

Deloitte.

Together makes progress



Expanding Horizons

Year-five Reconciliation Action Plan update report

October 2025

Land acknowledgement

We acknowledge that Deloitte offices stand on traditional, treaty, and unceded territories in what is 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

In 2020, Deloitte Canada released its original Reconciliation Action Plan (RAP), *[Shaping a shared path for reconciliation](#)*, the first of its kind in corporate Canada. In 2024, building on the foundation laid by our original RAP, across our four pillars: inclusion, education, employment, and economic empowerment, we released *[Expanding Horizons: Deloitte Canada's Renewed Reconciliation Action Plan](#)*.

This FY25 report, covering the period from June 1, 2024, to May 31, 2025, reflects on progress made on our 15 renewed RAP commitments, strengthened by the lessons we have learned over the last five years and guided by our four North Star aspirations:

- 1** Cultivate the diverse career journeys of the First Nations, Inuit, and Métis team members at Deloitte.
- 2** 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.
- 3** Ensure our actions are trauma-informed and incorporate Indigenous and historically aware lenses.
- 4** 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.

We recognize that reconciliation is an ongoing process that requires humility, perseverance, and collaboration, and remain dedicated to making a lasting impact.

We invite you to join us in advancing reconciliation—together, so we can help shape a more equitable 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."

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 Êlädzing' Morberg-Green

First Nations heritage interpreter
Tr'ondëk Hwëch'in, Yukon



Leadership messages



Anthony Viel

Chief Executive Officer,
Deloitte Canada and Chile

The path of reconciliation is an ongoing journey, and at times challenging, but is one of the most rewarding journeys an organization, and its people, can be a part of. We know this first-hand at Deloitte.

Since the introduction of our first Reconciliation Action Plan (RAP) five years ago, we are proud of the collaborative work we've undertaken with Indigenous communities to foster a more inclusive, equitable, and prosperous economy.

We also recognize that more work needs to be done to dismantle systemic barriers and improve the lives of Indigenous Peoples across Canada.

Following the launch of *Expanding Horizons*—Deloitte's renewed RAP in November 2024—we have made meaningful progress on the 15 updated commitments set out under the four pillars of inclusion, education, employment, and economic empowerment. This includes the growth of our Nation Building practice and the launch of R8dius, an Indigenous-majority owned, Deloitte supported, technology implementation and managed services business.

Every day, our firm and our people are taking up the challenge of true reconciliation. They are learning themselves, and educating others. They are listening, and speaking their truths. This year marks the 10-year anniversary of the Truth and Reconciliation Commission's 94 Calls to Action, and with each step we take, we get closer to a Canada that truly exists for the benefit of all.

Thank you for your continued support.



Duncan L. Sinclair

Chair, Deloitte Canada
and Chile



As Canada's largest professional services firm, Deloitte has a responsibility to lead in advancing meaningful reconciliation.

This year-one update to our renewed Reconciliation Action Plan demonstrates our continued commitment to this essential work, which remains a priority for our firm and our people.

Our reconciliation efforts are anchored in strong governance practices that ensure transparency and accountability.

Our Board, including Indigenous leaders Roberta Jamieson and Anne-Marie Ethier, works closely with Management to ensure our commitments are led with integrity and we continue to measure our progress.

This renewed Reconciliation Action Plan has enabled us to build on targeted recruitment, and internship programs that increase Indigenous representation within our workforce.

We continue to identify and engage with Indigenous suppliers, fostering sustainable business relationships that support economic development in Indigenous communities and our country at large.

Last year, both our Global Board and Canada and Chile Board participated in a Blanketing ceremony, strengthening our understanding of Indigenous cultural practices and demonstrating our commitment to our worldwide network.

And through initiatives like *Voices of Indigenous Youth Leaders on Reconciliation* with the Future of Canada Centre, we have continued our commitment to the kind of thought leadership that will shape Canada's future.

All of this work is fundamental to who we are and who we aspire to be as we strive to build a more inclusive society together.



Roberta Jamieson

Independent Director,
Deloitte Canada and
Chile Board of Directors

At a time of great geopolitical uncertainty, many organizations have been pressed to alter course; Deloitte has instead reaffirmed its foundational values, which importantly include a resolve to achieve meaningful progress on its reconciliation journey. This takes conviction, courage and bold action as well as a continued willingness to learn and adapt.

Deloitte holds itself accountable by publishing this report to share progress across four pillars, as well as, sharing the challenges and learnings.

As an independent member of the Board of Directors, I receive regular updates and am able to celebrate achievements such as the development of an inclusive

procurement training program, and the fact that we exceeded our procurement spending goal to achieve 5.3%. I also know that while we have made progress in hiring, much more remains to be done. Key steps such as the development of an Indigenous identity process to ensure authenticity in hiring, indigenization of internal processes, creation of an Indigenous Retention Plan, and the addition of an Indigenous education specialist to the Learning and Development team are all new and notable improvements.

I am particularly proud to know that the Nation Building team is working hard to support the visionary efforts of First Nations, Inuit, and Métis communities across the country. Strong and sustainable Indigenous communities are key to the economic prosperity of Canada.

**Progress
report**

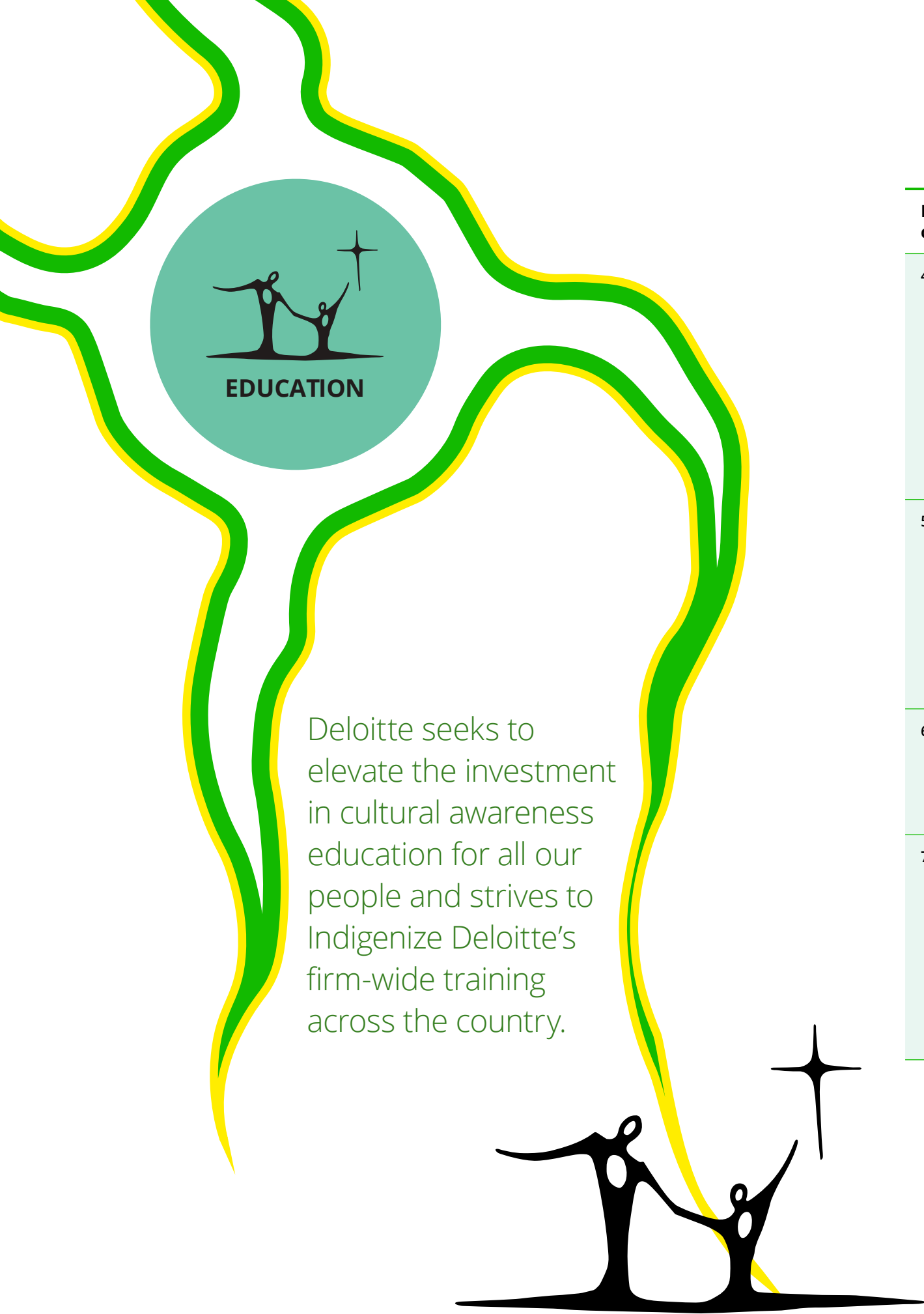


Deloitte strives to create a space where Indigenous ways of knowing, wisdom, and practices are honoured, and where everyone can meaningfully contribute to creating a more inclusive future.

Renewed RAP commitment Timeline	Target actions	Progress update
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 Annual	Produce a minimum of one national publication and/or one national discussion each year	We signed a multi-year collaboration agreement with IYR, strengthening our shared commitment to empowering Indigenous youth voices. Together, we published volumes 4 and 5 of the <i>Voices of Indigenous Youth Leaders on Reconciliation</i> series, which sparked meaningful conversations and led to 17 media interviews—further amplifying these important lived experiences. Additionally, we proudly sponsored 22 youth to participate in the 2024 Indigenous Youth Advocacy Week with IYR, providing them with invaluable opportunities for learning and connection. We also brought together 40 participants—including Deloitte and public policy leaders—for a national youth storytelling session, creating space for authentic dialogue and relationship-building.
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 By end of 2025	Aim to have 25% of new Indigenous hires paired with a member of the Indigenous and Allies Community to help navigate and settle in at the firm	We are actively working towards launching the buddy program for new Indigenous professionals by fall 2025. A coaching program for R8dius is in in development, which is designed to complement and strengthen the buddy program. With R8dius as our pilot, the feedback we gather will be invaluable in refining both initiatives. This iterative, data-driven approach ensures our final programs are effective, responsive to participant needs, and set up for long-term success.
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 By end of 2025	Aim to have 25% participation rate by practitioners who identify as Indigenous at quarterly sessions	We launched Cousins, an internal Employee Resource Group dedicated to bringing together First Nations, Inuit, and Métis professionals at Deloitte and R8dius. Founded and led by Indigenous employees, Cousins fosters a strong sense of community and belonging by providing safe, culturally affirming spaces to connect. The group offers opportunities to celebrate Indigenous cultures, share knowledge, and build meaningful connections, including regional in-person and virtual events to engage community beyond major hubs. In FY25, Cousins’ quarterly sessions reached an average participation rate of 45% among the firm’s Indigenous population, exceeding the 25% target.



“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.

Renewed RAP commitment Timeline	Target actions	Progress update
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 Annual	Reach 10,000 Indigenous youth per fiscal year through sponsorships, volunteering and pro bono support	This year, we surpassed our ambitious target of reaching 10,000 Indigenous youth through sponsorships, volunteering, and pro bono support. Central to this achievement, was our pro bono work with TakingITGlobal (Connected North) resulting in the successful design and launch of the Create to Learn app, empowering Indigenous youth with digital skills and welcoming over 13,000 new users. Another highlight was renewing our multi-year agreement with Indspire, continuing as Lead Corporate Sponsor for the Soaring: Indigenous Youth Empowerment Gathering and supporting the Building Brighter Futures bursary and scholarship program. A notable achievement was our ongoing collaboration with Chapter One, where 53 Deloitte volunteers provided literacy tutoring to over 215 children in Indigenous communities.
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 By end of 2027	Indigenous Education Specialist(s) to be on-boarded and learning programs to be reviewed and prioritized	In January 2025, we welcomed an Indigenous Education Specialist to our Learning and Development team. Their expertise will help guide our ongoing efforts to create meaningful, culturally informed learning experiences for the firm. Additionally, we launched a curated internal learning journey for 13 of our Vice Chairs, who serve as ambassadors to the Executive Office, thoughtfully designed to focus on reconciliation. This series was hosted by our Indigenous Policy Manager from the Future of Canada Centre, ensuring that our leaders are engaged in thoughtful dialogue and reflection on Indigenous perspectives and pathways forward.
6. Continue offering the 4 Seasons of Reconciliation Course (made in collaboration with First Nations University) to all Deloitte Canada practitioners and partners Ongoing	Mandatory requirement for everyone at Deloitte as part of firm onboarding	The 4 Seasons of Reconciliation Course remains a mandatory requirement at Deloitte Canada as part of firm onboarding and year-end compliance. In the last fiscal year 1,627 people completed the course.
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 Ongoing (initial launch by end of 2025)	Targeted additional learning for leaders and made available to practitioners across the firm	We’ve begun a thoughtful process to understand the scope of our learning needs and identify the unique contexts of our learners. This approach ensures that the topics and resources we develop are relevant and inclusive for both Deloitte and R8dius teams. Additionally, our Culture and People Office (CPO) recently hosted a two-part Indigenous Education virtual series for all CPO employees, led by RISE Consulting, an Indigenous organization. The first module focused on critically analyzing teachings, addressing tokenism, and enhancing our policies for meaningful reconciliation. The second module provided practical tools for Indigenous inclusion, with an emphasis on equity, intersectional analysis, and strategies to address workplace bias and racism.

“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.

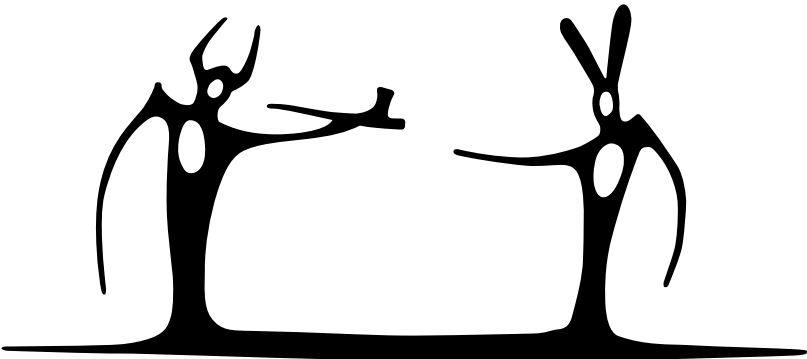
Renewed RAP commitment Timeline	Target actions	Progress update
8. Implement the firm's Indigenous Talent Strategy focused on creating more culturally safe job opportunities across service lines and levels including alternative pathways to employment and specific Indigenous hiring initiatives Continuing to work towards	• 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*	Indigenous representation increased from 0.9% in FY24 to 1.2% in FY25, inclusive of R8dius. While we continue working toward our 4% aspiration, this progress reflects our ongoing dedication to creating more opportunities for Indigenous Peoples within our firm. In 2024, we launched the Indigenous Talent Strategy Centre of Excellence (INTS CoE) within our Culture and People Office—a dedicated team of Indigenous professionals focused on creating safe, inclusive spaces and supporting the growth and wellbeing of Indigenous talent at Deloitte. To ensure authenticity and accelerate Indigenous hiring, we introduced a new identity verification process in collaboration with Indigenous advisors and legal teams. Phase 1, now in place for Indigenous-specific roles, will soon expand firmwide. We're also streamlining the tax exemption process for First Nations employees by centralizing support under the INTS CoE and preparing for an automated system launch in FY26. The Deloitte Indigenous Bloom Scholarship stream generated an incredible 114 applications this year, resulting in four scholarships awarded to Indigenous students.
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 By mid-year 2028	• Review/update key processes, programs, services and metrics • Develop Indigenous leadership opportunities • Create targeted Indigenous programs including mentorship to enable Indigenous employees to succeed	The Indigenous Employee Retention Plan has been completed, with 15 final programs and initiatives identified for implementation. Developed through engagement with Indigenous employees and analysis of key workforce data, the plan highlights opportunities to enhance inclusion, support career progression, and improve retention. This marks a foundational step in advancing the Indigenous Talent Strategy.

**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 CONTINUED



Renewed RAP commitment Timeline	Target actions	Progress update
10. Strengthen partnerships with Indigenous-led organizations to build and grow trusting relationships to develop a pipeline of Indigenous Peoples Ongoing	Build partnerships with National Indigenous Associations and colleges and universities	We have signed a collaboration agreement with a national Indigenous association, to support an Indigenous youth leadership program. In FY25, we supported seven Indigenous student events across the country, including career fairs and information sessions held at universities and colleges, as well as in-office networking opportunities at Deloitte offices. We are proud to support Indigenous students through event and club sponsorships and remain committed to supporting meaningful programming. We also aim to increase awareness of career pathways beyond post-secondary education. Indigenous student clubs interested in collaborating are encouraged to reach out to campuscentral@deloitte.ca .
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 Ongoing	Launch activation programs to target Indigenous experienced and campus hires leveraging the appropriate channels	We launched both internal and external campaigns highlighting the stories of Deloitte Indigenous professionals and featured Indigenous artists and scholarship recipients on our social media as part of the Indigenous Bloom program. Our commitment to Indigenous storytelling continues, with a video campaign planned for January 2026 and ongoing R8dius spotlight posts to support hiring and further elevate Indigenous voices within and beyond Deloitte.



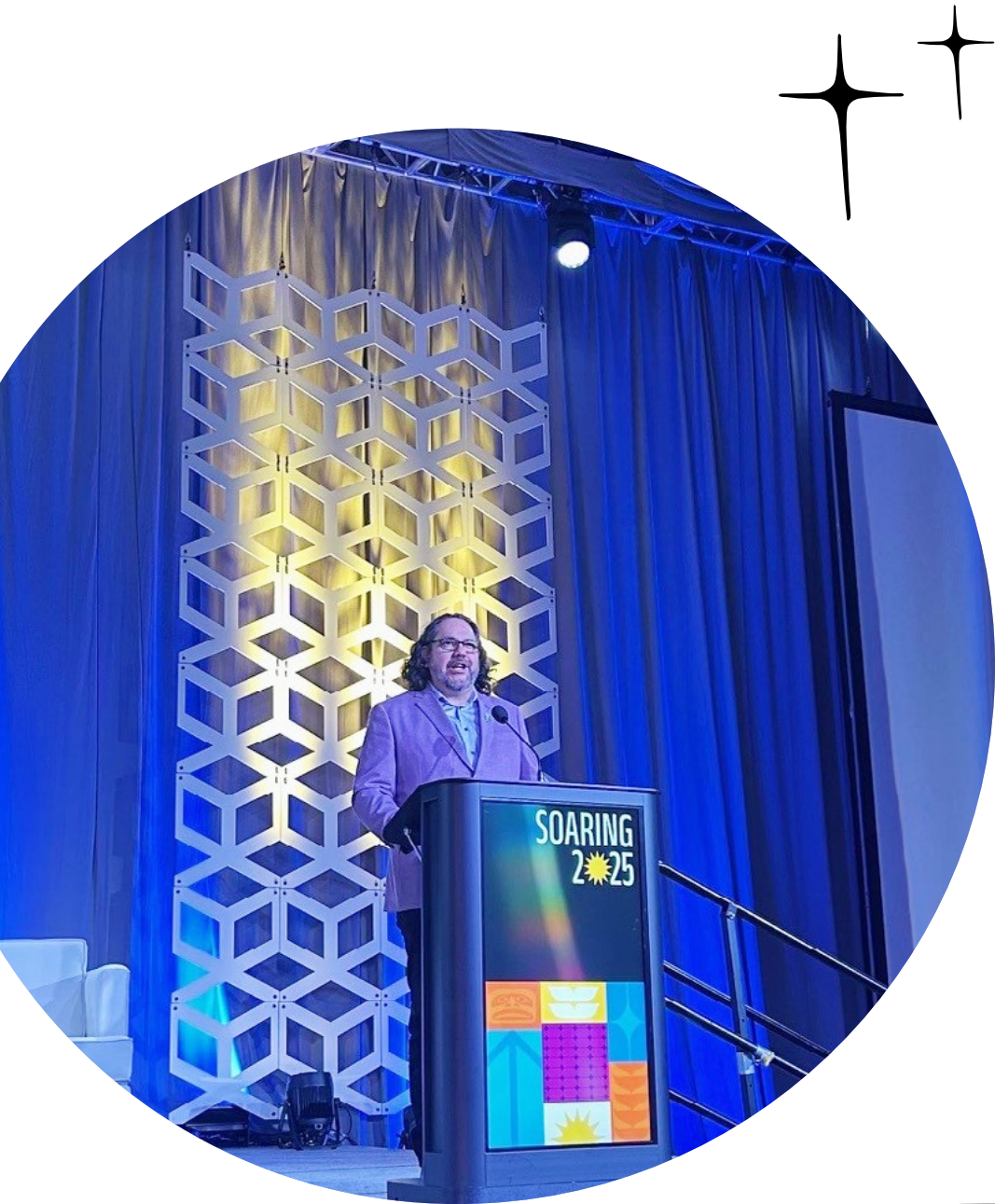
“Employment can be seen as the sharing of gifts and the truth. A person being employed needs to be trusted to share their truth, to bring their gifts, to benefit the community. When we look at Aepungishmook, passing that pipe and that tobacco to Nanabozho, Aepungishmook trusts that Nanaboozhoo will carry 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



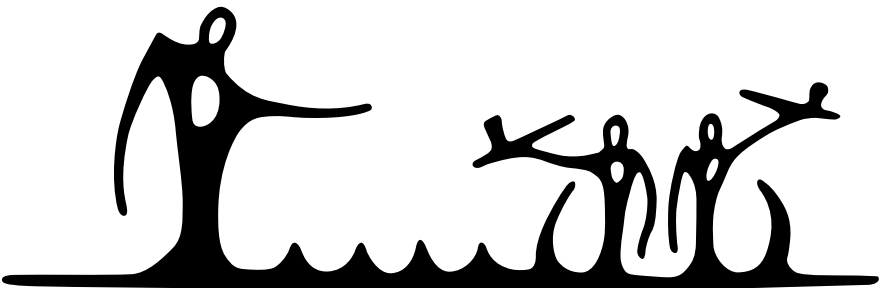
Deloitte aims to broaden its experience and strengthen trust with First Nations, Inuit, and Métis Peoples and businesses to create a positive impact, drive value, and help to further sustainable wealth for Indigenous communities.

Renewed RAP commitment Timeline	Target actions	Progress update
12. Continue corporate membership with Canadian Council for Indigenous Business (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 Targeting initial application for PAIR Gold status by 2026	• Achieve PAIR Gold Status	In FY25, we renewed our annual corporate membership with the CCIB and are maintaining our Silver certification level, in the Partnership Accreditation in Indigenous Relations (PAIR) program, with a commitment to working towards Gold. This year, we proudly sponsored and attended CCIB’s Central and West Coast business forums and were honoured to be recognized as a “Procurement Champion” through the Supply Change program. These milestones reflect our ongoing dedication to supporting Indigenous business growth and strengthening trust with 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 By mid-year 2026	• 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	We exceeded our spend goal, achieving 5.3% of applicable spend with Indigenous businesses. We continue to enhance our procurement processes to increase accessibility for Indigenous businesses and drive meaningful economic impact. We developed an honorarium process to support Indigenous cultural initiatives and procured from 81 Indigenous suppliers—a 72% increase from last year. Additionally, we onboarded eight new Indigenous businesses, bringing the total to 90 on our Indigenous procurement portal, with top categories including contingent labour, events, marketing, and office services. We introduced a new RFX support process, providing dedicated guidance to Indigenous suppliers, and collaborated with our events team to deliver inclusive procurement training and resources. These efforts reflect our ongoing commitment to fostering Indigenous business participation and community prosperity.

ECONOMIC EMPOWERMENT CONTINUED

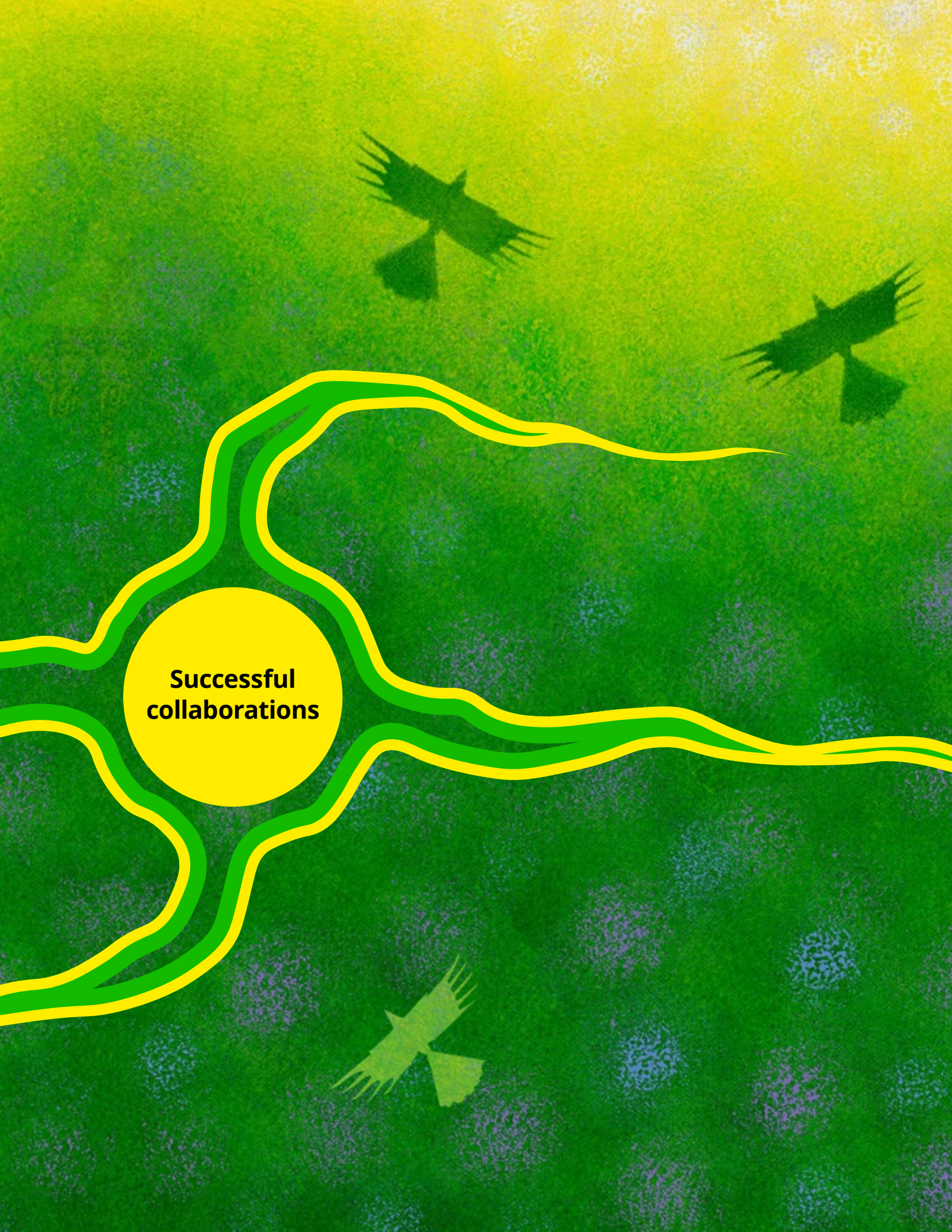


Renewed RAP commitment Timeline	Target actions	Progress update
14. Standup R8dius, an Indigenous-majority owned, Deloitte supported technology and managed services business with the recognition that STEM training rates for Indigenous talent are far lower than the Canadian norm and, as a result, we must have a differentiated learning and mentorship experience By mid-year 2026	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	R8dius , an Indigenous-majority owned and Deloitte supported technology and managed services business, officially launched in October 2024. Eighty per cent of R8dius employees are Indigenous—well above our 33% target. From January to May 2025, R8dius held four countrywide roadshows with over 350 attendees and garnered significant media attention. R8dius now offers SAP, Oracle, Contact Centre, and Testing services, and has already secured two wins. These milestones reflect our commitment to differentiated learning, mentorship, and economic opportunities for Indigenous talent in STEM.
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 By mid-year 2027	Support a minimum of 25 Indigenous Nations and/or 100,000 Indigenous Peoples in advancing economic empowerment and/or their journeys to sovereignty	In FY25, Nation Building served well over 25 different First Nations, Métis, and Inuit Nations, political-territorial organizations, tribal councils, Indigenous businesses, and other Indigenous organizations across Canada. We provided various services such as organizational reviews, strategic planning, financial and tax advisory and support, cyber assessments, implementation roadmaps, project management, feasibility studies, business advisory, and industry expertise to support Nations and Indigenous organizations to make significant advances towards sovereignty, improved health and social wellbeing, and economic prosperity.



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

— Nyle Miigizi Johnston



**Successful
collaborations**

Spotlight stories



Chapter One storybook project



For over five years, Deloitte has proudly collaborated with Chapter One, a registered charity dedicated to transforming children's futures with one-on-one literacy tutoring. In the last school year, 150 elementary students received reading tutoring through Deloitte's support, with 7,200 daily high-impact tutoring sessions taking place in seven schools within six Indigenous communities in British Columbia, Alberta, and Ontario.

In addition to supporting daily high-impact tutoring from Chapter One's trained professional tutors, Deloitte employee volunteers provided children with essential motivation and encouragement, delivering over 350 weekly reading sessions through Chapter One's Online Reading Volunteer platform throughout the school year.

Through this ongoing collaboration, Deloitte has also invested in the creation of three early literacy e-books written and illustrated by local Indigenous talent. These books are part of a unique Indigenous book collection designed to amplify Indigenous perspectives and worldviews, while supporting the revitalization of Indigenous languages.

The storybook series integrates words in Anishinaabemowin and other Indigenous languages and dialects, and features audio clips of Elders and Knowledge Keepers pronouncing foundational terms—ensuring authentic language learning and cultural connection for young readers. Deloitte's sponsored titles—*Ruby Rules the Rink*, *Autumn Peltier: Water Protector*, and *My Birthday Moon*—are accessible to the public through Chapter One's [Global Free Library](#), helping to inspire a new generation of readers and language learners.

Deloitte is honoured to contribute to reconciliation by supporting Indigenous writers, illustrators, and communities, and by championing the importance of early literacy, language, and storytelling in building a more inclusive future.



Spotlight stories



Bridging the digital divide Empowering communities and advancing sustainability

At Deloitte, making an impact that matters means empowering communities and building a more inclusive future. As part of our commitment to the CEO Pledge, an initiative led by Computers for Success Canada (CFSC), we are proud to support the Computers for Schools (CFS) program, a Government of Canada-funded initiative working to bridge the digital divide and reduce electronic waste across the country.

In FY25, Deloitte donated 104 laptops, 122 phones, and two monitors. 90 of these refurbished devices were then distributed to organizations such as Connected North, directly benefiting Indigenous communities by providing greater access to education, connection, and opportunity.

Through this collaboration, we support vital educational and social programs while advancing our sustainability goals. Every donated device extends the life of technology, keeps valuable materials out of landfills, and contributes to reducing e-waste. It's a win-win: fostering digital inclusion while promoting responsible reuse and environmental stewardship.

Looking ahead, Deloitte's commitment remains strong. In FY26, we have pledged to donate another 1,000 laptops, ensuring technology remains accessible to all and helping build a more sustainable and equitable future for every person in Canada.



Spotlight stories



Working with Indigenous Youth Roots

By expanding our relationship with Indigenous Youth Roots (IYR) into a multi-year collaboration, we achieved even more impactful outcomes together. In the past year, we helped further amplify First Nations, Inuit, and Métis youth voices and supported their career aspirations in the field of public policy.

Deloitte's Future of Canada Centre (FCC) continued facilitating its Storytelling as Advocacy capacity session as part of IYR's Indigenous Youth Advocacy Week, where youth crafted their own policy stories to support their meetings with policymakers.

To foster inclusion of Indigenous youth voices in policy dialogues, the FCC convened its first Indigenous Youth Advisory Circle. Regular meetings resulted in three policy briefs covering topics of police relations, Indigenous health, and economic reconciliation that were discussed at our first joint Policy as Storytelling: Collaborating for Indigenous Youth Futures gathering in Ottawa in Spring 2025. Indigenous youth from across Canada met with Deloitte and public policy leaders to discuss priority public policy matters and network.

"I loved the ability to make quick connections, and the different games that were used to introduce and make everyone feel safe within a new setting. This was so impactful."

— Policy as Storytelling youth participant

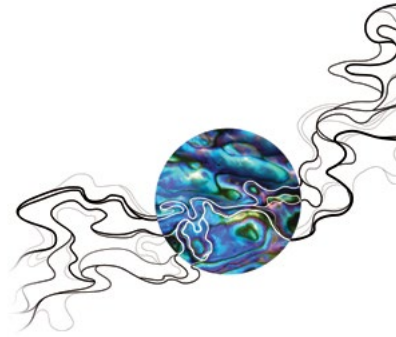
Each summer, IYR and FCC co-host an Indigenous youth intern to offer experience in and exposure to public policy and research fields of work, while offering opportunities to build their network in a supportive environment. This internship has been a rewarding and fulfilling experience for both mentors and mentees.

"...this internship helped me see my potential career path more clearly. Thought leadership and policy work seem to satisfy my passions for learning, challenging my thinking, and driving change."

— 2024 Summer Intern



Spotlight stories



Nation Building Practice

FY25 marked a transformative chapter in the Nation Building Advisory team's mission to champion Indigenous sovereignty and economic independence.

Since its launch in early 2024, Nation Building has supported over 25 First Nations, Métis, and Inuit Nations, Indigenous political territorial organizations, and Indigenous not-for-profits, to advance governance, operational effectiveness, financial resilience, cybersecurity, economic development, and much more. We were able to identify key opportunities for improvement and worked with those Nations and their members to align on priorities and develop plans that are implemented by those Nations. We collaborate closely with the Nations to fill gaps in capacity and support them in major transformation in governance and operational effectiveness that leads to positive impacts in the quality of life for all Nation members.

The team's leadership tells a powerful story of authentic collaboration. As a truly Indigenous-led team, more than half of our practitioners are Indigenous professionals with grassroots experience. This embodies a fundamental commitment to ensuring Indigenous voices drive Indigenous solutions.

Together with Indigenous clients, the Nation Building team is on a mission to unlock generational opportunities and empower Nations to write their own success stories. For us, this isn't just about delivering projects; it's about building brighter futures where Indigenous communities thrive on their own terms, creating lasting legacies for generations to come.



Spotlight stories



**First Nations Child
and Family Services
and Jordan's Principle
Settlement**

First Nations Child and Family Services and Jordan's Principle

The First Nations Child and Family Services and Jordan's Principle Settlement is a landmark settlement that includes \$23.3 billion in compensation for impacted First Nations children and their caregiving family members. This complex settlement compensates those harmed by discriminatory underfunding of the First Nations Child and Family Services Program, and specifically those impacted by the federal government's child welfare system and narrow interpretation of Jordan's Principle.

Deloitte is the court-appointed independent Administrator for this Settlement. The Claims Period commenced for two of nine classes on March 10, 2025, led by Deloitte's Claims team. Under the Settlement and as part of our mandate, we developed a first-of-its-kind Claimant Support Framework to assist Claimants in completing their Claim Forms as well as accessing wellness and financial support. This Framework includes Claims Helpers located across Canada that provide services in First Nations communities, urban centres and virtually.

With a focus on providing a trauma-informed and culturally-sensitive experience, we continue to learn and improve on how we administer this Settlement to better serve claimants. The First Nations Child and Family Services and Jordan's Principle Settlement is another step towards reconciliation with First Nations Peoples.



Spotlight stories



KWE! Festival

In June 2024, Deloitte was grateful to sponsor the KWE! Festival in Québec City—a vibrant, bilingual public event celebrating the rich cultures of the 11 Indigenous Nations in Québec, welcoming over 21,000 people over three days. The festival offered immersive experiences through performances, workshops, traditional cooking techniques and food, and presentations, fostering greater understanding and connection between Indigenous and non-Indigenous communities.

Deloitte's commitment to reconciliation was reflected in the active participation of members from the Deloitte Indigenous Professionals Circle and the Indigenous and Allies Community Employee Resource Group. Our team engaged in meaningful activities, such as a healing walk and a powerful presentation by Dr. Stanley Vollant, a renowned Innu surgeon from the Pessamit community, who shared insights on healing and community well-being.

A highlight of the festival was a presentation in the Deloitte's sponsor space, given by Anne-Marie Ethier, Audit Partner, Board Member of Deloitte Canada and Chile, and proud Kitigan Zibi Anishinabeg community member. Anne-Marie spoke about Deloitte's reconciliation journey and the broader efforts within corporate Canada to advance reconciliation. Deloitte's involvement in KWE! Festival underscores our ongoing dedication to building respectful relationships and supporting Indigenous voices across the country.



Spotlight stories



Indspire

In FY25, Deloitte continued its commitment to reconciliation and Indigenous youth empowerment through a multi-year collaboration with Indspire.

As the lead corporate sponsor for the 2025 Indspire Soaring: Indigenous Youth Empowerment Gathering in Vancouver, Deloitte helped bring together over 1,000 First Nations, Inuit, and Métis high school students from across Canada, both in person and virtually. Festivities began with opening remarks from Dean Janvier, Partner and Engagement lead of the First Nations Child and Family Services and Jordan's Principle Settlement, followed by the Deloitte live career panel featuring three inspiring Deloitte Indigenous professionals, moderated by Indigenous artist Patrick Hunter. In the afternoon, Indigenous colleagues led workshops on career exploration and post-secondary pathways, offering insights as Indigenous youth working in corporate spaces. For many attendees, this event provided their first opportunity to connect outside their home communities and explore new educational and career possibilities.

Deloitte also proudly sponsored Indspire's second "A Feast in the Forest" event at Toronto's historic Evergreen Brickworks in June 2024. With more than 600 guests in attendance, the evening was a vibrant celebration of Indigenous cultures and talent, all in support of raising more than \$1 million dollars for its programs and services for Indigenous learners.

As part of our collaboration, Deloitte continues to support Indspire's Building Brighter Futures bursary and scholarship program, impacting 24 Indigenous student recipients from across the country for the 2024-25 school year.

Together with Indspire, Deloitte is committed to ensuring that every Indigenous student has access to the resources, support, and opportunities needed to reach their full potential, build brighter futures and help break systemic cycles of poverty.



A stylized tree with a yellow center and green branches on a green background with birds. The tree's trunk and branches are composed of multiple parallel lines in yellow and green, creating a sense of depth and movement. The branches spread out from the center, with some reaching towards the top left and others extending downwards. The background is a textured green with a subtle gradient, and two stylized birds are visible: one in the upper right and another in the lower left, both rendered in a light green color. The overall composition is balanced and visually appealing.

**Governance
and
accountability**

Guiding principles

To make progress toward the goals we set out in November 2024, and while continuing to hold ourselves accountable at each step, we have actively applied the four guiding principles of our renewed RAP enhanced governance framework, which include:



1. Inclusive leadership

Indigenous representation in governance structures, including Deloitte's Board of Directors



2. Clear and joint accountability

Shared responsibilities developed through a matrix across management to ensure collective ownership



3. Deeper integration into business strategy

Embed commitments into budgeting, resource planning and the core of our business



4. Measuring and reporting progress

Maintain transparency and accountability through annual public updates and robust, frequent internal reporting frameworks to management and the board

To drive this accountability, integration and governance, we developed two new committees:

Indigenous Leadership Forum:

Indigenous leaders tasked with providing strategic guidance, advisory, subject matter expertise, insights, best practices and lessons learned on strategy and priorities proposed by Deloitte Indigenous groups (Indigenous Talent Strategy Centre of Excellence, R8dius, Nation Building, RAP)

Strategic Indigenous Committee:

Senior Leadership team responsible for driving and delivering strategic and operational priorities for the firm across key Indigenous portfolios



Message from the Strategic Indigenous Committee (SIC)

In FY25, we proudly established the Strategic Indigenous Committee (SIC) to provide enhanced governance and oversight as the firm evolves its Indigenous priorities and commitments. The successful implementation of our renewed RAP requires significant time, dedication, and active engagement from leadership and management at all levels.

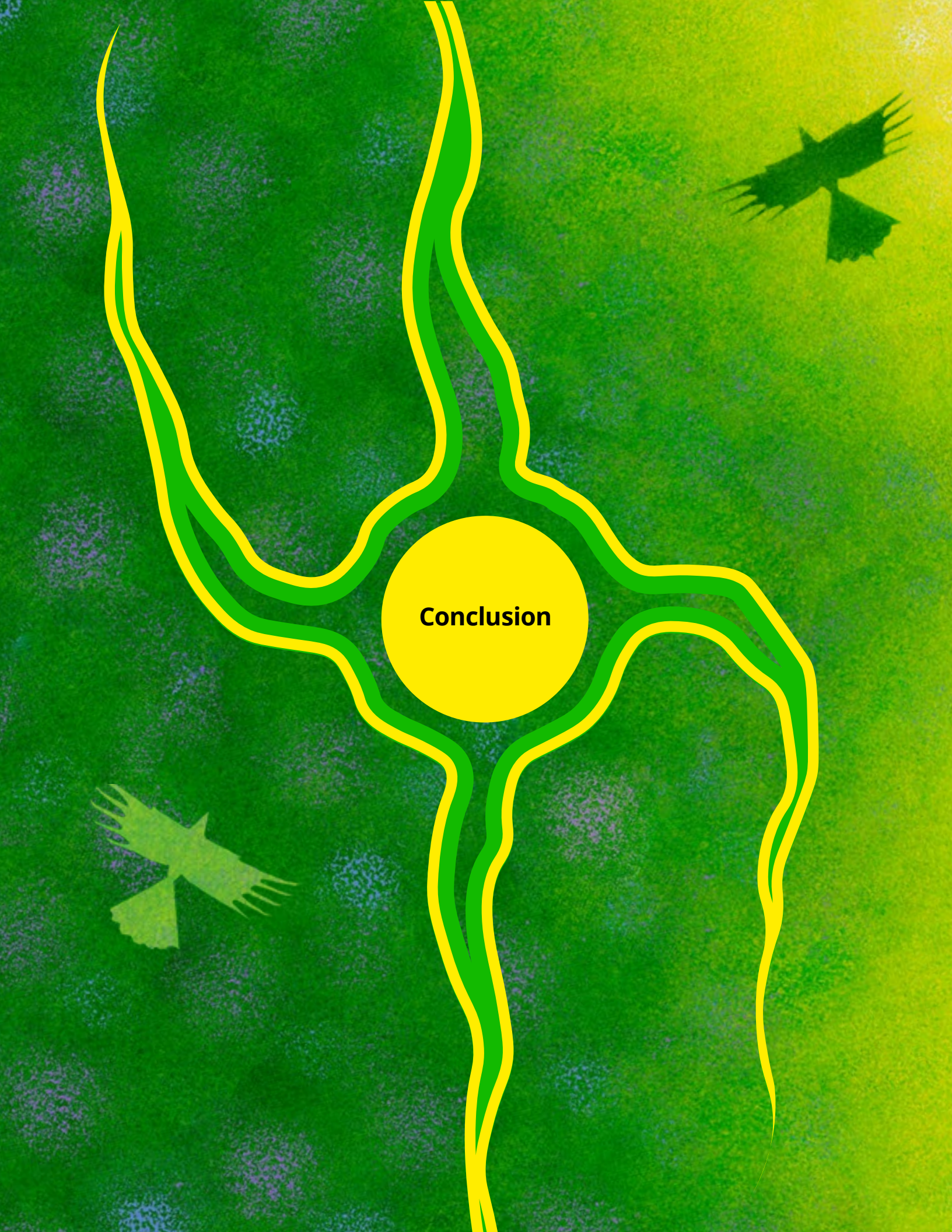
Ensuring alignment across our Indigenous initiatives—including the RAP, Indigenous Talent Strategy, R8dius, and Nation Building—is crucial for maintaining the integrity of our commitments and maximizing our collective impact.

We remain steadfast in upholding the intentions and rigor of the RAP, guided by our four north star aspirations.

The SIC is dedicated to fostering collaboration and knowledge sharing, providing strategic alignment and oversight, and enhancing performance by prioritizing and allocating resources effectively. Our commitment to sustainable growth will help drive long-term success and advance the firm's RAP objectives, ensuring our actions remain true to our shared vision for reconciliation.

- **Hilary McVey**, Managing Partner, Diversity, Equity, Inclusion & Accessibility (DEIA)
- **Roland Labuhn**, Managing Partner, R8dius
- **Anne-Marie Ethier**, Partner, Audit | Board Member, Deloitte Canada and Chile
- **Sheri Penner**, National Managing Partner for Purpose & Sustainability
- **Jolain Foster**, Managing Partner, Nation Building





Conclusion

Conclusion

As we mark the close of the first year of our renewed Reconciliation Action Plan: [*Expanding Horizons*](#), we continue to be inspired by the growing number of Canadian organizations that are joining this journey and demonstrating a shared commitment to reconciliation. The momentum across sectors and industries continues to build, and we are encouraged by the collective ambition to create lasting, positive change.

We welcome your feedback and invite you to connect with us at Indigenous@deloitte.ca.

Leadership in action

[#FEMPIRE: Driving Meaningful Change in Corporate Purpose & Sustainability through Indigenous Reconciliation](#), featuring Alexandra Biron, Reconciliation Action Plan Lead, Deloitte Indigenous

[Daring to Dream Job: Loran Scholar Leon Picha's Path to Deloitte](#), Future Pathways Fireside Chats, featuring Leon Picha, Consultant, Nation Building

[Deloitte Canada's evolution along the shared path of reconciliation](#), Indigenous Business Report (Canadian Council for Indigenous Business, CCIB) (page 6-7), featuring Alexandra Biron, Reconciliation Action Plan Lead, Deloitte Indigenous

[Deloitte shaping a shared path for reconciliation](#), Calgary Herald, featuring Roland Labuhn, Founder and Managing Partner, R8dius

[Exploring Gord Downie's Secret Path with Patrick Downie and Harriet Visitor](#), Northern Echoes podcast, recorded in the Deloitte Toronto BAE office, Downie Wenjack Legacy Space

[New Deloitte Canada Report Spotlights Indigenous Sovereignty as Key to Shared Prosperity](#), Indigenous Watchdog, featuring Byron Jackson, Director, Nation Building



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