

Deloitte.



Expanding Horizons

Deloitte's Renewed Reconciliation Action Plan



LAND ACKNOWLEDGEMENT

We acknowledge that Deloitte offices stand on traditional, treaty, and unceded territories now known as Canada.

We recognize that Indigenous Peoples have been the caretakers of this land since time immemorial, nurturing its resources and preserving its natural beauty. We acknowledge this land is still home to many First Nations, Inuit, and Métis Peoples, who continue to maintain their deep connection to the land and its sacred teachings. We humbly acknowledge that we are all Treaty people, and we commit to fostering a relationship of respect, collaboration, and stewardship with Indigenous communities in our shared goal of reconciliation and environmental sustainability.



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INTRODUCTION

This report builds on what we've learned over the past four years of our reconciliation journey, since launching our first Reconciliation Action Plan (RAP) in June 2020. While celebrating our progress, we also acknowledge we have not made the progress we hoped in some areas. We want to build on the progress with continued evolution of our aspirations to advance our reconciliation journey and create a more equitable country—to make a meaningful impact that matters. We therefore set to renewing our plan. Based on our learnings to date, we established our four North Star aspirations to help us hone the 15 commitments, the implementation of which will be guided by four guiding principles. We'll describe these in greater detail and share our activities and progress over the past four years in this document, Deloitte's renewed RAP. We also invite you to embark your organization on its own transformative journey toward a better future for all.





ABOUT THE ARTISTS



Joe Tapaquon - About the artist

Joe Tapaquon is a Cree artist and visual storyteller based in Regina, Saskatchewan. As a member of George Gordon First Nation, Joe's artistic journey began at an early age, inspired by his late father, artist Joseph Bitternose Sr. His work reflects both his cultural heritage and personal influences, drawing inspiration from his familial roots and culture. With a natural talent for art, Joe has shared his creations in galleries and private collections across Canada and the United States. Today, he continues his artistic journey from his home in Regina, where he lives with his family.



Nyle 'Miigizi' Johnston - Artist statement

"The collaboration with Joe Tapaquon from the Prairies is a meaningful continuation of Deloitte's Reconciliation Action Plan artwork, as it is important to highlight the unique beauty of individual Indigenous communities across Canada. Too often, we are confined to pan-Indigenous generalizations or rely on popular motifs that oversimplify Indigenous identities. For me, it is about ensuring that every nation, culture, and voice is heard and included in the actions toward reconciliation."

MESSAGES FROM *LEADERSHIP*



Anthony Viel

Managing Partner and
Chief Executive Officer,
Deloitte Canada

Four years ago, Deloitte published its inaugural RAP, the first of its kind in corporate Canada, to play an active role in restoring trust and rebuilding relationships between Indigenous and non-Indigenous Peoples.

We know that a lot of work remains to be done, but it's incredible to see just how far we've come through dedicated, meaningful action. We've been proud to work with other organizations to launch their own reconciliation strategies and, in some cases, build plans together that help empower Indigenous communities across our country.

At Deloitte, we're committed to helping dismantle the systemic barriers that result in First Nations, Inuit, and Métis Peoples being disproportionately under-represented in or even shut out from Canada's prosperity and growth. Through the pillars of **inclusion, education, employment**, and **economic empowerment**, we're effecting meaningful change that's resulting in tangible, lasting impact.

We've awarded scholarships to more than 150 First Nations, Inuit, and Métis students pursuing post-secondary education and assisted another 20,000 Indigenous youth through pro bono and volunteer work. We've increased the number of Indigenous suppliers we work with and invested in more Indigenous businesses. Earlier this year, we launched an Indigenous-led Nation Building practice, the first of its kind in the professional services industry, to serve Indigenous clients and communities on their paths to economic empowerment and self-governance. And we've published a series of perspectives that have elevated the voices of Indigenous youth and sparked broader conversations about the steps we must take as a society to advance our shared reconciliation journey.

I am incredibly proud of the important work our teams are doing to create an inclusive, equitable, and prosperous economy.

As we refocus our RAP to deepen our relationships with First Nations, Inuit, and Métis Peoples and accelerate our impact, my ask is simple: please join us. Progress will only happen when we all look beyond our own walls and collaborate for a brighter future for all.





Duncan Sinclair

Chair, Deloitte Canada Board of Directors

As the largest professional services firm in Canada, we have a responsibility to be a leader in advancing meaningful reconciliation.

Our commitment to this is deeply rooted in strong governance practices, which ensure transparency and accountability in our RAP initiatives. From the beginning, Deloitte's Board of Directors and executive team have worked collectively on achieving objectives, measuring progress, and keeping close to what we need to do to move forward on our journey of reconciliation. Today, the Deloitte Indigenous team takes primary responsibility for these discussions with the executive team, reporting to the Board on the progress made and the resources required to achieve meaningful reconciliation.

Together, we have fostered strong relationships with First Nations, Inuit, and Métis communities, organizations, and individuals. Our commitment has helped build trust and mutual respect.

Our governance framework creates space for targeted recruitment strategies, mentoring programs, and internships. We continue to strive for an increase in the representation of First Nations, Inuit, and Métis Peoples within our workforce, ensuring that more diverse perspectives are heard. Our governance practices have driven positive change, enabling us to identify and engage with Indigenous suppliers, thereby fostering sustainable business relationships and economic development.

Deloitte's Board of Directors remains committed to further strengthening our governance practices and advancing our efforts toward reconciliation, working together with the executive team to identify areas to improve or enhance.

Together, we will continue to contribute to a more inclusive society.



Roberta Jamieson

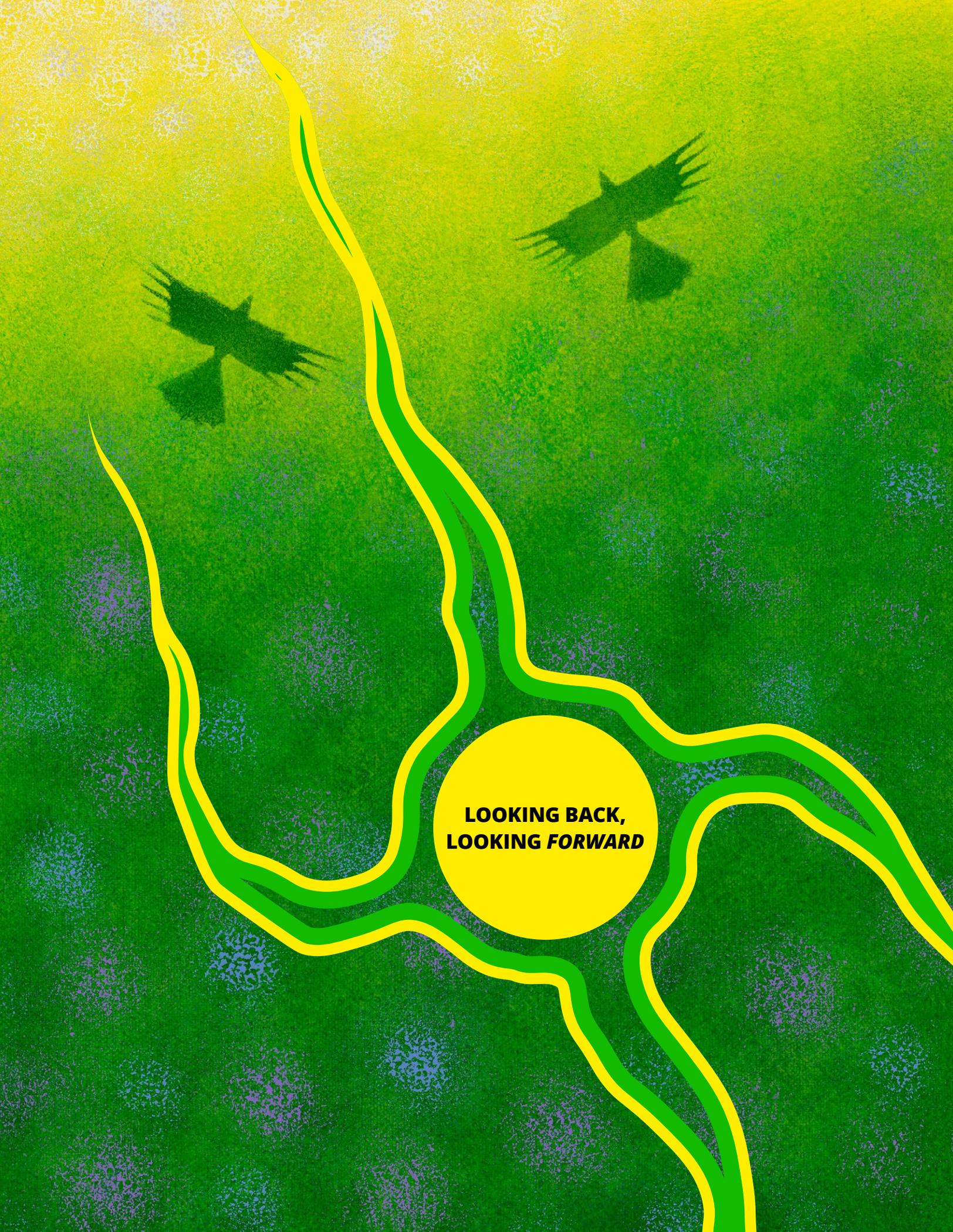
Independent Director,
Deloitte Canada Board of Directors

I am proud to herald the next chapter of Deloitte's journey of reconciliation. As an independent member of the Board of Directors, I know that Deloitte understands the importance of demonstrating "tone from the top" and of ensuring that change must occur across our business, both essential ingredients in this bold undertaking.

Deloitte has shown progress and courage, a willingness to take risks, to hear, to listen, and to learn from the first steps taken in the first iteration of its RAP. Important lessons learned include acknowledging the importance of adjusting recruitment practices to attract First Nations, Inuit, and Métis candidates and the need to create a culture that will enhance retention

of team members. Deloitte appreciates the importance of collaboration and has chosen to solidify trusting relationships with known change agents that work closely with Indigenous communities.

Change requires clarity, milestones, measurement, transparency, and accountability. Deloitte is taking bold leadership to advance reconciliation by embedding the achievement of milestones in its renewed RAP into its performance evaluation practices. This is but one example of the systemic change that is under way. Deloitte is bravely charting a course from which the private and public sectors can learn a great deal. I have no doubt that Canada will be enriched as a result.



**LOOKING BACK,
LOOKING FORWARD**

ACCOMPLISHMENTS AND LESSONS

In implementing our Reconciliation Action Plan, we've had many successes—although we've also come to understand that meaningful progress takes significant time and effort requiring different approaches. While there are still significant systemic barriers to overcome, we'd like to acknowledge and celebrate the path we have started. We share this with humility, hoping that others can learn from our journey.

In the past four years we have:

- Built Indigenous capability and capacity across the firm by creating roles dedicated to advancing the RAP commitments.
- Embraced education—almost 90% of Deloitte partners, practitioners, and professionals have completed the 4 Seasons of Reconciliation course (a transformative learning resource on Truth and Reconciliation, made in collaboration with First Nations University of Canada), and many participate in learning opportunities offered by our Indigenous and Allies Community employee resource group.
- Seen our firm of nearly 15,000 people embrace a shift in organizational culture through open-hearted listening and adapting to new ways that include First Nations, Inuit, and Métis Peoples.
- Formed meaningful relationships with many Indigenous organizations, particularly those that invest in the well-being and education of Indigenous youth.
- Not only met but exceeded the majority of the goals we set in June 2020, affirming our determination to advance reconciliation and raising expectations for ourselves and for other organizations.

When we began developing a plan in response to the [Truth and Reconciliation Commission \(TRC\) of Canada's Call to Action #92](#), the call directed to the country's corporate sector, we set what we then believed to be a reasonably high bar for ourselves. The way forward, we determined, would be to create evolutionary but significant goals that would advance us on a positive path.



On that path, we've also learned about things we need to work harder on to continue to improve:

- While we first engaged the full support of our Board of Directors and senior leadership team, we learned that the entire organization—people at all levels—have to recognize the imperative and importance of this work. And while we focused on educating our senior leadership about truth and reconciliation through guest speakers, participating in blanket exercises and ceremonies, we also needed to make a greater effort educating our people.
- We discovered that, while we have witnessed a huge shift in corporate culture—for example, personalizing land acknowledgements during meetings, procuring from Indigenous businesses, hiring more Indigenous Peoples—over the past few years, a truly embedded culture shift takes time. We will continue to build awareness, which will lead to deeper understanding, which will in turn lead to actions that create the kind of lasting and positive impact we need to see within our own firm and the country at large.
- We acknowledge and understand that intergenerational trauma has had, and will continue to have, a lasting impact on First Nations, Inuit, and Métis Peoples in Canada, including many who choose to work at Deloitte. In ensuring the cultural, spiritual, and psychological safety of Indigenous practitioners and professionals, as well as those of Indigenous clients and their communities, we know that taking a trauma-informed approach (i.e., recognizing and addressing the historical and intergenerational trauma experienced by Indigenous communities) to our work is paramount.
- We have also come to understand there is often a significant emotional burden on First Nations, Inuit, and Métis professionals and practitioners that their colleagues don't experience. Whether they're working internally or externally with clients, the nature of some work can trigger trauma responses. We understand that having Deloitte people who identify as Indigenous are bringing their personal relationships to work. We understand community ties hold great significance, and that the intrinsic motivation and expectations of family, ancestors, and relations can have a profound impact. We also recognize that non-Indigenous individuals can place added emotional burden on Indigenous practitioners and professionals by expecting them to serve as a constant source of information and emotional support, relieving themselves of their individual responsibility to educate and confront difficult truths.
- We set the goal of having a minimum of 5% representation of First Nations, Inuit, and Métis Peoples in our workforce by the end of 2025. However, we did not fully comprehend and underestimated what that would take to realize. We've since learned it requires more than just resources—it requires a solid strategy to build a talent pipeline. It also requires Indigenous our policies, procedures, hiring, and business practices to create an inclusive environment that attracts and retains First Nations, Inuit, and Métis Peoples and that celebrates diverse perspectives and lived experiences. We now realize that, despite our best efforts and intentions, we have made mistakes, and understand that the path of reconciliation is not linear. However, we remain undeterred in our commitment to push forward and challenge ourselves to achieve sustainable progress. Our goal is to ensure that the proportion of Indigenous employment opportunities we create matches the proportion of the working population in Canada.
- One of our key learnings is the need to have clear accountability across leadership and ensure that we have clear targets and operational plans in order to drive meaningful change.



WHY A RENEWED RAP IS NECESSARY

As you'll see in this report, and in our annual updates published in [2021](#), [2022](#), and [2023](#), we've made good progress toward the goals we set in our first RAP for inclusion, education, employment, and economic empowerment.

Meanwhile, there has been a resurgence of energy among First Nations, Inuit, and Métis Peoples to reclaim their rightful places—their inherent rights—as the First Peoples on this land. And there has been a collective awakening of non-Indigenous peoples living in Canada who have come to understand the difficult truth of this country's shared history. School-aged children are now receiving this education, which past generations did not, about the mistreatment of Indigenous Peoples, including the terrible legacy of Indian residential schools and the deaths of thousands of children at these schools.

There is an increased, and rightful, expectation for organizations and governments to step up to do their part to improve relationships with First Nations, Inuit, and Métis Peoples and to participate in answering the [TRC's 94 Calls to Action](#).

[The National Indigenous Economic Strategy for Canada 2022](#), developed by more than 20 Indigenous organizations and released in 2022, sought further action. In addition to presenting an economic development strategy, which asks all levels of government, corporate Canada, and non-Indigenous organizations and institutions to adopt its 107 Calls to Economic Prosperity.

We have challenged ourselves to do our part in advancing this work.

Fortunately, we're not the only ones. Approximately 60 more organizations have committed to a RAP since we launched ours in 2020. And with the Government of Canada releasing its [United Nations Declaration Act Action Plan](#) in June 2023, the country is now on its way to breaking down barriers, combatting systemic racism and discrimination, closing socio-economic gaps, and promoting greater equality and prosperity for First Nations, Inuit, and Métis Peoples. These are positive and crucial steps, but it's going to take all of us to make this happen.

Our journey of reconciliation has inspired us to do more and to be more. We have evolved as a firm to deepen our ambition to be a Purpose-led organization. That's why we've been working to develop a renewed RAP, that confirms and elevates the goals for our organization and enhances the positive impact for our First Nations, Inuit, and Métis colleagues, clients and communities. We were intentional in developing new commitments to ensure they were interconnected and holistic, and that collectively, they moved healing and progress forward.

This renewed plan targets the next several years and has been designed for the landscape of both today and tomorrow. We plan to continue to renew the plan periodically as we evolve on our journey. In the following pages, you'll learn about our vision, pillars, commitments, guiding principles on how we will hold ourselves accountable and more.



REFLECTION AND RENEWAL: BUILDING ON THE *FOUNDATIONS*

Approach

As we crossed the three-year mark on our firm's formal reconciliation journey in June 2023, we reflected on what we accomplished and where there were gaps and opportunities to address. For example, in our first RAP, we relied on a small group of subject matter advisors to develop the commitments; for the renewed version, we evolved our approach to be more inclusive and holistic.

We prioritized taking time to actively listen, and work to maintain an unbiased approach. We deepened our understanding through internal engagement, external research, and connection to communities. This included a firm-wide survey, four hybrid visioning sessions led by the Deloitte Greenhouse team, and personal interviews with subject matter advisors from our RAP working committee and firm leaders; collaborations with communities; and external desktop

research, market scans, and more thorough study of the following formal reports, which we consider our sources of truth:

- [*Truth and Reconciliation Commission of Canada: Calls to Action*](#)
- [*United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)*](#)
- [*Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls*](#)
- [*National Indigenous Economic Strategy for Canada: Pathways to Socioeconomic Parity for Indigenous Peoples*](#)

Through the comprehensive internal consultative process, we gained insights into what we did well from the perspective of Indigenous and non-Indigenous employees and what we need to improve upon.

This feedback helped us build a more powerful vision of what we want to create within Deloitte—and beyond.

From the first RAP

We created four pillars that mapped directly to the intended outcomes of the **TRC's Call to Action for corporate Canada**. For this renewed version of the RAP, we went deeper to ensure that each of the 15 updated commitments align with the call's language and intent to:



Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.



Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.



Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

Vision

The first version of our RAP articulated a vision that focused on living up to our Purpose of making an impact that matters with our people, our clients, and our communities. This vision involved working collaboratively with First Nations, Inuit, and Métis Peoples, clients, and communities to foster meaningful and sustainable change for the benefit of all, and that, in doing so, Canada would become stronger and more inclusive. We declared, rightfully so, that it is our collective responsibility as residents and active business leaders to make a commitment to reconciliation.

Our vision has since expanded. While we still have a responsibility as corporate citizens to advance reconciliation, we're going further with 15 updated commitments to evolve on our journey and continue to make impactful change. We recognize the need for broader accountability and investment to more deeply incorporate and embrace First Nations, Inuit, and Métis worldviews in our work, both within our firm and with clients.

To guide the formation of these commitments, we leaned into our new four **North Star aspirations** which serve as our overarching vision to guide us on the journey of reconciliation:

- Cultivate the diverse career journeys of the First Nations, Inuit, and Métis practitioners and professionals at Deloitte. We understand the importance of applying a distinctions-based approach (in which the unique rights, priorities, histories, cultures, governance structures, and laws of distinct Indigenous Peoples are acknowledged and respected) and we're developing the capacity to actively avoid a pan-Indigenous view in ways of working.
- Embed a [Two-Eyed Seeing](#) approach, or "learning to see from one eye with the strengths of Indigenous knowledges and ways of knowing, and from the other eye with the strengths of Western knowledges and ways of knowing, and to using both these eyes together, for the benefit of all," as Mi'kmaq Elder Albert Marshall has been said to describe it (see page 335, top of the second column).
- Ensure our actions are trauma-informed and incorporate Indigenous and historically aware lenses.
- Embed the Seven Generations principle, in that we're mindful that the decisions we make today should contribute to a sustainable world seven generations into the future—in fact, for all generations to come.





INCLUSION

1 Elevate Deloitte's role in Indigenous thought leadership with leaders, clients, industries, and organizations including Indigenous Youth Roots (IYR) and convene national dialogues that advance and enable an inclusive space to further reconciliation, Indigenous worldviews and priority issues for Nations

2 Implement an Indigenous buddy program to support individuals who identify as First Nations, Inuit, and Métis to provide guidance and support to navigate their career journey at the firm

3 Evolve the Indigenous Professionals Circle to be a community within the firm for all self-identifying Indigenous practitioners to access safe spaces, enabling an environment with more truth-telling and storytelling



EMPLOYMENT

8 Implement the firm's Indigenous Talent Strategy focused on creating more culturally safe job opportunities across service lines and levels including alternative pathways to employment and specific Indigenous hiring initiatives

9 In support of achieving the targets in the Indigenous Talent Strategy, implement an Indigenous Employee Retention Plan focused on Indigenizing current processes and creating cultural opportunities throughout the talent lifecycle across service lines

11 Amplify voices of Indigenous partners, professionals and scholarship recipients in our internal/external communications to create visibility and awareness for the broader Deloitte community and future

10 Strengthen partnerships with Indigenous-led organizations to build and grow trusting relationships to develop a pipeline of Indigenous Peoples



EDUCATION

4 Elevate our impact with community partners focused on improving educational outcomes for First Nations, Inuit, and Métis youth across Canada

5 On-board Indigenous education specialist(s) who will focus on Indigenizing key Deloitte Learning Programs across the firm, and provide ongoing opportunities for Indigenous Peoples to share teachings and lived experiences as part of Deloitte events and learnings

6 Continue offering the 4 Seasons of Reconciliation Course (made in collaboration with First Nations University) to all Deloitte Canada practitioners and partners

7 Launch a new series of courses leveraging external vendors and higher learning institutions to enable targeted learning curated for leaders focused on topics such as navigating Indigenous identity, addressing tokenization, and understanding inherent rights



ECONOMIC EMPOWERMENT

12 Continue corporate membership with CCIB and maintain certification in Partnership Accreditation in Indigenous Relations (PAIR), formerly known as the Progressive Aboriginal Relations™ (PAR) program to remain competitive to our clients

13 Enhance current procurement processes to increase accessibility for Indigenous businesses and develop and implement an Indigenous Business Participation Strategy that focuses on economic impact to Indigenous communities

14 Standup R8dius, an Indigenous-owned, Deloitte supported technology and managed services business with the recognition that STEM training rates for Indigenous talent are far lower than the Canadian norm and, as a result, we must have a differentiated learning and mentorship experience

15 Enable our Nation Building practice where we work as integrators, facilitators, and advisors for and with those who play a critical role in advancing sovereignty and greater economic empowerment - Indigenous Nations and Peoples, non-Indigenous governments, and corporate Canada

CHARTING ACTION FOR OUR RENEWED RAP JOURNEY

Each of our four guiding pillars comprises numerous commitments that align with objectives of the [CCIB's Partnership Accreditation in Indigenous Relations \(PAIR\)](#), formerly known as the [Progressive Aboriginal Relations™ \(PAR\) program](#) and the [UN's Sustainable Development Goals \(UNSDGs\)](#).



Deloitte strives to create a space where Indigenous ways of knowing, wisdom, and practices are honored, and where everyone can meaningfully contribute to creating a more inclusive future.

What's changed?

We identified the need to broaden the scope and elevate the inclusivity of our environment for Indigenous Peoples and practices. More importantly, we recognized the importance of deepening how we incorporate First Nations, Inuit, and Métis perspectives to ensure true inclusion of Indigenous leaders and organizations. Through our renewed RAP, we will focus on participation and impact by enabling safe spaces and truth-telling for Indigenous Peoples.

INCLUSION

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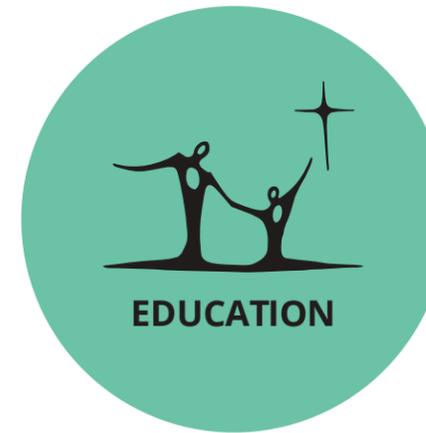
Original RAP commitments	2020-2024 update	Renewed RAP commitments	Target actions	Timeline	Responsibility	UNSDG alignment
Organize and lead two roundtables on reconciliation collaboration per year and co-publish a paper on reconciliation efforts in Canada	We've led 50+ roundtables on our journey of reconciliation. Co-published four reports in collaboration with Indigenous Youth Roots (formerly Canadian Roots Exchange) on voices of Indigenous youth leaders on reconciliation.	1) Elevate Deloitte's role in Indigenous thought leadership with leaders, clients, industries, and organizations including Indigenous Youth Roots (IYR) and convene national dialogues that advance and enable an inclusive space to further reconciliation, Indigenous worldviews and priority issues for Nations.	• Produce a minimum of one national publication and/or one national discussion each year	• Annual	Deloitte's Future of Canada Centre	
Publish land acknowledgement statements and resources that will be accessible for Deloitte people and executive leaders to use at events, with clients, or in communities	Developed land acknowledgement resources including a resource guide and a workshop, making land acknowledgements a common practice at Deloitte.	<i>Going forward, we will continue to share land acknowledgments within the firm and ensure all practitioners can access the resource guides and workshops that are available to them.</i>				
Continue to fund the Indigenous and Allies Community to support mentorship programs, leadership opportunities, and event sponsorships for Indigenous and non-Indigenous people at the firm	Continued engagement of the Indigenous and Allies Community with in-person and virtual activations, resulting in a 22% increase in membership in the last year, with 10% of members self-identifying as Indigenous. Since 2020, over 50 events and webinars have been hosted by the Indigenous and Allies Community, ranging greatly in subject matter. Some of the activations include webinars on land defending with Indigenous rights activists, career spotlights from Indigenous leaders, Indigenous food sovereignty, Inuit Identity, Indigenous comedy, stories from Indigenous human trafficking survivors and more.	2) Implement an Indigenous buddy program to support individuals who identify as First Nations, Inuit, and Métis to provide guidance and support to navigate their career journey at the firm. 3) Evolve the Indigenous Professionals Circle to be a community within the firm for all self-identifying Indigenous practitioners to access safe spaces, enabling an environment with more truth-telling and storytelling.	• Aim to have 25% of new Indigenous hires paired with member of the Indigenous and Allies Community to help navigate and settle in at the firm • Aim to have 25% participation rate by practitioners who identify as Indigenous at quarterly sessions	• By end of 2025 • By end of 2025	Deloitte Indigenous & People and Culture Office	
Review and adapt current support systems and services to accommodate traditional Indigenous cultures and needs	Implemented a permanent firm-wide closure to acknowledge National Day for Truth and Reconciliation. Implementation of five cultural days (2 days paid, 3 unpaid) exclusively for Indigenous practitioners. Indigenized health benefits for Indigenous employees, hosted a series of wellness workshops (THRIVE) led by Indigenous leaders) and added cultural items to reimbursable health benefits. Going forward, we will review, adapt and implement firm-wide employee support services to access knowledge on Indigenous cultural protocol as part of our dedicated "Deloitte Indigenous" team's work.	<i>Will continue to activate as part of Indigenous Talent Strategy, shared below.</i>				



“

Humility to me represents inclusion, and on that first tier, you'll see two figures. On the left, the person is holding tobacco. On the right, that person is reaching to receive it. To me, that represents coming together to work as equals, as one person, learning about the customs of another community and practicing those traditions.”

— Nyle Miigizi Johnston



Deloitte seeks to elevate the investment in cultural-awareness education for all our people and strives to Indigenize Deloitte's firm-wide training across the country.

What's changed?

We wanted a deeper commitment to address educational gaps at the firm and to make a significant and sustainable difference in addressing the education disparities experienced by First Nations, Inuit, and Métis youth across Canada. We want a more systematic review of training, focusing the content to enable deeper cultural integration and ongoing learning opportunities. The emphasis will now be on offering continual education and development in First Nations, Inuit, and Métis cultural awareness and understanding, recognizing that it is an ongoing journey rather than a one-time training.

EDUCATION

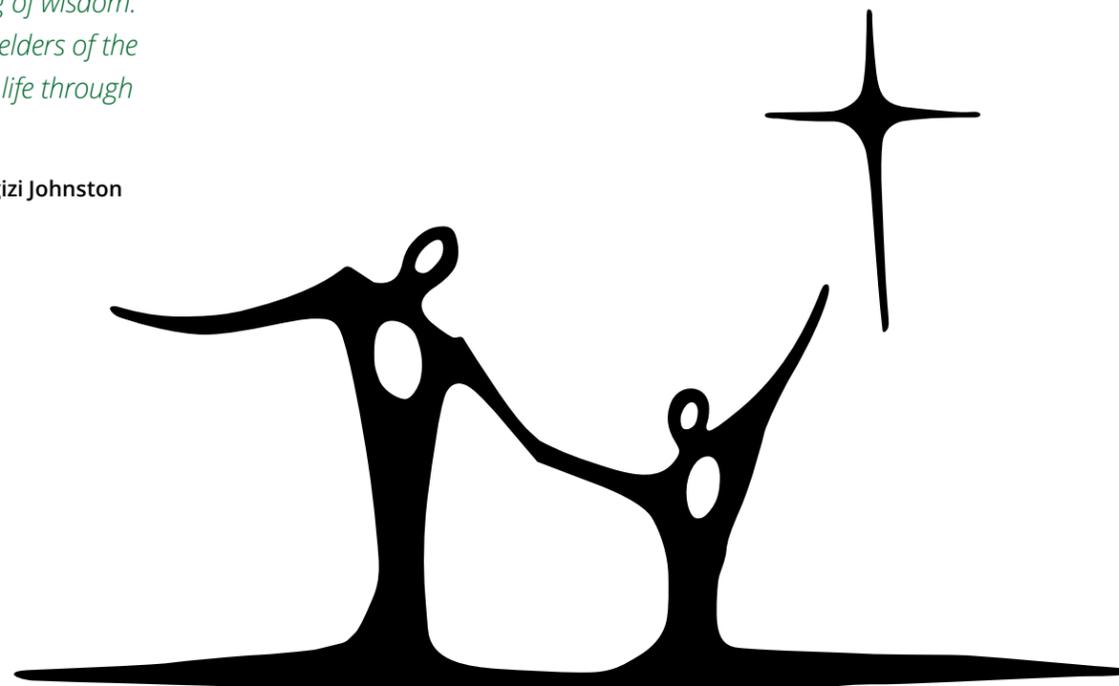
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Original RAP commitments	2020-2024 update	Renewed RAP commitments	Target actions	Timeline	Responsibility	UNSDG alignment
Communicate opportunities and resources for Deloitte Canada people to participate in Indigenous cultural celebrations in order to advance meaningful and ongoing learning opportunities	Deloitte Indigenous team created internal webpages and learning resources to share information on external and internal events aligned to days of significance and ongoing Indigenous education.	<i>Will continue to activate as part of larger plan, no enhanced commitment.</i>				
Continue to develop community partnerships to reach 5,000 Indigenous youth per fiscal year	Impacted over 5,000 Indigenous youth annually through volunteering, pro bono engagements, and sponsorships with organizations such as: National Aboriginal Head Start, Chapter One, Teach for Canada, Indspire, and the 2023 North American Indigenous Games.	4) Elevate our impact with community partners focused on improving educational outcomes and access to opportunities for First Nations, Inuit, and Métis youth across Canada.	<ul style="list-style-type: none"> Reach 10,000 Indigenous youth per fiscal year through sponsorships, volunteering and pro bono support 	<ul style="list-style-type: none"> Annual 	Deloitte Indigenous	
Deliver Indigenous cultural awareness training. Phase one is for the leadership team and board, and phase two is the pilot training for 1,000 Deloitte professionals	<p>Since 2020, more than 18,000 professionals at Deloitte have successfully completed the 4 Seasons of Reconciliation Learning course. This course has become an integral part of the mandatory on-boarding and compliance process for all Deloitte Canada professionals.</p> <p>Extended the 4 Seasons of Reconciliation learning to our clients in response to the National Indigenous Economic Strategy's call to "business schools in Canada [to] require all business students to take a course on Indigenous Peoples and the economy."</p>	<p>5) On-board Indigenous education specialist(s) who will focus on Indigenizing key Deloitte Learning Programs across the firm, and provide ongoing opportunities for Indigenous Peoples to share teachings and lived experiences as part of Deloitte events and learnings.</p> <p>6) Continue offering the 4 Seasons of Reconciliation Course (made in collaboration with First Nations University) to all Deloitte Canada practitioners and partners.</p> <p>7) Launch a new series of courses leveraging external vendors and higher learning institutions to enable targeted learning curated for leaders focused on topics such as navigating Indigenous identity, addressing tokenization, and understanding inherent rights.</p>	<ul style="list-style-type: none"> Indigenous education specialist(s) to be on-boarded and learning programs to be reviewed and prioritized Mandatory requirement for everyone at Deloitte as part of firm onboarding Targeted additional learning for leaders and made available to practitioners across the firm 	<ul style="list-style-type: none"> By end of 2027 Ongoing Ongoing (initial launch by end of 2025) 	<p>Learning Office and Deloitte Indigenous</p> <p>Learning Office and Deloitte Indigenous</p> <p>Learning Office and Deloitte Indigenous</p>	



The grandmother, Nookoomis, and the grandchild reaching for the stars represent education. When I start looking at education, I think of the sharing of gifts and the sharing of wisdom. In our ways, the Anishinaabe People are taught by their grandparents or from elders of the community from a very young age. They had walked through the doorways of life through the path of life, and were able to turn knowledge into wisdom."

— Nyle Miigizi Johnston





Deloitte aims to create a positive work experience for First Nations, Inuit, and Métis practitioners and professionals throughout their careers, enabling them to lead at every level so they can achieve the impact they seek.

What's changed?

We recognized the importance of addressing historical inequities, applying First Nations, Inuit, and Métis knowledge, and lived experiences, and valuing their contributions. We acknowledge the importance of prioritizing stronger ties with community organizations to create opportunities for employment in our firm. We listened to the feedback that we need to increase efforts to amplify Indigenous voices and enable opportunities for Indigenous practitioners to share their stories, perspectives, and knowledge to address under-representation and tokenization.

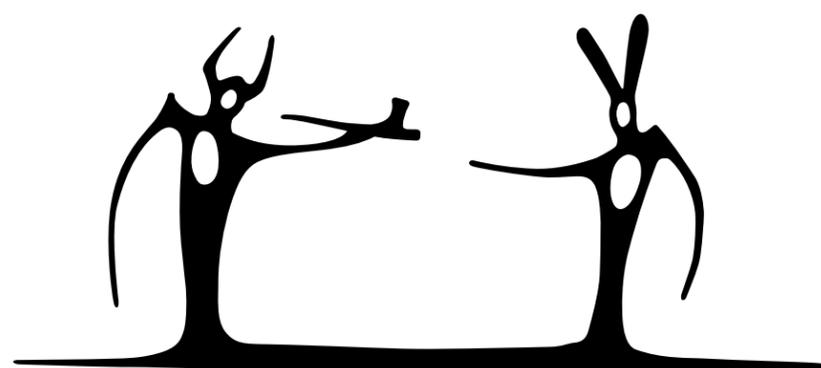
In our original RAP, our firm aimed to achieve a 5% representation of Indigenous team members. However, we currently have approximately 1% of our population identifying as Indigenous. It has become evident that we underestimated the magnitude of this aspiration, and we now recognize the need for substantial changes across our entire firm to effectively attract, develop, and retain Indigenous leaders. Although our ultimate objective remains unchanged, we acknowledge that achieving it will take longer than we originally hoped for.

EMPLOYMENT

Deloitte aims to create a positive work experience for First Nations, Inuit, and Métis practitioners and professionals throughout their careers, enabling them to lead at every level so they can achieve the impact they seek.

Original RAP commitments	2020-2024 update	Renewed RAP commitments	Target actions	Timeline	Responsibility	UNSDG alignment
Review existing talent policies for opportunities across service lines and industries to prioritize Indigenous recruitment and retention efforts	<p>Launched an internal Indigenous Recruitment Resource Guide aimed at giving insight into Indigenous histories and nuances, cultural strategies, and inclusive practices for effectively recruiting and engaging Indigenous candidates.</p> <p>In collaboration with Indigenous Corporate Training Inc, implemented mandatory Indigenous Recruitment & Retention certificate training for all talent team members.</p> <p>Implemented the Indigenous Connect process for Indigenous-specific roles and programs at Deloitte, ensuring cultural connection through the recruitment process.</p> <p>Educated talent teams, leaders and interviewers to Indigenize hiring practices, including hosting training sessions in partnership with Our Children's Medicine, designing a new DEIA lab focused on shifting current hiring trends.</p>	8) Implement the firm's Indigenous Talent Strategy focused on creating more culturally safe job opportunities across service lines and levels including alternative pathways to employment and specific Indigenous hiring initiatives.	<ul style="list-style-type: none"> Make continued and sustainable progress toward having the percentage of employment opportunities generated by the firm aligned to the workforce availability number for Indigenous Peoples* 	Continuing to work towards	Culture and People Office	
Design and implement national and local office recruitment and talent strategies to increase the number of Indigenous professionals and practitioners to 5% of total new hires in each office	<p>Launched a 3-year Indigenous Talent Strategy.</p> <p>Onboarded five new positions specific to Indigenous talent and workplace experience.</p> <p>Introduced firm-wide pay transparency.</p> <p>Revised personal spending dollar language to include coverage for traditional medicines, elders, and items for cultural practices, promoting Indigenous inclusivity.</p>	9) In support of achieving the targets in the Indigenous Talent Strategy, implement an Indigenous Employee Retention Plan focused on Indigenizing current processes and creating cultural opportunities throughout the talent lifecycle across service lines.	<ul style="list-style-type: none"> Review/update key processes, programs, services and metrics Develop Indigenous leadership opportunities Create targeted Indigenous programs including mentorship to enable Indigenous employees to succeed 	By mid year 2028	Culture and People Office	
Attend career fairs in Indigenous communities to grow Indigenous talent pool for future success with Deloitte	<p>Since the launch of our RAP, our practitioners have actively engaged in initiatives to connect with Indigenous students and professionals, such as career fairs and career development workshops. We have also focused on growing the talent pool with Indigenous students and since 2021, 22 Indigenous students received \$5,000 scholarships and work terms with Deloitte through our Indigenous Bloom Scholarship program.</p>					

*Based on the current Statistics Canada Census. The number we aspire to according to the working population for the current census is 4%. We will adjust when a new census is published.



Employment can be seen as the sharing of gifts and the truth. A person being employed needs to be trusted to share their truth, to bring their gifts, to benefit the community. When we look at Aepungishmook, passing that pipe and that tobacco to Nanabozho, Aepungishmook trusts that Nanaboozhoo will carry that message, will carry that teaching to the Anishinaabe so they can keep learning how to live in harmony, to benefit not only their own spirit, but to benefit their community and the Anishinaabe nation."

— Nyle Miigizi Johnston

EMPLOYMENT CONTINUED

Original RAP commitments	2020-2024 update	Renewed RAP commitments	Target actions	Timeline	Responsibility	UNSDG alignment
Strengthen and nurture relationships with organizations that support Indigenous education and make use of these relationships to recruit Indigenous talent to join Deloitte	Reached over 5,000 students through workshops and events from our multi-year sponsorship with Indspire. Since 2020, 130 students have received funding for post-secondary education.	10) Strengthen partnerships with Indigenous-led organizations to build and grow trusting relationships to develop a pipeline of Indigenous Peoples.	<ul style="list-style-type: none"> Build partnerships with National Indigenous Associations and colleges and universities 	<ul style="list-style-type: none"> Ongoing 	Culture and People Office	
Explore innovative hiring and talent initiatives with clients and Indigenous businesses	Deloitte and PLATO have completed year one of our multi-year agreement to further the development of PLATO's world class Indigenous technology apprenticeship program. PLATO has rapidly become Canada's largest Indigenous-led, Indigenous-staffed technology services company.	Our relationship with PLATO has grown into a subset of R8dius, see commitment #14 and spotlight on page 32.				
<i>New commitment for renewed RAP</i>		11) Amplify voices of Indigenous partners, professionals and scholarship recipients in our internal/external communications to create visibility and awareness for the broader Deloitte community and future talent.	<ul style="list-style-type: none"> Launch targeted activation programs to target Indigenous experienced and campus hires leveraging the appropriate channels 	<ul style="list-style-type: none"> Ongoing 	Deloitte Indigenous and Culture and People Office	



Deloitte aims to broaden its experience and strengthen trust with First Nations, Inuit, and Métis Peoples and businesses to create a positive impact, drive value, and help to further sustainable wealth for Indigenous communities.

What's changed?

We recognized the importance of ensuring meaningful opportunities for First Nations, Inuit, and Métis Peoples, businesses, and communities to manage and sustain wealth. We recognized the need to move beyond supporting economic opportunities for Indigenous Peoples and businesses to creating those opportunities and assisting Nations to become self-sovereign. We realized the need to modify our internal procurement systems to eliminate any barriers for First Nations, Inuit, and Métis vendors, and saw an opportunity to back majority Indigenous-owned businesses.



ECONOMIC EMPOWERMENT

Deloitte aims to broaden its experience and strengthen trust with First Nations, Inuit, and Métis Peoples and businesses to create a positive impact, drive value, and help to further sustainable wealth for Indigenous communities.

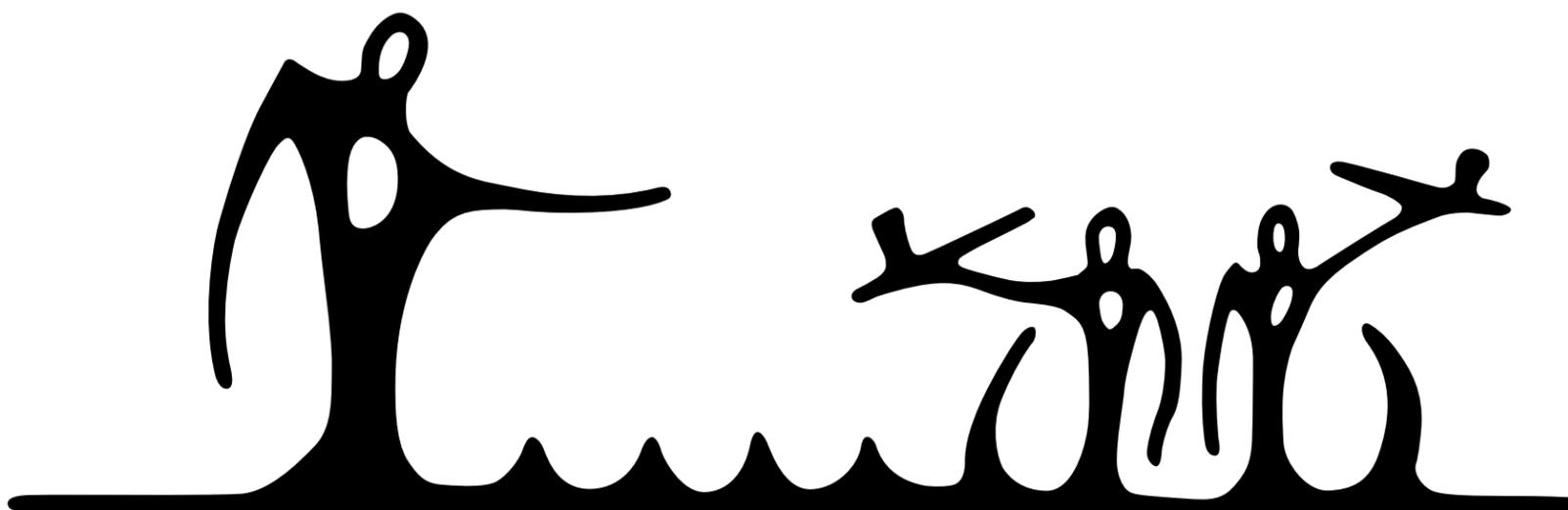
Original RAP commitments	2020-2024 update	Renewed RAP commitments	Target actions	Timeline	Responsibility	UNSDG alignment
Maintain membership with the Canadian Council for Aboriginal Business (CCAB) and continue completing phases one and two of its Progressive Aboriginal Relations (PAR) program's targets. Also, devise a plan of action to achieve phase three targets	Maintained membership with the Canadian Council for Indigenous Business (CCIB) (formerly known as the Canadian Council for Aboriginal Business) and achieved Silver level certification in their PAR program (October 2022), being the first professional services firm to achieve Silver status.	12) Continue corporate membership with CCIB and maintain certification in Partnership Accreditation in Indigenous Relations (PAIR), formerly known as the Progressive Aboriginal Relations™ (PAR) program to remain competitive to our clients.	<ul style="list-style-type: none"> Achieve PAIR Gold Status 	<ul style="list-style-type: none"> Targeting initial application by 2026 	Deloitte Indigenous	
Develop a Deloitte Canada Indigenous supplier-tracking mechanism to profile and collect information about our Indigenous suppliers	Onboarded over 60 Indigenous suppliers to Deloitte's Indigenous Supplier portal on Curasion. Implemented Indigenous attestation in Portal to protect integrity of program.	13) Enhance current procurement processes to increase accessibility for Indigenous businesses and develop and implement an Indigenous Business Participation Strategy that focuses on economic impact to Indigenous communities	<ul style="list-style-type: none"> Implement subcontracting requirements and a supporting process to achieve a minimum of 5% spend on Indigenous businesses (for Tier 1 or Tier 2) for all new and renewal internal business contracts exceeding \$50K Conduct assessment and implement changes to contracting process for Indigenous businesses and assign a designated lead to support the navigation of RFP processes for Indigenous businesses 	<ul style="list-style-type: none"> By mid year 2026 By mid year 2026 	Operations Office	
Identify Deloitte's current Indigenous suppliers and conduct feedback sessions to improve experiences and identify ways to attract new Indigenous suppliers	Launched a Supplier Diversity Program to ensure Indigenous suppliers understand our processes and requirements. Hosted 5 external webinars for supplier training to ensure understanding of Deloitte's processes.					
Conduct Indigenous procurement information sessions for Deloitte procurement practitioners and those of our clients and communities; explore and expand opportunities to source from Indigenous businesses	Hosted 2 internal webinars and presented at multiple townhall meetings for increased education and program awareness to encourage usage of Indigenous procurement portal, and fully integrated Indigenous supplier searches into our RFP process.					
Increase business with Indigenous companies to increase overall Indigenous procurement spend with an aim to source 5% of local Deloitte offices' applicable procurement spend* from Indigenous businesses	Suppliers have been engaged and contracted since launching our RAP in June 2020. Implemented Indigenous supplier search requirement in all RFX opportunities, integrating into procurement processes.					

*Applicable spend is the annual spend that can be influenced by procurement activities, which include relevant categories based on available Indigenous-owned suppliers



The pillar of economic empowerment relates to the grandfather teaching of respect.”

— Nyle Miigizi Johnston



ECONOMIC EMPOWERMENT CONTINUED

Original RAP commitments	2020-2024 update	Renewed RAP commitments	Target actions	Timeline	Responsibility	UNSDG alignment
<i>New commitment for renewed RAP</i>		14) Standup R8dius, an Indigenous-owned, Deloitte supported technology and managed services business with the recognition that STEM training rates for Indigenous talent are far lower than the Canadian norm and, as a result, we must have a differentiated learning and mentorship experience.	<ul style="list-style-type: none"> We aim to have at least 33% of our talent comprised of Indigenous team members, and we are actively hiring Indigenous leaders at all levels of R8dius. 	By mid year 2026	Strategy & Transformation Office and Operations Office	
<i>New commitment for renewed RAP</i>		15) Enable our Nation Building practice where we work as integrators, facilitators, and advisors for and with those who play a critical role in advancing sovereignty and greater economic empowerment - Indigenous Nations and Peoples, non-Indigenous governments, and corporate Canada.	<ul style="list-style-type: none"> Support a minimum of 25 Indigenous Nations and/or 100,000 Indigenous Peoples in advancing economic empowerment and/or their journeys to sovereignty. 	By mid year 2027	Strategy & Transformation Office	





**SUCCESSFUL
COLLABORATIONS**

SPOTLIGHT STORIES

Embark on a journey of inspiration as we share stories that highlight the transformative power of collaborating with Indigenous organizations to bring about positive change.

2023 North American Indigenous Games

Deloitte's first Reconciliation Action Plan committed us to build meaningful relationships, and rebuild trust with First Nations, Inuit, and Métis Peoples, and celebrate their rich cultures in what is now known as Canada. It was in this spirit that we sponsored the North American Indigenous Games (NAIG) held from July 15 to 23, 2023, in Kijipuktuk/Halifax, Nova Scotia. It brought together 5,000 youth participants, coaches, and team staff from 756 Nations across Turtle Island (North America) to participate in a sporting and cultural experience like no other: the largest multi-sport and

cultural event in Atlantic Canada's history since contact. As the platinum corporate sponsor, Deloitte not only contributed financially but also provided professional services and hundreds of volunteer hours, all of which added up to a value of more than \$400,000—and, just as significantly, meaningful change:

- By building a transfer of legacy knowledge—a digital and physical capture of important planning documents and records from the Games' host society—Deloitte helped ensure that future hosts will have all the tools the NAIG 2023 team developed. This unprecedented work will save hundreds of hours for organizers of future Games, whose purpose is to create a life-changing experience for Indigenous youth.
- Members of Deloitte's Risk Advisory practice provided a risk management assessment and mitigation plan that helped organizers feel even more prepared to handle the what-ifs that are inevitable when planning an event of this magnitude. This plan can also serve for future Games.
- The Deloitte Greenhouse on Dalhousie University's campus hosted a hands-on visioning session that engaged Indigenous youth delegates to give their input for the vision for future NAIGs.
- Dozens of Deloitte people volunteered during the Games, including marshalling the young participants during the opening ceremony.



Collaborating with Deloitte meant that, for NAIG 2023 organizers, we were able to deliver an even more meaningful and life-changing event for Indigenous youth and create a significant legacy that is helping shape the vision for future Games. Deloitte didn't just sponsor the event, it truly engaged with us in so many ways for the ultimate benefit of the youth participants—and that made all the difference."

– **Fiona Kirkpatrick Parsons**,
Chair, 2023 NAIG Host Society

SPOTLIGHT STORIES

Indigenous Youth Roots

Understanding, including, and advancing the voices of First Nations, Inuit, and Métis youth has been a priority for our firm since our involvement in Indigenous Youth Advocacy Week (IYAW) in 2022 and 2023, an event hosted by Indigenous Youth Roots (IYR), formerly Canadian Roots Exchange. Our collaboration led to the development of reports, through Deloitte's Future of Canada Centre (FCC), that synthesize insights shared by the participants of both Indigenous Youth Advocacy Weeks. Together with IYR, we released four publications in a series titled Voices of Indigenous youth leaders on reconciliation. This collaboration acts on our commitment to ignite meaningful dialogue on themes identified by Indigenous youth as priorities to advancing reconciliation.

The first volume, published in January 2023, laid the groundwork for the series, outlining the research and data-gathering approach, participant composition, and the current state of reconciliation in Canada. Entitled *Building our knowledge bundle*, it outlines the priorities of Indigenous youth and describes how each subsequent report would contain practical recommendations for governments, businesses, public sector organizations, and other organizations to help address, rectify, or advance the issues raised.

The second volume, *Bridging study and work for long-term success*, was published in June 2023 and focuses on Indigenous youth perspectives on post-secondary education, transitions into early careers,

and the barriers they face. The young leaders provided recommendations for post-secondary educational institutions, policymakers, and employers that included taking reconciliation to the institutional level, making learning environments more inclusive, as well as enhancing and making student assistance more accessible. They also made recommendations for employers about helping Indigenous youth prepare for the job market; creating more welcoming recruitment experiences, job placements, and onboarding; fostering Indigenous-friendly workplaces; and offering meaningful professional development opportunities.

In February 2024, we released the third volume, *Breaking colonial legacies and mapping new pathways to mental wellness*, which identifies key mental health care gaps that Indigenous communities face. This report features Indigenous youth perspectives on how traumas impact mental wellness and how Indigenous-centered healing is crucial for overall wellness among Indigenous families and communities, and across generations. There are recommendations for government, health care providers, businesses, research bodies, and media outlets. Speaking to the importance of culturally grounded care, the report highlights the impact of social determinants on well-being and presents transformative, Indigenous-led, and strengths-based approaches to health care.

The Deloitte team learned so many lessons in the production of this publication, including the message that the time to invest in healing and in Indigenous youth is now—for we are all on this reconciliation journey together.

The fourth and most recent volume, *Reconciling our relationships to preserve Mother Earth for future generations*, was published in June 2024. The Indigenous youth and specialists interviewed described the climate changes we're experiencing as an urgent call from the land for healing—a direct response to our failure to live in reciprocity with the environment. We amplify their perspectives about the current state of environmental practices in Canada and offer recommendations to steer a path to a more sustainable future while working together more collaboratively.

Listening to—and more importantly, amplifying and acting on—the voices of Indigenous youth is something we're deeply committed to. As such, we've signed our first multi-year commitment with IYR, encompassing 2024 through 2026, through which we will continue to engage with Indigenous youth to help effect positive change and build a better future together.



Ultimately, what reconciliation looks like to me would be a place where I would feel safe leaving for my children."

– IYAW participant



Cover art: Growth by Atheana Picha

SPOTLIGHT STORIES

Indspire

A national charity, Indspire invests in the education of First Nations, Inuit, and Métis Peoples to help them achieve their full potential. Deloitte has been actively involved with Indspire since 2017 and has awarded scholarships to more than 130 students pursuing certificates, diplomas, bachelor's degrees, master's degrees, and professional designations.

In keeping with the firm's commitment to strengthen and nurture relationships with organizations focused on Indigenous education, we entered a multi-year partnership with Indspire in 2022. This includes sponsorship of the annual Indspire Awards for outstanding leaders and \$50,000 per year to the Building Brighter Futures: Bursaries and Scholarships (BBF) scholarships and, bursaries program. As presenting corporate sponsor, Deloitte has enabled Indigenous leaders to participate in the 2022, 2023, and 2024 Soaring Indigenous Youth Empowerment Gatherings, where 2,000-plus First Nations,

Inuit, and Métis high school students gather each year, in person and online. Our leaders have contributed by participating in career panels, working an interactive booth, leading workshops, and hosting students at our offices, among other activities.

The work Indspire does every day to ensure each student has the same opportunities to dream, reach their goals, and thrive is truly life-changing. We're proud to partner with this charity in our shared aspiration to make an impact that matters.



This award [Deloitte Indigenous Business Student Award] allows me to focus on my studies and additional educational opportunities by alleviating financial concerns. Your generosity is allowing me to make my goals and dreams a reality. I hope in turn one day I'll be able to give back and help other students achieve their goals."

– Zonya Jacobs
BBF student recipient

NATION BUILDING: HOW WE WORK WITH *COMMUNITIES*

As we've continued to walk this healing path as a firm, led by the Deloitte Indigenous team, we've also engaged with hundreds of Indigenous Nations and Peoples, communities, businesses, and organizations across Canada. We did this to seek their guidance in developing a deeper understanding of the social, political, and technical frameworks required to help deliver holistic solutions to what emerged as priority issues of concern to First Nations, Inuit, and Métis Peoples: jurisdiction, economic empowerment, and community infrastructure.

From these insights and relationships, our Nation Building practice was launched in early 2024. Nation Building is Deloitte's Indigenous-led approach that will support First Nation, Inuit, and Métis communities on their journey to economic empowerment and self-governance. The Nation Building practice will act as a team of integrators, facilitators, and advisors to government and corporations; a team which also has an important role in advancing Nation Building. We believe that by working together we can transform our country for the better by:

- **Facilitating the path to sovereignty for Indigenous Nations and Peoples**

Indigenous communities often face systemic barriers that impact their ability to meaningfully participate in the labour market, regain financial autonomy, and pursue opportunities for economic development to grow independent wealth. These barriers create significant challenges in long-term planning; modernizing governance systems; accessing, funding, and developing infrastructure; and accessing adequate health care, education, and child and family services.

- **Inspiring change throughout the public sector**

An unprecedented shift is under way as non-Indigenous governments across the country now seek to work alongside First Nations, Inuit, and Métis Nations and Peoples that are pursuing their sovereignty aspirations. Governments are having challenges with delivering funding; developing, implementing, and transferring programs and services; resolving the opioid crisis and strengthening health, education, and child welfare programs and services; and meeting Indigenous procurement commitments.

- **Seeking possibilities for reconciliation across corporate Canada**

Businesses want to maximize Indigenous participation in the work they do and support Nations and Peoples in their sovereignty and economic development aspirations, but often struggle with how to do so. Companies are experiencing challenges with navigating inter-Nation dynamics; advancing the reconciliation journey; and achieving their climate targets.

Deloitte is endeavouring to establish an Indigenous-led practice which leverages our firm's experience and expertise to serve Indigenous communities on their path to sovereignty and to support non-Indigenous governments and corporates on their reconciliation journeys.

Together, we'll help build stronger Nations and a stronger Canada.



"I'm thrilled to serve as managing partner of Deloitte's Nation Building practice, a role that enables me to create new pathways to economic empowerment for Indigenous Nations and Peoples. I hope that non-Indigenous clients and corporate Canada are as motivated as I am and will join us in our journey to build a stronger Canada together."

– **Jolain Foster**,
Managing Partner, Nation Building

NATIONAL CENTRE FOR TRUTH AND RECONCILIATION

In 2013, the University of Manitoba was chosen to host the National Centre for Truth and Reconciliation (NCTR) in partnership with other universities, colleges, and organizations across the country.

Located temporarily in the Chancellor's Hall Building, the NCTR serves as the repository for all materials collected by the TRC.

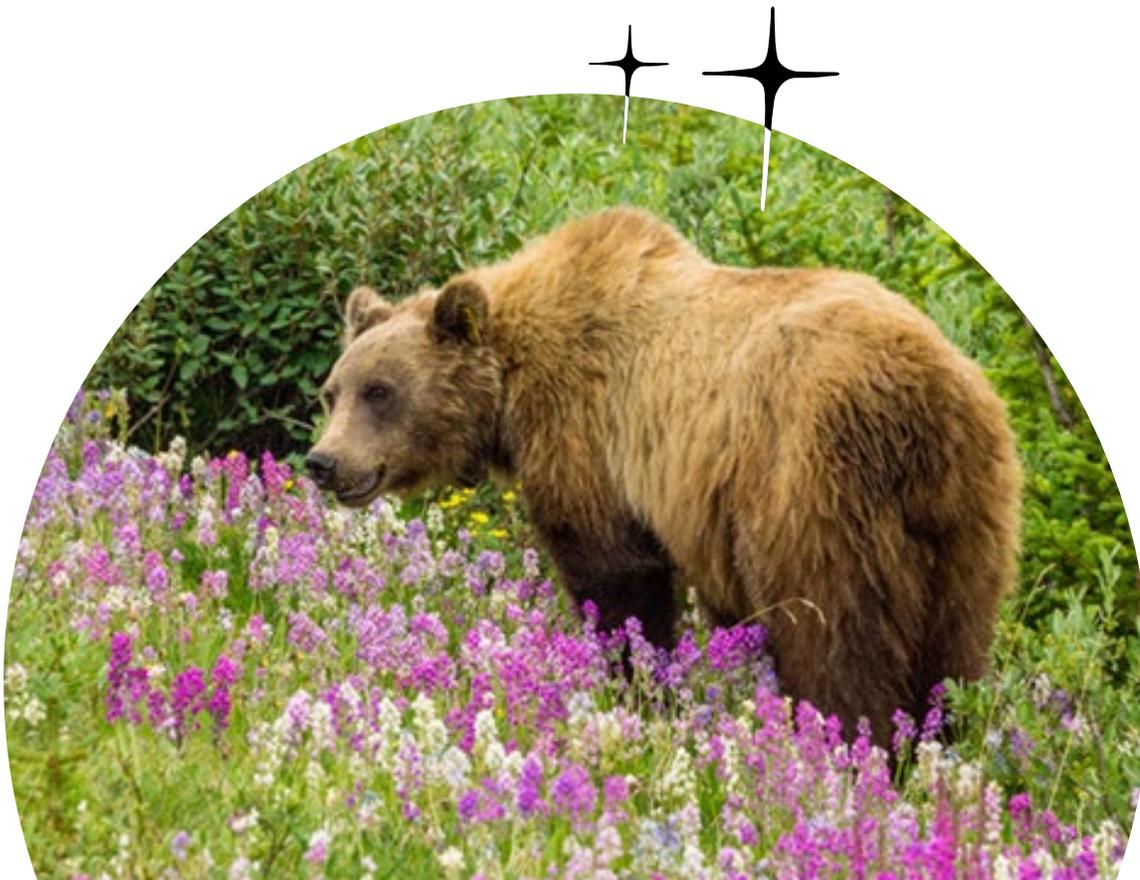
The NCTR later received, in the spirit of reconciliation, lands from the University of Manitoba for a permanent building site, while the Government of Canada pledged \$60 million for the construction of the building and ceremonial grounds. The organization will be raising funds from donors over the next several years to complete the project.

Deloitte was selected to work with the NCTR Governing Circle and its guiding Survivors Circle to conduct an in-depth consultation process with First Nations, Inuit, and Métis Peoples across Canada to ensure the new building and ceremonial lands are culturally inclusive, and—most importantly—support the vision of all Residential and Day School Survivors. Deloitte is honoured to have been a part of this important effort, to date we have facilitated 35 engagement sessions.



We worked very closely with the dedicated project team at Deloitte to hold meaningful, culturally sensitive engagement sessions with Residential School Survivors, their families, and communities to envision the new NCTR building and its ceremonial lands. This was a deeply important part of the process for us as this space will represent the shared vision of all those who provided their input."

– Stephanie Scott,
Executive Director,
National Centre for
Truth and Reconciliation



NATIONAL ABORIGINAL HEAD START

Deloitte's recent pro bono work to help accelerate the journey of the National Aboriginal Head Start Association of Canada (NAHSAC) to self-governance exemplifies our commitment to Indigenous self-determination.

NAHSAC was established to advocate for, promote, and support the 131 sites across Canada that deliver the Aboriginal Head Start in Urban and Northern Communities program, which provides community-based early intervention programming to more than 4,500 First Nations, Inuit, and Métis children and family members every year.

In 2020, Deloitte helped NAHSAC's council develop a new strategic plan and governance model, including recommended steps to develop the capacity needed to implement them. As a committed contributor in the journey of reconciliation, with shared values and WorldClass commitment to education, Deloitte also provided funding from our Social Innovation Fund to accelerate the process. Among our contributions, we were able to help:

- Develop key governance documents, including the Council's terms of reference and bylaws
- Define key operational policies, including for areas like finance and human resources

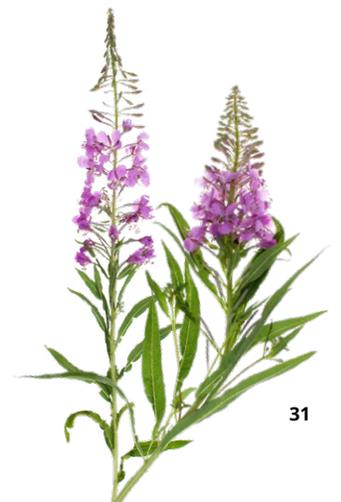
- Facilitate further education for the Council on topics such as governance and financial management
- Prepare the financial and operational infrastructure needed to hold funding from the Government of Canada
- Build an accelerator to help regional and local bodies kick-start their own governance journeys
- Develop new tool kits to help regional governing bodies accelerate their own governance journeys

This project demonstrates how we can advance reconciliation by delivering work aligned with Deloitte's values. We continue to work with NAHSAC and to expand our impact as an advocate for Indigenous youth and families.



Great experience. We love working with your team. During this whole process, it has been a true collaboration of like-minded individuals moving towards a shared purpose. The relationship has been impactful because your people understand the challenges and have taken the time to build a trusted relationship."

– **Melissa Nollski,**
Chair, NAHSAC



R8DIUS WIDEN THE *CIRCLE*

Deloitte is among many Canadian businesses and governments that are prioritizing Indigenous inclusion as recommended in the UNDRIP and the TRC report. We're also seeing societal shifts toward working with First Nations, Inuit, and Métis communities to develop innovative solutions that will further self-sovereignty and economic empowerment.

In 2024, Deloitte entered into a joint venture with an Indigenous partner to create R8dius LP, a professional services, technology implementation and managed services business that is majority-owned by First Nations. Deloitte is a minority partner of R8dius LP, and provides operational support to this business and ensures its operations are in compliance with Deloitte applicable regulations. R8dius is dedicated to delivering world-class technology-driven solutions that are not only effective but also culturally appropriate and rooted in a bigger purpose to drive meaningful and sustainable change. The intent is to 'widen the circle', or in other words to expand the horizons of opportunity and prosperity so that Indigenous Peoples can be leaders in the professional services space.

R8dius aims to:

- **STEM employment for Indigenous youth**

R8dius provides differentiated career opportunities for Indigenous youth, less than 2% of whom are currently employed in STEM-related fields.

- **Direct benefits to Indigenous Nations**

Since the majority owners are First Nations communities, the dividends they receive directly benefit their communities and Peoples (in the future Métis and Inuit owners are expected).

- **Promote Indigenous procurement**

Many businesses have developed Indigenous procurement plans (IPPs) but there are very few technology or service players of scale in Canada. R8dius brings together Deloitte's leadership in technology and managed services to a market that's seeking a balance between high-quality results, value-based rates, and progress on Indigenous economic development goals.

- **Purpose brought to life**

R8dius is a beacon of inspiration for our teams and leaders and will be a talent differentiator in the market; a powerful example of Deloitte's Purpose, to make an impact that matters.



R8dius is an Indigenous-majority-owned technology and managed services firm, designed in partnership with Indigenous leaders and Deloitte. Working in partnership with Kitsaki Management, a world-class First Nation investor whose communities and peoples will directly benefit from this venture, we've together created something unique and which will include many additional Indigenous investors, over time. R8dius is a rare example of building impact for social impact and business results. By providing technology-related employment options to Indigenous youth in Canada, we're creating career opportunities that hasn't been seen at scale in Canada previously."

– **Roland Labuhn**
Managing Partner, R8dius

As Deloitte continues along the path of reconciliation, R8dius reflects our commitment to the journey in a collaborative, purpose-driven effort to build a lasting impact. Enabled by our shared purpose, we are focused on helping to grow the venture into a leading Indigenous-owned professional services business, building wealth and opportunity for First Nations, Inuit, Métis Peoples and encouraging more Indigenous-owned organizations to join us.

About the name

The name R8dius (pronounced radius) references the radius of a circle. The R8dius logo incorporates an '8' symbol formed from two circles. The '8' is representative of the Eighth Fire Prophecy - a First Nation's prophecy related to creating a future of fairness and togetherness. The two circles represent the two spheres of knowledge and influence coming together, as R8dius fuses Indigenous perspectives and skills with Deloitte's technical capabilities.



This future-focused enterprise is what business partnerships can truly look like. Together with Deloitte, we're building a business with purpose—one that serves not only our clients, but also those who work with us—a place where Indigenous and non-Indigenous Peoples alike feel included and are working together to create positive change in the world."

— Ron Hyggen, CEO,
Kitsaki Management



SUSTAINABILITY AND CLIMATE: THE INTEGRATION OF INDIGENOUS KNOWLEDGE IN CLIMATE *MITIGATION*

Deloitte has a global strategy, called [WorldClimate](#), to address climate change by driving responsible climate choices within our organization and beyond. We also believe in the convergence of climate change and Indigenous reconciliation. Recognizing the imperative to respect Indigenous Peoples' leadership in climate action, we launched the Indigenous Leadership in Nature-based Climate Solutions initiative in 2023. As part of it, we convened Indigenous leaders from across Canada to discuss existing challenges and explore ways of advancing their leadership in developing solutions that could be found in nature, such as opportunities to capture carbon.

[Bringing carbon down to earth: Indigenous leadership in nature-based climate solutions](#), was released in the fall of 2023. It summarized what we heard from

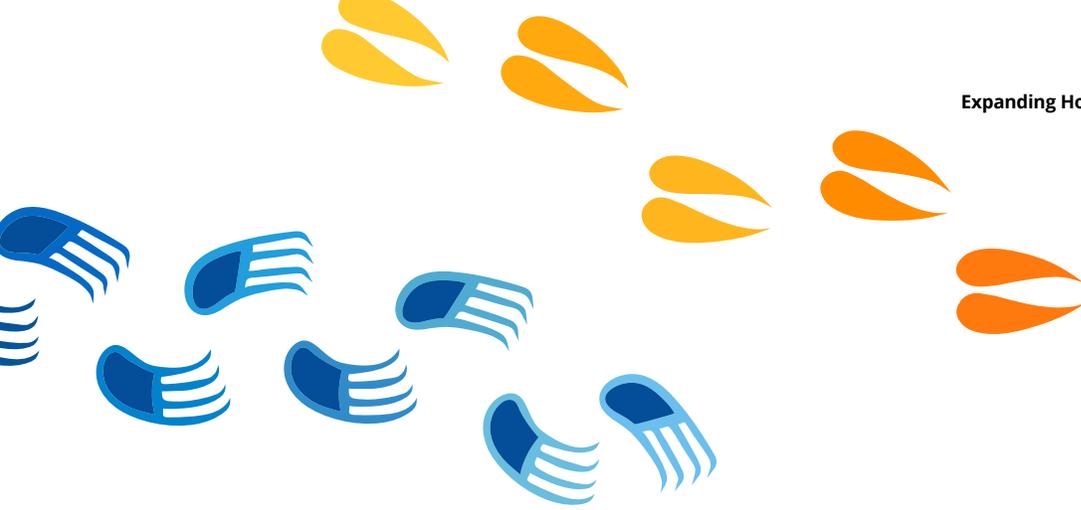
Indigenous leaders and representatives, and called upon corporate Canada, governments, and non-government organizations to commit to climate action and reconciliation. It underscored the crucial role that Indigenous leadership in land management, jurisdiction, and decision-making plays in working toward the country's climate goals. This was followed in June 2024 by [Reconciling our relationships to preserve Mother Earth for future generations](#), as noted in the Indigenous Youth Roots item. It's clear that, as the impacts of the climate crisis continue to increase, governments, non-governmental organizations, businesses, and Indigenous Peoples need to collaborate more closely than ever to secure climate-safe and nature-positive relationships for generations to come.

We recognize that climate equity is inextricably linked to recognizing and respecting Indigenous Peoples' inherent rights, knowledge systems, and spiritual and cultural connections to the land. As the most pressing issue of our time, we understand that we cannot have reconciliation without climate action, and that we cannot have effective climate resolution without true reconciliation. This understanding is key to our mindset.

That's why, with our renewed RAP, using Deloitte's Future of Canada Centre to feature Indigenous policy and thought leadership on climate, environmental, and sustainability issues at a national level and ensure deeper integration of Indigenous perspectives with our firm's climate and sustainability efforts.



Cover art: Land and Sky by Jared Tait



THE POWER OF *RELATIONSHIPS*

Building and maintaining strong, reciprocal relationships with First Nations, Inuit, and Métis leaders, communities, organizations, and businesses is crucial for reconciliation.

Deloitte is honoured to collaborate with many remarkable Indigenous-led organizations as part of our reconciliation journey, and we acknowledge and credit their work. The right collaborators with the right values, capabilities, and community connections are essential for this journey. We encourage other organizations to actively seek meaningful community connections and leverage the power of those relationships to make meaningful progress on their path to reconciliation.

We're pleased to highlight some of the organizations with which we're working:

- [Canadian Council for Indigenous Business \(CCIB\)](#)
- [Connected North](#)
- [Gord Downie & Chanie Wenjack Fund](#)
- [Indigenous Youth Roots](#)
- [Indspire](#)
- [Our Children's Medicine](#)
- [pipikwan pêhtâkwan](#)
- [Reconciliation Education, 4 Seasons of Reconciliation course](#)
- [Waaban Nang Collective](#)
- [Woodland Cultural Centre](#)
- 2023 North American Indigenous Games



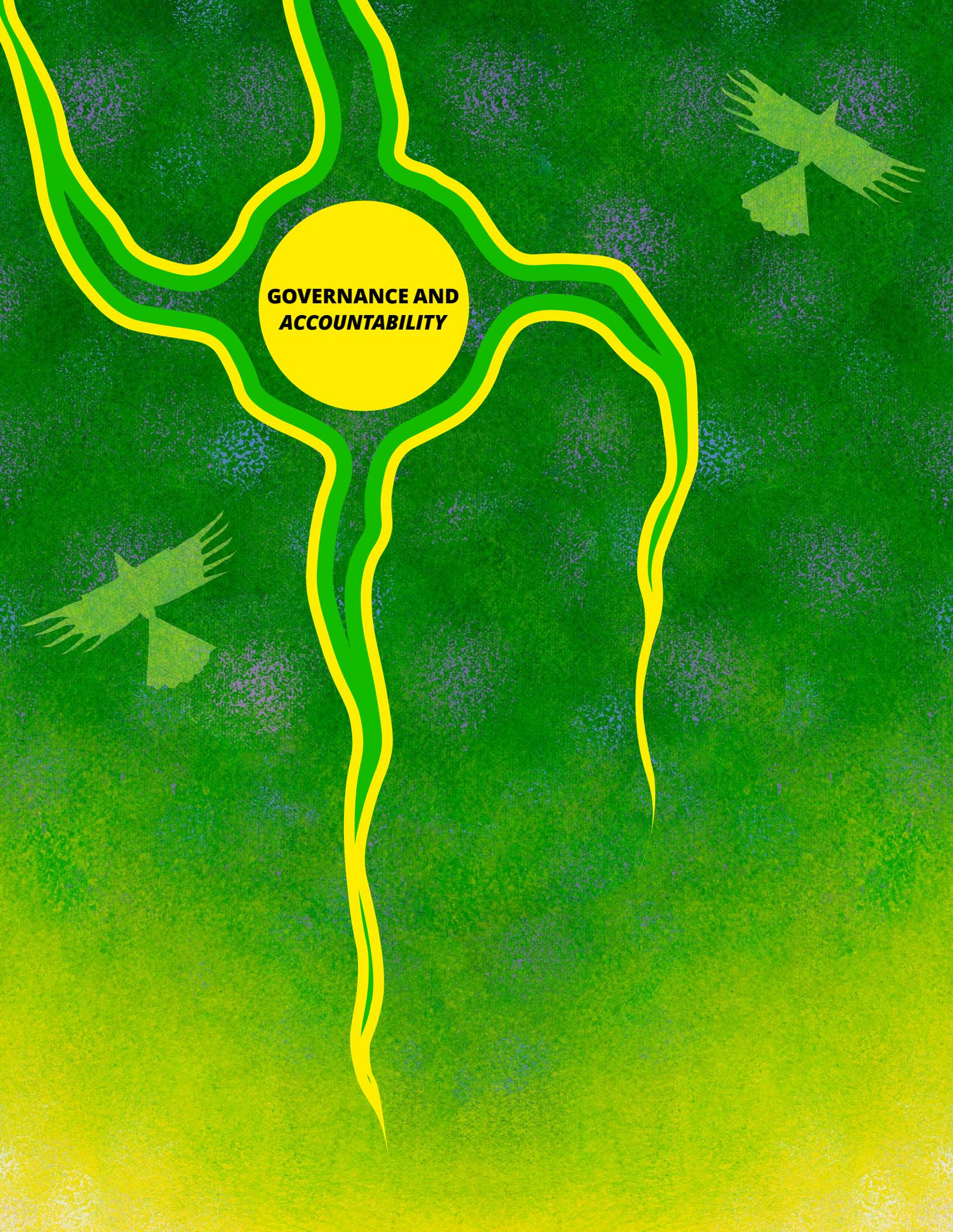
Connected North



WOODLAND CULTURAL CENTRE



WAABAN NANG COLLECTIVE



**GOVERNANCE AND
ACCOUNTABILITY**

GUIDING PRINCIPLES

In our commitment to transparency, we have evolved our Reconciliation Action Plan structure with an enhanced governance and accountability framework that ensures effective oversight from our Board and management across the plan's four pillars.

Our renewed RAP emphasizes governance and accountability to ensure its successful implementation. This second iteration builds upon the foundation laid in the first version—notably the use of a working group committee combined with regular progress measurement and reporting—

and introduces elements that enhance governance and accountability, which are detailed below. To ensure we achieve the desired commitments while holding ourselves accountable, we've developed four guiding principles for the implementation of this RAP:



1. Indigenous leadership and governance

We recognize the importance of incorporating Indigenous perspectives at different levels of leadership. We will continue to establish inclusive leadership and governance structures by creating forums for Indigenous Peoples to share their voices and perspectives and actively involving First Nations, Inuit, and Métis representatives in the decision-making process to foster a more inclusive and diverse approach.



2. Clear and joint accountability

We understand that leaders within the organization must have clearly defined roles and responsibilities for reconciliation efforts to be successful. The renewed RAP therefore ensures leaders are held accountable as part of their performance, and require contributions to achieving objectives, and will now be explicitly detailed in annual business plans.



3. Deeper integration with business strategy

We recognize how critical it is for the RAP to be integrated into our business strategy. The commitments will be embedded in the planning, prioritization, and strategy processes, with adequate resources allocated and investments committed to deliver the target outcomes.



4. Measuring and reporting

We recognize the age-old adage that what does not get measured does not get done. Our renewed RAP emphasizes the importance of regular measurement and reporting of progress, using key performance indicators and outcomes to determine required actions. The working group committee set up at the start of our journey will continue to drive progress and ensure accountability. In addition, this reporting will be shared at regular intervals with various leadership levels, including the most senior management. The annual update reports will continue to be produced by the Deloitte Indigenous team. We'll continue to review and renew our RAP every few years as our journey evolves.



LEADERSHIP IN ACTION

Our people work hard to communicate the firm's ongoing actions and efforts to create a better future for both non-Indigenous and Indigenous Peoples. The following is a sample of media stories in which our people have appeared over the past few years:

[An Indigenous Inclusion Strategy for Connectivity: Ian Daly on the case for sustainable Indigenous inclusion in the digital economy.](#)

Aboriginal Business Report (Canadian Council for Aboriginal Business, CCAB) (page 42), featuring **Ian Daly**, Senior Manager, Cyber, Risk Advisory

[Bringing substance to inclusion,](#)

UVic News, Peter B. Gustavson School of Business, University of Victoria, featuring **Tanaya Marsel**, Indigenous Recruitment Specialist, Talent

[Championing Supply Change: CCAB's groundbreaking procurement strategy is creating new opportunities for Indigenous suppliers.](#)

Aboriginal Business Report (CCAB) (page 60), featuring **Amber Zenuk**, Manager, Indigenous Procurement

[Cyber Security for Indigenous Entrepreneurs.](#)

Aboriginal Business Report (CCAB) (page 80), featuring **Dustyn Martin-Ross**, Consultant, Cyber, Risk Advisory

[Dean Janvier working on 'Nation Building' through economic empowerment.](#)

APTN National News, featuring **Dean Janvier**, Partner, Nation Building

[Jolain Foster Hopes She Paved The Way For Indigenous Women In The Corporate World.](#)

Alberta Native News, featuring: **Jolain Foster**, Managing Partner, Nation Building, Consulting

[Deloitte Canada hopes new report will move the needle on environmental reconciliation.](#)

APTN National News, featuring **Mitch Mercredi**, Director, Nation Building Advisory

[Deloitte honours commitment to Canada's future Indigenous leaders.](#)

Cision.com, featuring **Alexandra Biron**, Reconciliation Action Plan Lead, Deloitte Indigenous

[Deloitte launches new way to support Indigenous Nations.](#)

Windspeaker.com, featuring **Jolain Foster**, Managing Partner, Nation Building, Consulting

[In the Spirit of Change: Grand Chief Kahsennenhawe Sky-Deer,](#)

Courage Inc. (Spotify), featuring **Duncan Sinclair**, Chair, Deloitte Canada & Chile

[New report finds Indigenous youth need better access to mental health support.](#)

Global News, featuring **Dr. Lana Potts**, Senior Indigenous Health Advisor, Consulting

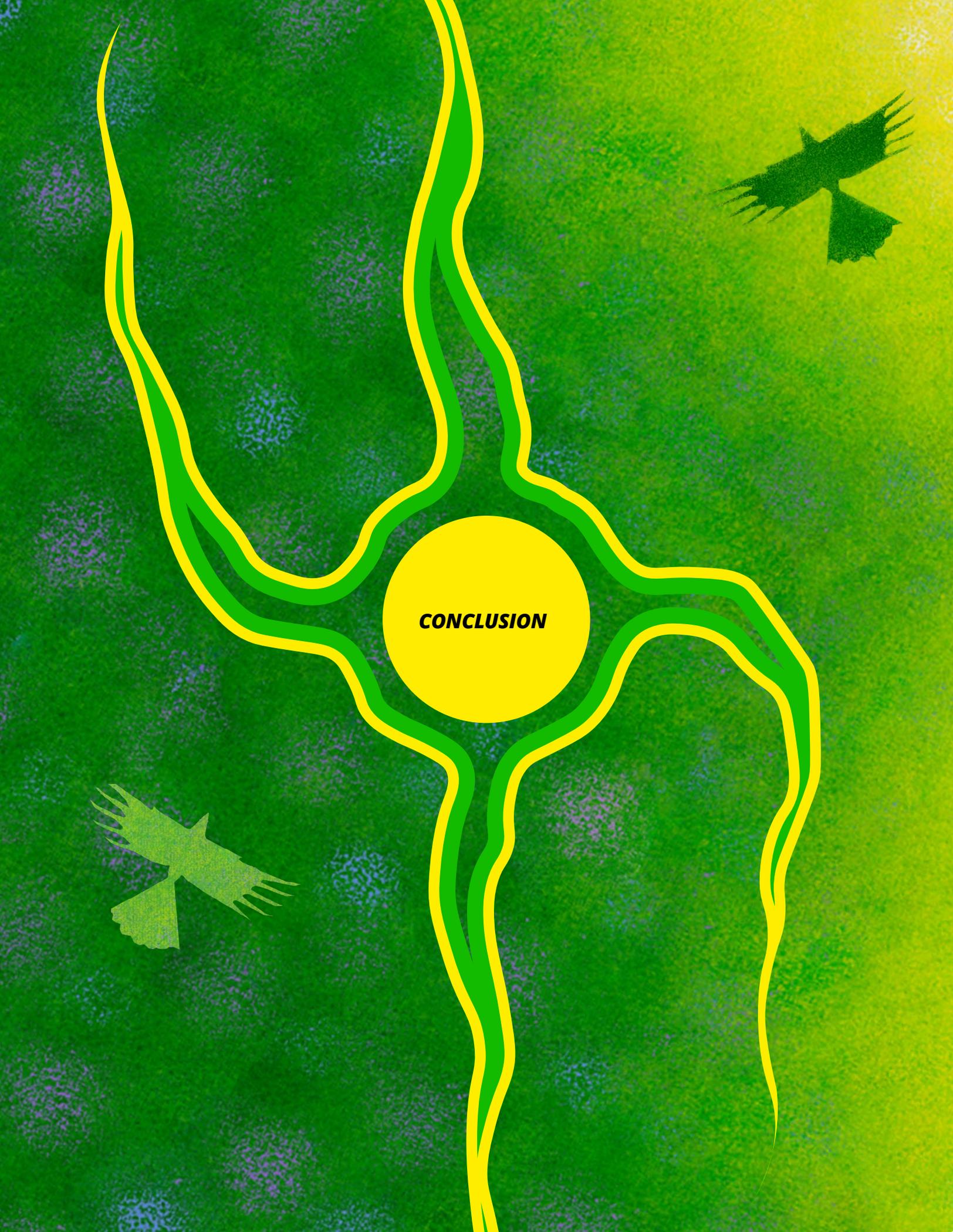
[Q&A: The woman leading Deloitte Canada's Reconciliation Action Plan shares insights and tools from her work.](#)

The Magazine of the Rotman School of Management, University of Toronto, Winter 2024 (page 91), featuring: **Alexandra Biron**, Reconciliation Action Plan Lead, Deloitte Indigenous

[Santé mentale : les jeunes Autochtones veulent un meilleur soutien.](#)

Radio-Canada, featuring **Anne-Marie Ethier**, Partner, Audit & Assurance





CONCLUSION

THE JOURNEY AHEAD

Since 2020, numerous Canadian organizations from various sectors and industries have embarked on the journey and unveiled their own Reconciliation Action Plans with ambitious aspirations and targets.

We're encouraged by this progress and eagerly anticipate that more organizations will join this collective endeavour. To foster the exchange of knowledge and resources to help make meaningful change across this country, we invite your feedback and encourage you to connect with our team at Indigenous@deloitte.ca.

We value the opportunity to engage and collaborate with you in our shared commitment and action to advance reconciliation.



ABOUT FIREWEED

Fireweed, a vibrant and resilient wildflower, blooms across Canada, its bright colours symbolizing hope and renewal for Indigenous Peoples. Its ability to thrive in challenging environments mirrors the strength and resilience of Indigenous communities, who have continued to flourish despite centuries of adversity.

"Through destruction and adversity, from the ashes grows the fireweed, the most vibrant bloom of the Yukon. Colonization was that scorching and now we must be like the fireweed, who grows strong roots. Who replenishes and who stops the erosion."

- Fran 'N'tso Ga Èlädzing' Morberg-Green
First Nations heritage interpreter
Tr'ondëk Hwëch'in, Yukon





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