of our accomplishments and the work we've been recognized for in FY19.



Deloitte becomes certified as a Great Place to Work® in Canada



Deloitte is ranked by Maclean's as one of Canada's Top Student-ranked Employers of 2018



Deloitte is featured as one of Indeed's 2018 Top-Rated Workplaces in Canada.



Deloitte wins 2019 Great Valentine Gala Corporate Award from the Canadian Foundation for Physically Disabled Persons



Deloitte is one of LinkedIn's 2019 Top Companies in Canada



Deloitte is honoured to be named one of Universum's 2018 Most Attractive Employers in the business category





In FY19, we committed to Deloitte Canada's first **Indigenous Impact Report**, which was released June 2019. It was inspired by a report from the Truth and Reconciliation Commission ([www.trc.ca](http://www.trc.ca)), which called on governments, businesses, and citizens in Canada to act. Building on Deloitte's commitment to making an impact that matters, the firm answered the call and set out on a journey to begin Reconciliation with Indigenous people in Canada. The report documents our progress to date.

[Read the report](#)

Canada's first *Indigenous Impact Report* features stories about our people making positive contributions in their communities and about Deloitte groups bringing new perspectives and influencing positive change. The report also confirms our commitment to investing in our Indigenous partnerships and relationships, as well as to working with Indigenous peoples to create and share opportunities.

Looking ahead, we will continue to actively participate in the journey of Reconciliation through the development of Deloitte's Reconciliation Action Plan, which will outline the actions and commitments our firm will take to integrate Reconciliation into our daily business activities.

There is much to be done, but this work is crucial, as Reconciliation is key to our country's success.







Learn how the global network of Deloitte firms is demonstrating a new mindset for action, redefining what success looks like, challenging expectations, blurring boundaries and responsibilities, and setting an example for others to follow. Read our **2019 Global Impact Report**, which includes our Global Reporting Index (GRI) table, our Global performance metrics, and our Global Carbon Disclosure Project (CDP) response.

[Read the report](#)

CANADA  
— AT —  
175

Deloitte's Canada at 175 program is a multi-year research initiative designed to spark vital discussion about Canada's future among Canada's governments, businesses, and citizens. Visit **Canada175** to read our research on a variety of issues that leading organizations need to address for future success.

The future of impact is here

## Community

Deloitte's commitment to positively influencing two million futures through education and skills development is an example of the bold action we believe is necessary to ensure that Canada will continue to be a prosperous, inclusive country for future generations.



Our community initiatives are evolving, driven by increasingly complex societal challenges, a workforce that expects to be empowered to drive positive change, and a growing awareness of the power of partnerships. We've reached the point of no return in the transition from traditional philanthropy to a market-driven shared-value system. Under this model, businesses, governments, and community organizations collaborate to address societal challenges, driven by their desire for mutual economic and societal success.

Within Deloitte, integrating and aligning our skills and expertise across our volunteering program helps encourage participation in meaningful, sustainable initiatives. By leading or participating in a volunteering project or pro bono engagement, our people are making a measurable social impact, and developing their skills, networks, and leadership at the same time.



Co-creation is the next frontier of partnerships for social good. More sustainable and impactful than any single donation or initiative, it's about what we can accomplish when businesses, community organizations, and government collaborate to develop a mutually beneficial solution. This shared-value approach is core to the Society Partnerships that Deloitte has developed over the past year."

— Sarah Chapman, Director, Risk Advisory, and National Corporate Responsibility and Sustainability Lead



As we work to create shared value for all stakeholders, one thing remains constant—whether through volunteering or pro bono engagements, mentoring initiatives or literacy tutoring, Deloitte people are empowered to lead with their professional skills. This is how we will reach our *WorldClass* goal of positively affecting two million lives.

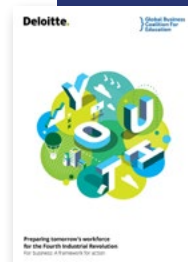
#### Furthering our *WorldClass* goal

In FY19, our second year of implementing *WorldClass* community engagement programming, we made a positive impact on 597,896 individuals.



This number refers to the total number of people, outside of Deloitte, positively affected directly and indirectly by *WorldClass*-aligned programs in Canada.

We reach someone directly when they participate in or benefit from one-on-one support or in-person interactions with Deloitte professionals. Indirect reach refers to when we help a community organization build their capacity to help others, through pro bono activities like consulting, creating a technology-enabled solution, or making a financial donation.



Together with the Global Business Coalition for Education, Deloitte co-authored ***Preparing tomorrow's workforce for the Fourth Industrial Revolution. For business: A framework for action.*** This report highlights opportunities for the business community to address the youth skills gap and develop the workforce of the future.

[Read the report](#)



As a part of our efforts to advance United Nations Sustainable Development Goal #4, Quality Education, Deloitte partners with Junior

Achievement (JA) across Canada. JA volunteers from the corporate sector teach students about financial literacy, entrepreneurship, and workplace readiness. Through our JA partnership, we reach over 7,000 students annually in Canada—these are 7,000 of the two million futures we will affect through WorldClass initiatives in Canada. Watch our **JA WorldClass video** to meet some of the individuals who've benefited from this program.

[Watch the video](#)



It has been amazing, over the past few years, to guide these young minds and prepare them for a future where having a technical aptitude is a must. At the same time, we mentor the students to help them develop their interpersonal and leadership skills, which will serve them in their professional lives and beyond. I'm also sure I have at least learned as much from the students as they have from me, maybe more! In my role as a lead advisor with the JA Company Program, I've also developed my own confidence, my network, my leadership style, and my teamwork skills, which have been beneficial to my client work as well. I sum up my experience by saying that participating in JA is one of the best things I've ever done professionally!"

— **Milana Micanovic, Manager, Consulting,**  
**Deloitte JA Lead Advisor, Toronto**



**GAME PLAN**

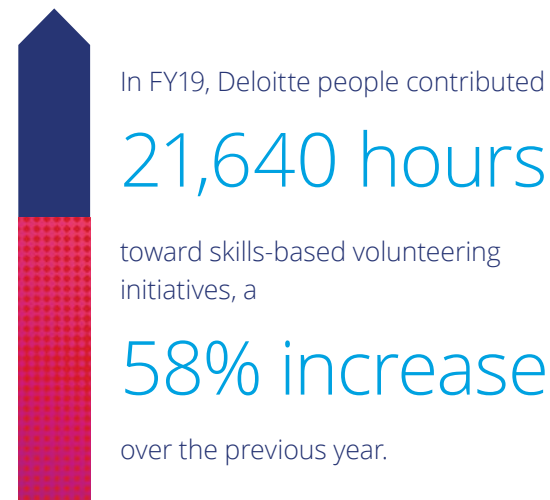
Powered by  
**Deloitte.**

Deloitte is proud to be the founding partner of **Game Plan**, a high-performance-athlete wellness and transition program. Annually, Game Plan provides 3,000 national-team athletes tools, such as networking and resume building, to pursue excellence during and beyond their sporting careers while preparing for life after sport. As an extension of this program, we were excited to host the second edition of “Game Plan Day in Canada” in seven Deloitte offices across the country in FY19. Over 60 Olympic, Paralympic and national team athletes attended this career-planning session, which included networking, job-shadowing, and interview skills development with more than 100 Deloitte volunteers.

#### **Making an impact every day**

At Deloitte we have embraced the mentality that we can make an “impact every day,” and that’s what we call our year-round model for sustained, meaningful volunteering. Whether through career-coaching for new Canadians, entrepreneurship mentoring, or literacy tutoring, our people are empowered to use their skills to help others throughout the entire year.

We continue to increase our investment of time and professional skills to drive social impact.



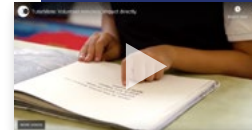
Skills-based volunteering projects include mentoring activities that deliver direct, one-to-one impact, and short-term pro bono workshops to help community partners address business challenges.





**Deloitte's "TutorMates" help young students succeed**

Deloitte's executive assistants are making an impact in a big way, with over 60 colleagues from across Canada volunteering with TutorMate at two under-resourced schools in Scarborough and Wikwemikong First Nation, Ontario.



**TutorMate** is an online literacy program run by the non-profit Innovations for Learning, and it's helping thousands of young students learn to read.

Deloitte is the program's first Canadian corporate partner. **Watch our video** to see how this volunteer program is positively affecting not only the students, but our Deloitte volunteers as well.

[Watch the video](#)



My mentee was six years old—a sweet, funny little chatterbox named Joey. He did not like reading. He didn't like listening. He was easily distracted and very shy at first.

“By our second session, it became clear he was struggling, so I decided to dedicate more time to him and started doubling up on our sessions each week. By the fifth or sixth session, he had lowered his guard, and he began to thrive. We got into a solid routine and he grew more and more excited to speak and read to me. I could literally hear him getting scolded by his teacher for ‘running’ to the phone.

“As the end of the school year approached, our relationship blossomed. He called me ‘Tutor J,’ and we laughed and joked easily. He jumped up two reading levels. Not bad for a child that didn't want to participate in the program. He even said that he was excited to continue reading through the summer and ‘make his brain smart’ so he could get a good job and help out his mom. He asked if we could do it again together the next year. I must have told him more than 100 times, through unseen happy tears, how incredibly proud of him I was.

“The final graduation ceremony, which was live video-streamed from his school, melted my heart. I finally got to see his sweet little chubby cheeks, and his smile gleaming back at me with thank yous for my time spent with him. Little did he know that he had given me more than I think I gave him. He gave clarity to the purpose of this initiative and a reminder to how lucky I have been in my life.

“I can honestly say that teaching Joey was one of the greatest experiences I have ever had. Volunteering gave me a chance to have a real, positive impact on this little boy, and watching him grow from hating reading to proudly singing out words is a remarkable experience that I'll never, ever forget.”

— **Jennifer Marris, Executive Assistant,**  
**Deloitte TutorMate volunteer**



Encouraging women and girls to consider a path in science, technology, engineering, and math (STEM) fields—

fields where they have traditionally been underrepresented—is critical to building a more inclusive and prosperous nation.

**Watch our video** to see why, and learn how Deloitte's Quebec-based Women in Technology committee encourages girls to study in STEM and inspires them to pursue careers in the tech world.

[Watch the video](#)

One of the core commitments we make to our people is to empower them to “lead at every level.” Creating ongoing volunteering opportunities brings this commitment to life, letting our practitioners take on stretch roles, develop transferrable skills, broaden their professional networks, and develop their leadership profiles. Professionals involved in social impact initiatives also report feeling a strong sense of meaning and motivation.





### Helping the community through pro bono

ACT (Advising the Community Together) is Deloitte's portfolio of pro bono services, which range from single-day workshops to long-term, strategic Society Partnerships.

In FY19, Deloitte people contributed

20,149 hours

to pro bono activities, a

40% increase

over the previous year.



It is well established that millennial and Gen Z employees want to make a meaningful social impact through their work, and they want unique opportunities for sustained career development. Our practitioners can accomplish both by joining our volunteer pro bono group, Community Advisory Projects (CAP), which operates in

six Deloitte chapters across Canada. This peer-driven group of professionals collaborates on pro bono engagements with community clients, using volunteer time. The engagements follow the same processes as all of our regular client work and deliver the same standard of quality.

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### Measuring our social impact

The primary measure of our reach is the number of individuals we make a positive impact on, both directly and indirectly. We also measure outputs such as the number of volunteers, the volunteer and pro bono hours, and the financial and non-financial contribution we make to each initiative.

In FY19, a unique CAP project saw the first Deloitte cross-border pro bono collaboration. Ten Deloitte practitioners from Toronto, Calgary, and Santiago, Chile, worked together on a fundraising and partnership strategy for Fundacion Pies Descalzos (Barefoot Foundation). Based in Bogota, Colombia, this organization is focused on equal access to quality education for youth in Colombia. In addition to the pro bono engagement, our Deloitte team was also able to provide and personally deliver educational tablets, in partnership with the Rumie Initiative, to a school in Cartagena, Colombia.

Almost **1,000 students and teachers benefit** from these digital learning resources as part of the **two million futures** we aim to prepare for success through our *WorldClass* initiative.



**Watch our video** to see how our CAP team worked across borders to help advance quality education opportunities.

[Watch the video](#)



### Society Partnerships

The foundation of Deloitte's skills-based social impact program is our Society Partnerships, long-term relationships with non-profit organizations across the country whose mandates align with our objectives to break down barriers to education, employment, and inclusion for the next generation.

We support each of these organizations with significant, multi-faceted investments of in-kind resources and time through pro bono client services and public policy efforts, which also provides our people with many skills-based volunteering opportunities.



### Impact in action—CivicAction, that is!

We are very proud of our Society Partnership with CivicAction, an organization dedicated to solving the most pressing civic challenges in the Greater Toronto and Hamilton areas. Over the last year, our team worked with CivicAction to prepare for Canvas, CivicAction's 2019 Summit. The summit takes place every four years, and is the process by which CivicAction crowdsources its operational plan. Our team worked with CivicAction to research key topics likely to affect the region in the near future, directed the efforts to narrow them down to the five most critical, and then designed the full-day summit around these topics.



Over 30 of our people volunteered at the Summit as facilitators, putting our methodology to work. Watch our **“Partners for Impact” video** to see how we make a difference through this Society Partnership.

[Watch the video](#)





## Giving generously at work

At Deloitte, we care deeply about the impact we make in the community, and we have a long tradition of giving through corporate donations, the firm's annual Workplace Giving campaign, and fundraising at the grassroots level. With diverse backgrounds, skills, passions, and experiences, our people's reasons for giving—and the causes dear to them—are just as varied.



Deloitte practitioners, partners, and retired partners generously donated more than **\$3.3 million** through Deloitte's FY19 Workplace Giving campaign, benefiting the Canadian charities of their choice.



As a firm, Deloitte provided financial support to over 400 organizations across Canada, totalling over **\$3.5 million** in FY19.



We support our community by lending our office space, in-kind, for community programming and events. In FY19, the value of our in-kind contributions was over **\$285,000**.

### Deloitte Green Dot Riders

Deloitte Green Dot Riders ride because they believe a future without cancer is possible. Hundreds of Deloitte riders across Vancouver, Montreal, Calgary, and Toronto put pedal to the metal, raising funds for cancer research and care—many through a two-day, 200-kilometre ride.

## Deloitte's *greendotriders*

In FY19, the Green Dot Riders raised over **\$800,000** to help cure cancer in our lifetime.



The future of impact is here

## Our people

Around the world, and here in Canada, growing numbers of professionals at all stages of their careers seek to feel inspired by the meaningful work they do, to be proud to represent their company, and most importantly, to believe in their organization's purpose.

Our aim is to create a career experience where our people can say, "I could have only done it at Deloitte." To drive this, it's important that our people feel that they have a purpose, and that they contribute to and are part of Deloitte's culture.



At Deloitte, we foster a culture of innovation by remaining focused on growing the world's best leaders, enabling them to work in the ways that best suit them, and recognizing that we are stronger when united. We support our people in being the very best they can be, through a talent experience embodied by three foundational elements:

- *Lead at every level*
- *Your work, your way*
- *Unite to include*

### Lead at every level

An investment in continued education and leadership development is an investment in our firm's success and in strengthening the social fabric of our nation.

Deloitte University North—our learning and development centre—is designed to invest in and inspire tomorrow's leaders by bridging real-world experiences and active learning through high-quality instruction.

Our Aspects of Inclusion session hosted **183** partners, a **346%** increase over the previous year, and **22** partners participated in the new Corporate Athlete program, which is now part of the FY20 curriculum.

Aspects of Inclusion is a partner-level learning session that builds a deep understanding of inclusive leadership behaviour. In FY19, Deloitte University North expanded its delivery of this program by 346 percent to 183 partners.

New this year is another partner-level program called Corporate Athlete, which coaches leaders on how to align their physical, emotional, and mental dimensions to enhance their performance. Based on decades of research into the link between employee engagement and employee health, this program, which welcomed its first 22 partners this year, coaches participants on how to maximize their abilities at work by making the critical connection between personal purpose and daily behaviours.



Purpose and finding meaning in our work is what drives people, and to have a purpose means standing up for something great. Organizations that have a strong, clear purpose—that they live up to every day—will motivate their people and create winning conditions to drive innovation, foster a strong workplace culture, and shape decisions. Ultimately, leading with purpose is integral to any future-focused organization's strategy."

— Van Zorbas, Chief Culture & People Officer





At the Deloitte National Leadership Conference, I had the opportunity to focus on and develop my teamwork skills. I attended the Business Chemistry workshop, where I gained insight into the different types of personalities in every group setting, valuable learning that I carried forward into the case competition the next day. As a team, we were able to play to the various strengths of our members, and we ended up winning the case competition. Winning is great, but our main takeaway was that teamwork is a key element of success.”

— 2018 DNLC participant



Each summer, top undergraduate students from universities across Canada attend the Deloitte National Leadership Conference (DNLC), a three-day invitation-only learning conference at Deloitte University North in Toronto. As part of this development program, students work in groups to “hack” a real-world challenge posed by one of Deloitte’s community partners. This business-case challenge provides practical learning experience, helps our charitable partner, and gives the students a glimpse of what it means to use their professional skills to drive social impact. In FY19, our community partner was Right To Play.



Through our partnership with *One Young World*, we send promising Deloitte change-makers to the One Young World international youth leadership summit, and they build on what they’ve learned when they’re back at home. Through this year-long leadership development program, delegates lead a social impact project with measurable results, helping them identify ways that we at the firm can collectively effect positive social change.



In FY19, Deloitte University North welcomed **810** Deloitte partners and **5,211** Deloitte professionals for a total of **6,021** visitors from Canada, Chile, and other member firms as program participants.



Watch our video to learn about **the One Young World experience**, from the summit to the year-long leadership program, and the education-focused projects our delegates undertook in FY19.

[Watch the video](#)

Another **218** of our partners facilitated programming at Deloitte University North.



*Lead at every level* means that your voice is heard and your contributions are valued, whether it's your first day or your tenth year at the firm. Our people are empowered to seize leadership roles, whether through client or community work. Our **Leadership Masterclass video series** highlights real stories of our people's experiences; watch **Amin Bensadok's story** for a great example of leading at every level.





[Watch the video](#)

### Your work, your way

We give our people the means and flexibility to work how and where they want—providing innovative spaces and the mindset to help them be wildly successful.

At Deloitte, people have the flexibility to work differently—whether it's in one of our innovative offices built to spark collaboration and inspiration, or whether it's on a timetable that suits their lifestyle and allows them to be more effective in their work. This may include spending time in Deloitte's Recharge health and wellness studio for a quick meditation session or workout.


This flexibility represents a progressive mindset that looks beyond the corporate “9 to 5” model and prioritizes health, wellness, and the creation of an optimal work/life balance.

Recharge health and wellness centres		Toronto	Montreal
	# of different classes offered:	19	15
	# of classes offered per week:	30	21
	Average class size:	10–15 people	8–12 people
	# of visits (badge swipes):	47,095	7,955





No two people have the same optimal working style and conditions. *Your work, your way* means that each Deloitte colleague is supported in finding the right environment and the right support to maintain their health and be at their best.



**Our Leadership Masterclass video series** highlights real stories of our people's experiences; watch **Adam Froese's story** for a great example of how the firm accommodates, and celebrates, different needs and schedules.

[Watch the video](#)

Promoting our people's mental health is a big priority of ours, and we build a culture of care and connectedness. From May 6 to 10, for the second year in a row, we hosted Mental Health Week in our offices, a time when Canadians coast-to-coast take time to focus on their mental health. During the week, we encouraged our people to take part in planned activities that focused on making their wellness a priority. Each of the events was accessible in person and virtually, including:

- Meditation sessions
- A series of webinars, such as:
  - *Champion wellness at Deloitte*, hosted by our Deloitte Wellness team
  - *Preventing burnout and how to treat it*, hosted by Morneau Shepell
  - *The Optimized Self: Using science to live and perform at the highest possible level*, hosted by Dr. Greg Wells
- Breathing clinics



Meet Terry Stuart, Deloitte Partner and Chief Innovation Officer. Terry's impact story involves his personal experience with mental health challenges, his journey to improving his physical and mental

health, and ultimately finding his purpose. To help others cope with their mental health struggles, Terry created a not-for-profit organization, the Awesome Music Project, which will be launching a book, *The Awesome Music Project Canada: Songs of Hope and Happiness*. The book documents stories from Canadians about songs that make them feel happy and hopeful and explores the magical and healing powers of music on mental health.

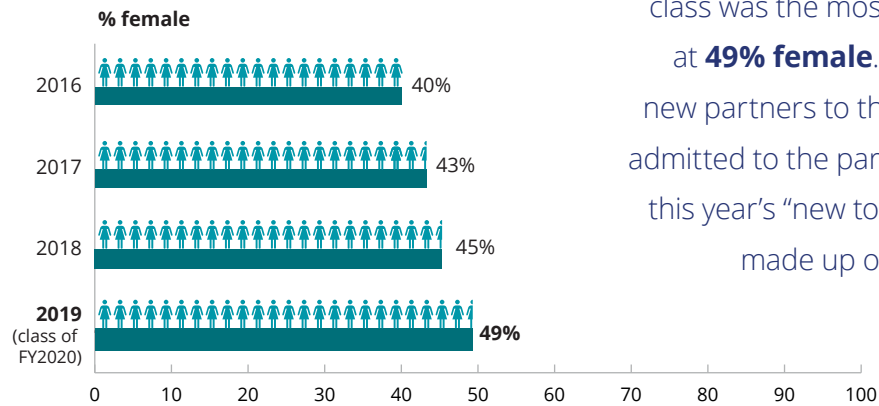


### Unite to include

We create a deep sense of belonging so our people feel they can bring their great ideas and their whole selves to work.

Deloitte aims to be the most inclusive professional services firm in Canada and Chile, reflecting the diversity of our client base and our countries' overall populations.

### Percentage of partners promoted from within the firm who were female over the past four years:



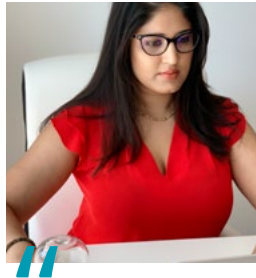
This year, the internally promoted partner class was the most gender-balanced yet, at **49% female**. Taking into account all new partners to the firm, including those admitted to the partnership from outside, this year's "new to partnership" cohort is made up of 51% female partners.



Deloitte's *The design of everyday men* report investigates men's experiences with work, family, and masculinity, exploring the impact of organizational and cultural expectations on their behaviour both within and

outside the workplace. Based on an intensive ethnographic study of 16 professional men in and around the Greater Toronto Area, the study concludes that business leaders have a significant opportunity to change organizational cultures to enable men to approach gender equality, not just as supporters, but as active participants.

[Read the report](#)



Being a newcomer to Canada—I arrived in December of 2017—I know the excitement, learnings, and challenges involved with moving to a new country. In fact, I founded the Deloitte Trailblazers based on my experience relocating from Johannesburg, South Africa, to Toronto.”

— **Roma Bisnath, Senior Manager,  
Talent Advisory, Lead, Deloitte Trailblazers**

Founded by Roma Bisnath, a senior manager in Deloitte's Talent Advisory group, the Deloitte Trailblazers employee resource group is a community of support for those adapting to life in their new chosen home.

Many newcomers have unanswered questions about adapting to life here, and some may not have a support network they can lean on for answers. The Deloitte Trailblazers helps to fill this important gap.



As part of Deloitte's commitment to fostering an open and welcoming environment, in November 2018 we conducted an inclusion survey across our Canadian offices. We asked our people to share how they believe we're doing on the inclusion front, and what more we can do to ensure that the contributions of people of different backgrounds, experiences, perspectives, and abilities are recognized.

Key insights from the survey have helped shape Deloitte's inclusion strategy and equipped the firm with benchmarks to measure our progress against as we continue to advance our culture of inclusion.

With approximately **34 percent** of our people participating in our 2018 Inclusion Survey, we were encouraged to find that **76 percent** of them said they feel included.

Deloitte is committed to advancing workplace inclusion for people with physical and intellectual disabilities. Through a partnership with our hospitality provider, Sodexo, we hire Special Olympics athletes into key service roles, such as our internal catering team in our Bistro and Deloitte University. We have hired seven athletes in our Toronto office and are working toward a national hiring program with the Special Olympics to focus on the skills and abilities of athletes to support their transition from sport to employment. We have also entered a partnership with the Canadian National Institute for the Blind as a Come to Work partner to hire more people who are partially sighted and blind. Come to Work partners are committed to engaging talent with different perspectives to create a culture of collaboration and innovation.



*Unite to include is our imperative to ensure that each individual is valued for their complete*

*contribution, as a person, to Deloitte. This is how we perform at our best.*

Our **Leadership Masterclass video series** highlights real stories of our people's experiences; watch **Fiona Kirkpatrick Parsons' story** for one colleague's perspective on self-actualization and embracing her Indigenous identity.

[Watch the video](#)



2. Who are the stakeholders involved or impacted?  
Who are the people and organizations that need to help?

ACADEMIA IS  
FROM ADDRESS  
RESTRICTIVE  
(not our own)

Let's do  
KIND OF  
ANALYSIS

Water is  
THE NEW  
FILE

Let's do  
KIND OF  
ANALYSIS

Let's do  
KIND OF  
ANALYSIS

Let's do  
KIND OF  
ANALYSIS

Let's do  
KIND OF  
ANALYSIS



The future of impact is here

## Sustainability

For many years, Deloitte has been advancing our efforts to measure, monitor, and mitigate the carbon footprint associated with how we run our business—our day-to-day operations, energy use, and travel.

Looking forward, businesses in Canada need to not only mitigate, but solve, environmental challenges and innovate to reduce our impact on the earth. There has been a shift in consciousness; growth and a sustainable future are no longer seen as mutually exclusive. This is more critical now than ever.



In this spirit, this year Deloitte has, for the first time, set out carbon-reduction targets, at both the Global and Canadian member-firm levels. These targets will challenge us to innovate our operations, to rethink the status-quo, and to grow partnerships that advance sustainable solutions and create value for all stakeholders.

We formulated our targets in line with methodologies put forward by the Science-Based Targets Initiative, which are aimed at limiting emissions in accordance the Paris Climate Agreement. We will continue to develop supply-chain processes and goals appropriate for a professional services firm, to fully align with the requirements of the initiative.

In addition to adapting our own business behaviours and operations, our Climate Change and Sustainability Services professionals work with our clients to measure, manage, minimize, and report on their environmental footprint.



The future of sustainability in Canada will be brightest for those companies that define a new level of social consciousness. Merely selling goods and services at an attractive price is no longer a differentiator. Customers, stakeholders, citizens, and governments want to see organizations live a new ‘value set’ that blends commercial success with social purpose. That means defining clear contributions to addressing gender inequality and pay parity, and committing to carbon-emissions-reduction targets throughout companies’ value chains. It means innovating to deliver the goods and services that propel society forward along a path that is generative and inclusive. It means there is opportunity to realize both economic and social benefits, to evolve with a sense of climate-consciousness that will define the future business landscape.”

— Henry Stoch, Partner,  
National Sustainability & Climate Change Leader, Risk Advisory



In Canada and Chile, we are committed to reducing our greenhouse gas emissions. We will strive to lower our emissions in line with the Paris Agreement with a focus on energy consumption in our buildings and on business travel.

We are developing a set of actions and processes to put us on track to reach these goals. Sample tactics may include adopting newer and more efficient technologies and appliances, and embedding personal accountability into our everyday operations.

### Emissions reduction targets for Deloitte Canada and Chile

(The baseline year is FY17 and the target year is FY25, except where noted.)



#### Buildings

**14%** absolute reduction in electricity and natural gas emissions. This represents an estimated **27% reduction per square foot** in electricity and natural gas emissions.



#### Travel

**10%** reduction travel-related emissions per full-time employee.



#### Supply chain

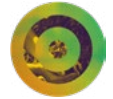
Deloitte Canada is part of a multi-firm procurement collective that is working to put in place global supplier sustainability standards (goal year: 2022).



Millennials (which make up 70% of Deloitte's workforce) are highly concerned about climate change and expect business to play a

major role in addressing it. *The Deloitte Global Millennial Survey 2019* found that climate and the environment is now the top concern of millennials and Gen Z.

[Read the report](#)



### Working toward sustainable operations

Going green means so much more than recycling these days; sustainability encompasses energy efficiencies, managing our carbon footprint, and reducing our waste.

In FY19, Deloitte's Greenhouse, an innovative problem-solving lab where ideas germinate and grow, has made a commitment to eliminating all single-use plastic in all of its locations in Canada. Further, they

aim to minimize single-use collateral such as print materials and promotional items. They even consider how products are shipped and do not order products that are shrink-wrapped in plastic. This is a national initiative and a testament to our Greenhouse team's dedication to making our operations sustainable.

Food security is an emerging global issue, and we are doing our part to be less wasteful of food in our events and in-office catering. In our Toronto office, we

work with our hospitality and food-services supplier to address the issue of food waste. We divert any suitable, unused food items to food banks. Further, in Deloitte University North, we have built attendee profiles over time that help us estimate, based on the makeup of the groups attending the facility, how much food will realistically be consumed, and we adjust accordingly to minimize waste.

Deloitte co-authored a study for Environment and Climate Change Canada, which found that only 9 percent of plastic waste generated in Canada is recycled. This study describes 2030 scenarios, highlighting potential paths for the plastics value chain along with its economic, environmental, and social impact in Canada.



Read *The Economic Study of the Canadian Plastic Industry, Markets and Waste* to learn about the plastics lifecycle, the market for secondary plastics, and the case for a zero-plastic-waste Canada.

[Read the report](#)

Deloitte's paper-light program continues to make a dramatic impact, through the implementation of electronic records management tools and the digital presenting and sharing technologies that are now standard in our Orbis offices. **Since the inception of the initiative we have reduced the annual number of pages printed by 49%.**

Fiscal year	Pages printed	Year over year % reduction
2019	33,967,004	<b>16.55%</b>
2018	40,705,483	<b>13.43%</b>
2017	47,019,251	<b>14.22%</b>
2016	54,814,184	<b>18.08%</b>
2015	66,915,466	



### Greening our buildings

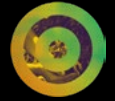
Deloitte Canada's workplace modernization, known as *Orbis*, has been evolving over the past seven years. Through this workplace transformation, we have been upgrading our offices to provide modern work environments in energy-efficient buildings, including features such as Energy Star ratings on appliances, lighting with motion sensors, and heat-reflecting windows. This has resulted in increased energy efficiency. We have also become more space-efficient, reducing the square footage we lease per person from 200 to 100. Since 2013, we've sustained an average 9 percent annual reduction in building emissions.

This year, we introduced five new *Orbis* offices.

- Victoria, British Columbia
- Edmonton, Alberta
- St. Catharines, Ontario
- Saint-Hyacinthe, Quebec
- Val-d'Or, Quebec

We also unveiled plans to be the lead tenant in a brand-new 24-storey building that will be home to our new Vancouver Summit office. Designed by Japanese architectural firm OSO with local architects Merrick Architecture, the tower is envisioned as a living sculpture that will add vibrancy to the community, day and night. The project integrates nature, technology, and state-of-the-art design features, including a triple-paned curtain wall, operable windows, large spans of column-free space, glass floors, **"Leadership in Energy and Environmental Design (LEED®) Platinum** design criteria, and green spaces, in a design tailored to maximize efficiency.

In FY19, our Toronto office interior became **LEED Gold certified**, joining our Montreal office, which shares the same designation. Both of these offices operate within LEED Platinum towers.



Today, sustainability—doing right by our planet and our people for the benefit of future generations—is increasingly becoming business-as-usual, rather than the exception.

“It gives me immense satisfaction to support Deloitte clients in successfully managing matters of Corporate Responsibility and sustainable development and embedding them into their business operations to deliver lasting value.

“In both incremental and disruptive ways, I, along with my colleagues in the Climate Change and Sustainability team, have contributed to positive action on topics as varied as single-use plastics; gender, diversity, and inclusion in oil and gas and mining; and green and inclusive growth in developing markets.

“I’m proud of the impact I’ve made in this space and thrilled to have had the opportunity to explore my passions each and every day in my capacity as a sustainability consultant.”

— **Ariel Kangasniemi, Manager, Sustainability & Climate Change team, Risk Advisory**



**The future of impact is here**

## **The way we work**

Trust underpins Deloitte's independence, risk, and ethics frameworks—Deloitte's trust in its people to do business in a principled way, society's trust in the firm to do the right thing, and clients' trust that Deloitte will advise them well and preserve their data and most sensitive assets.

In this data-rich world, we must simultaneously strengthen the protection of the data we hold while unlocking the value it contains for those who have a claim to it. We must balance the incredible opportunities of emerging innovations and technologies, such as artificial intelligence, with the responsibility to ensure they are deployed ethically.



Expectations of businesses as ethical corporate citizens are on the rise, and we maintain equally high expectations of ourselves. That's why we're expanding the programs that help our people understand our obligations, live our values, and follow the processes that help us uphold these expectations. And public interest is gaining an ever-higher profile in our planning and decision-making.

As our organization continues to evolve, so too does the Chartered Professional Accountant (CPA) profession that our business was founded upon. We will continue to be at the heart of the effort to transform the industry, constructively leading, encouraging, and advancing the profession to ensure its members are prepared to maintain trust in a future that will demand it more than ever.



“Over the next decade, business in Canada will be transformed. Untold opportunity will be created by mastering a digital globe, engaging new generations of talent, and surpassing growing expectations for positive contribution to society. That’s an opportunity we relish—shaping the future of business and leading the way by how we evolve our own organization.”

— Richard Olfert, **Managing Partner,**  
**Regulatory, Quality, Risk & Reputation**



## Managing independence and risk

Maintaining professional objectivity is one of the most powerful ways that Deloitte serves its clients' and society's best interests. With each business engagement, every relationship, and every new development, Deloitte's people fulfill the requirements of the firm's independence program. And they learn the importance of upholding both professional and personal independence through digital learning modules, year-round compliance reinforcement, and annual compliance checks.

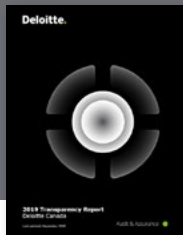
We also continue to be ever-vigilant in identifying risk and vulnerabilities relating to corruption, through systematic analysis and risk assessment to combat money-laundering and terrorist-financing risk.

Amid all of these efforts, audit quality is always a priority. Our progress on enhancing audit quality is strong and steady, and we invest in continuous improvement.



In our **2018 Audit Quality Report**, we reflect on our journey over the past three years and—in more detail—outline our progress in 2018. We also describe the strong foundation we have established for delivering the highest standard of quality consistently across all audits.

[Read the report](#)



**Deloitte Canada's 2019 Transparency Report** describes the principles, policies, standards, and actions we've put in place as part of our efforts to continually enhance audit quality.

[Read the report](#)



### Following our ethical compass—always

Through Deloitte's ethical framework, we make sure that our people arm themselves with the knowledge contained in the firm's code of conduct; the rules, laws, and regulations in their sector; and the avenues available to them when faced with ethical questions.

Over the past year, we continued to enhance our ethics program by creating an ethics committee that provides transparency, oversight, and consistency for the management of high-risk ethics incidents.

Upholding the integrity of the firm and the interests of those we serve is everyone's business, which is why the firm also developed a toolkit to help partners strengthen and embed ethical leadership behaviours in their teams, relationships, and business practices.

### Ensuring the continuity of our business

This year we continued to review and improve our crisis management, disaster recovery, and business continuity plans to ensure the safety of our people, align with the leading practices set out in ISO 23001, and meet our contractual requirements with our clients.

### Contributing to the CPA profession

Deloitte has been a leader in renewing the engagement between Canada's largest national CPA firms and the Canadian profession. We've been closely involved in CPA Canada's profession-wide engagement with stakeholders, known as Foresight, to establish a vision for enhanced relevance of the profession in Canada.



As a specialist in Risk Management, I provide thousands of our people with the guidance and tools they need to help them keep our promise of objective and professional services to our clients, and to uphold the trust placed in us by the public. With technology changing so quickly—shaping what our day-to-day looks like at home and at work—and increasing global interconnectedness, my role will continue to evolve to safeguard Deloitte's reputation and mitigate emerging risks."

— Valeria Efimova, Specialist, Quality and Risk







# Closing

Guided by our purpose to make an impact that matters to our people, our clients, and our communities, we have set out on a path, marked by formal goals and targets, to build a better future for Canada. This path underscores our need to innovate and collaborate to find solutions to the world's biggest challenges by creating shared value across broader stakeholder groups. Our *WorldClass* ambition to prepare the next generation for success in a rapidly changing economy will ensure that all Canadians are empowered, through skills, education, and access to opportunity, to contribute to our nation's sustainable prosperity for generations to come.


The future of impact is here

**Sample initiatives  
aligned to the United Nations  
Sustainable Development Goals**








Sample initiatives aligned to the United Nations Sustainable Development Goals



SDG	Goal	Indicator	Sample initiative
	<b>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</b>	<ul style="list-style-type: none"> <li>✓ <b>4.3</b> By 2030, ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university</li> <li>✓ <b>4.4</b> By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship</li> </ul>	<p>Through the Deloitte Foundation, we donated over \$100,000 in FY19 to universities and colleges across Canada to provide financial-need scholarships in support of academic success.</p> <p>Deloitte is a long-time supporter of NPower, an organization focused on launching underserved young adults into meaningful and sustainable digital careers. Through our impact every day projects in FY19, Deloitte reached over 100 young people through workshops and mentoring in IT services.</p>




SDG	Goal	Indicator	Sample initiative
	<p><b>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</b></p>	<p>✓ <b>4.5</b> By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, Indigenous peoples, and children in vulnerable situations</p> <p>✓ <b>4.7</b> By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture's contribution to sustainable development</p>	<p>Since 2017, Deloitte has supported Indspire's scholarship and bursary program, Building Brighter Futures, which provides funds to Indigenous students from across Canada attending post-secondary institutions to study business administration, accounting, or finance and who are in financial need. These awards are helping to close the gap in Indigenous education, providing opportunities for youth to chase their dreams and have successful futures. Deloitte has annually donated \$20,000 to the program, which, with matching funds from the Government of Canada, has translated into 20 student scholarships.</p> <p>Deloitte is a global partner of One Young World, a non-profit organization devoted to teaching young leaders from every country and every sector to accelerate social impact and create a better world. Each year, Deloitte selects a delegation of 50 young leaders who attend the summit and take part in a year-long leadership program, creating local impact within the firm and inspiring others on sustainable development practices.</p>

# Sustainable Development Goals

SDG	Goal	Indicator	Sample initiative
	<b>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</b>	<p>✓ <b>4.c</b> By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States</p>	<p>As part of Deloitte’s Society Partnership with TakingITGlobal, our practitioners helped prepare a successful grant application to federal government’s CanCode program. The funding received by TakingITGlobal led to the creation of its Code to Learn platforms and events, which directly trained 894 educators and students with further indirect reach of 158,124 students.</p>
	<b>Achieve gender equality and empower all women and girls</b>	<p>✓ <b>5.5</b> Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life</p> <p>✓ <b>5.b</b> Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women</p>	<p>In recent years, Deloitte has made real progress toward gender equality in leadership positions within the organization. In 2019, 49% of internal partner promotions were women, and 51% of the total new partner class were women.</p> <p>Deloitte’s Canadian Women’s Initiative (CanWin) is an employee resource group dedicated to creating an environment where every woman can maximize her potential. Its goal is to improve and support the recruitment, retention, and development of women at Deloitte. CanWin acts as a coordinating body for various women’s initiatives and promotes events across Canada through its online community group, helping to foster a culture of women’s empowerment.</p>

SDG	Goal	Indicator	Sample initiative
	<b>Achieve gender equality and empower all women and girls</b>	<span style="color: green;">✓</span> <b>5.c</b> Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all level	<p>In November 2017, Deloitte committed to the Catalyst Accord 2022, which sets and works toward targets for women’s representation. The board and executive teams of the signatories pledge to help move Canada’s companies collectively to increase the percentage of women executive officers and women on their boards to 30 percent. Pledging to adhere to the accord reflects our commitment to recruiting, developing, and advancing qualified women at all levels of our organization.</p>
	<b>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b>	<span style="color: green;">✓</span> <b>8.2</b> Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value added and labour-intensive sectors  <span style="color: green;">✓</span> <b>8.6</b> By 2020, substantially reduce the proportion of youth not in employment, education or training	<p>Our grassroots Quebec Women in Technology committee hosts a variety of internal and external community events and conferences to encourage girls and women to pursue careers in science, technology, engineering, and math. In FY19, the committee positively affected the lives of more than 1,000 girls and women.</p> <p>Covenant House is Canada’s largest agency serving at-risk, homeless, and trafficked youth. As part of Covenant House’s “Cooking for life” program, which equips youth with employment skills, Deloitte has developed a year-long mentorship program, running a series of workshops that this year helped 80 young people build job-readiness and soft skills. Session topics included strengths building, goal setting, and self-care.</p>

# Sustainable Development Goals

SDG	Goal	Indicator	Sample initiative
	<b>Reduce inequality within and among countries</b>	<ul style="list-style-type: none"> <li data-bbox="588 396 1104 522">✓ <b>10.1</b> By 2030, progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average</li> <li data-bbox="588 668 1104 819">✓ <b>10.2</b> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status</li> <li data-bbox="588 905 1104 1095">✓ <b>10.7</b> Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies</li> </ul>	<p data-bbox="1112 396 1919 644">One of Deloitte's main areas for skills-based volunteering is mentoring projects. We engage with a number of organizations across the country to match our people with mentees and create meaningful relationships. One example is through our partnership with TRIEC (Toronto Region Immigrant Employment Council). In FY19, Deloitte people volunteered their time to mentor 66 newcomers in the Toronto region to help them match their professional skills to the local market, build their network, and reconnect to their careers.</p> <p data-bbox="1112 668 1919 882">We continue to explore how to create employment opportunities for talented individuals who would not typically find work with Deloitte through traditional recruiting channels. Through partnerships with Special Olympics; WoodGreen Homeward Bound; Canadian National Institute for the Blind; Ready, Willing &amp; Able; and Mosaic, Deloitte and our hospitality vendor placed 15 individuals into internships and temporary and permanent positions in FY19.</p> <p data-bbox="1112 905 1919 1095">As one of our FY19 impact projects, 13 Deloitte people volunteered with Rainbow Railroad, an organization that helps LGBTQ people seek asylum and resettle in safer countries. The volunteers led a strategy-planning session to explore ways to tackle some of the organization's major challenges. The volunteers also served as mentors to Rainbow Railroad staff, and provided informal coaching on the skills that we use every day at Deloitte.</p>



# Contact

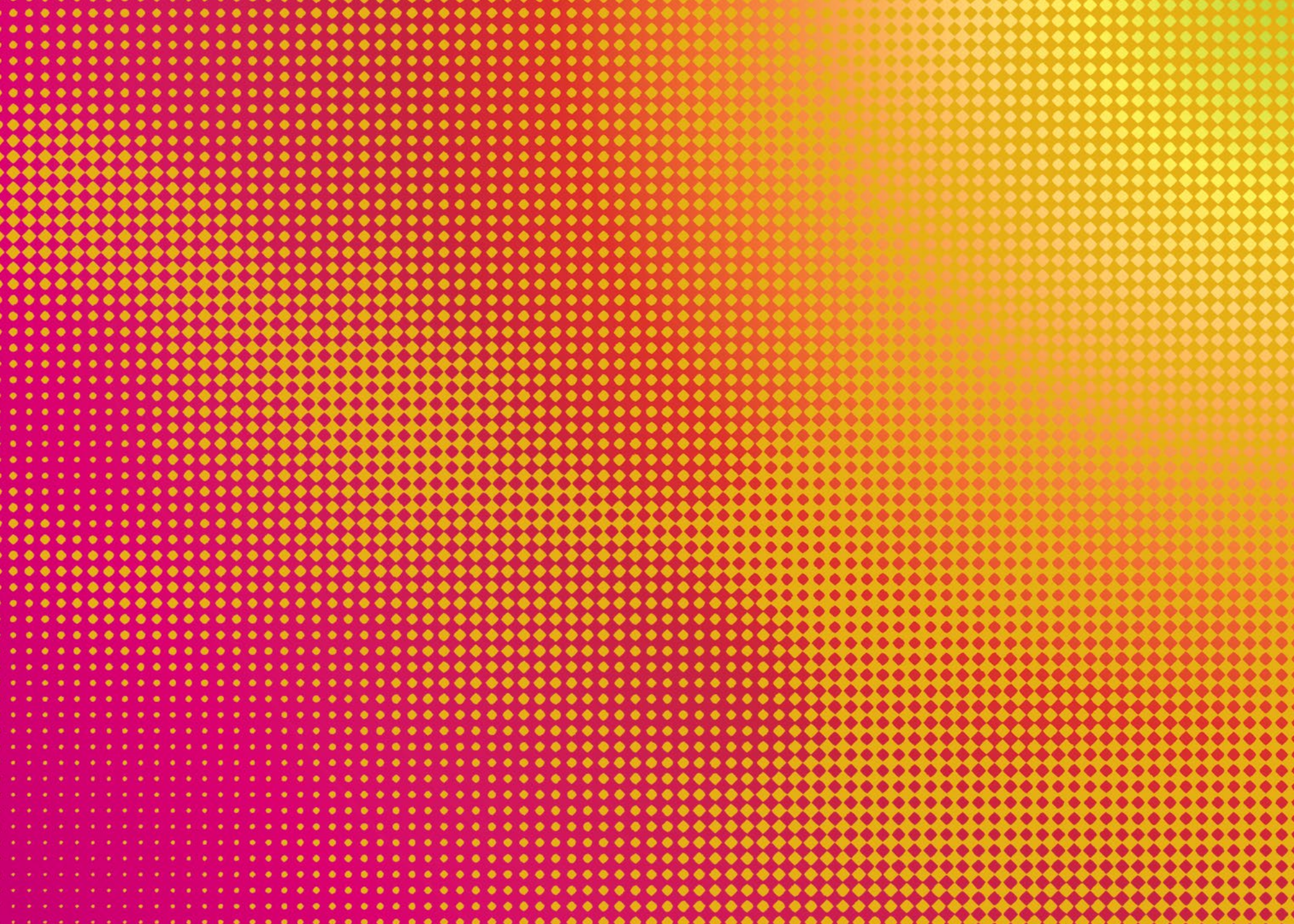


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