Deloitte.

Together makes progress

Deloitte Canada 2026 Impact Report



NOVEMBER 2026

Contents

Introduction 3

Executive message 3
Our Purpose 3
Land acknowledgement 4
Measuring our progress 4

Business 5

Revenue and headcount 6
Awards and recognition 7
Stories of impact 7
Human-led, AI-enabled transformation 7
Investing in Canada's future 7
Ideas shaping Canada's future 8
Future of Canada Centre (FCC) 8
Advancing reconciliation 9

Environment 11

Our commitments 12
Progress towards our goals 13
2026 Environmental Performance Statement 14

Society 16

Our people 18

Diversity, Equity, Inclusion and Accessibility 18
Talent Value Proposition 18
Deloitte Canada talent 18
Accessibility Action Plan 19
Bloom Scholarship program 19
Benefits, wellness, and total rewards 20
Building responsible AI fluency for the future of work 20
Learning and development 21
Building human skills in the age of AI 21
Apprenticeship evolution 21
Deloitte University (DU) North impact 21
GreenStars: recognizing our colleagues 21

Our communities 22

Governance 23

Messages from leadership

Executive message



A message from Anthony Viel, CEO of Deloitte Canada and Chile

Canada has entered an era of transformation and possibility. Geopolitical shifts, nation-building priorities, and new technologies are reshaping industries, redefining how we work, and creating opportunities to improve productivity, strengthen competitiveness, and address some of the most pressing challenges facing our country.

Technology alone will not determine our success. The true measure of progress lies in how we harness collaboration and innovation to expand opportunity, build trust, and create meaningful outcomes that improve the lives of all Canadians. The choices we make today will shape how fully we realise the potential of this moment.

Our own transformation journey at Deloitte has reinforced this belief. We have seen firsthand that technology delivers its greatest value when it amplifies human potential. Combined with human ingenuity, creativity, and judgment, it has empowered our people to connect and work differently, continuously challenge themselves and learn, and focus their time and energy where they can make the greatest impact.

For more than 180 years, our Purpose—to make an impact that matters by helping and inspiring others to thrive—has guided not only what we do, but how we do it. As the pace of change and opportunity accelerates, that commitment remains constant and, I believe, more important than ever. It serves as an anchor, helping ensure collaboration and innovation are pursued responsibly, create value, and are shared broadly across our communities and country.

This year's Impact Report reflects that commitment in action. Across business, environment, society, and governance, this report demonstrates what is possible when people, purpose, and innovation come together. It reflects the difference we can make when progress is guided not only by what is possible, but by what matters most: creating positive, lasting outcomes for Canadians today and for generations to come.

Anthony Viel
Chief Executive Officer, Deloitte Canada and Chile

Our Purpose



A message from Sheri Penner, Managing Partner of Purpose & Sustainability

Our Purpose is strongest when it's woven into the fabric of our business. Over the years, we have integrated our Purpose across our firm, connecting sustainability, Indigenous reconciliation, inclusion, social impact, and business in ways that create lasting value for our clients and communities. I'm proud that we've been recognized as Purpose leaders through achievements like our Gold-level certification with the Canadian Council for Indigenous Business (CCIB), and our Gold-level status in Environment and Climate Change Canada's Net Zero Challenge, demonstrating how Deloitte's work is driving measurable and meaningful progress.

I'm also optimistic about the foundation we have built for the next generation. Through the dedication of our people and the commitment of our leaders, Purpose is in our DNA across Deloitte. As we look ahead, our incoming leaders are strongly positioned to build on that momentum and continue making an impact that matters for our people, our clients, our communities, and Canada.

Sheri Penner
Managing Partner, Purpose & Sustainability, Deloitte Canada

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.

Measuring our progress

Each year we measure the firm's impact and its progress towards our purpose and sustainability commitments during our fiscal year, considering four pillars:

- Business
- Environment
- Society
- Governance

Business





At Deloitte Canada, we work alongside organizations to solve complex challenges, seize new opportunities, and build for the future.

As Canada navigates an era of transformation and possibility, organizations are looking for new ways to address complexity, accelerate growth, and create lasting value. Deloitte brings together industry-leading capabilities in consulting, audit and assurance, tax, advisory, and managed services to help organizations transform, manage complexity, strengthen trust, and pursue new opportunities. Our multidisciplinary model aligns strategy, technology, operations, and people to deliver measurable outcomes.

We also work to create broader benefits for communities and future generations. For example, through our commitment to reconciliation and Indigenous economic empowerment, we are helping build relationships, create opportunity, and contribute to a stronger and more inclusive Canada.

Guided by our Purpose to make an impact that matters, we are committed to creating lasting value for our clients, our communities, and Canada—supporting innovation, enabling growth, and building resilience for the future.

Revenue and headcount

Total revenue
FY2026, CAD, in thousands (000s)

$4,033,327

Total headcount



Total **15,521**

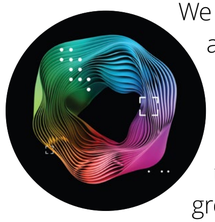
Awards and recognition

Industry recognition celebrates our ongoing efforts to build a more inclusive, sustainable, and purpose-driven organization. Through our commitment to our people, our Purpose, and Shared Values, we continue to be recognized by Great Place to Work and other leading organizations—a testament to the culture we strive to build every day.
Explore our awards and recognition.

Stories of impact

Discover how collaboration with our clients is helping create positive, lasting impact across Canada.
Explore our business impact stories.

Human-led, AI-enabled transformation



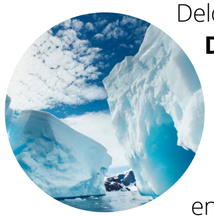
We are helping our clients navigate the opportunities and challenges of AI, considering how it can best support their needs and enhance the delivery of our services. By combining human judgement, capability, and relationships with AI-enabled tools and ways of working, we are creating greater value for our clients while keeping people at the centre of the outcomes we deliver. Guided by our vision of becoming a **human-led**, **AI-enabled organization**, we are also transforming how we work within our own firm. We are embedding generative AI into our workflows, equipping our people with new capabilities, and redesigning how work is delivered. This goes beyond individual productivity, helping our teams work with greater speed, consistency and quality while creating more time for the insight and innovation that matter most. Our experience applying AI within our organization strengthens our ability to help clients navigate their own transformation journeys.

Investing in Canada's future

Canada's long-term prosperity depends on strong businesses, thriving entrepreneurs, and resilient communities. Deloitte invests in the people, technologies, and opportunities that help organizations grow, remain competitive, and create lasting value. Through these investments, we are helping strengthen Canada's economy and support the leaders building what comes next.

Through **Deloitte Ventures**, our $150-million venture capital initiative, and **Wonder by Deloitte**, our business foundry that helps build and scale profit-with-purpose businesses, we provide founders and innovators with the capital, capabilities, and connections needed to accelerate growth. Together, these initiatives help transform promising ideas into scalable ventures, foster innovation across key sectors, and contribute to a stronger and more competitive Canadian economy.

Deloitte Ventures invests to strengthen Canada's sovereignty



Deloitte Ventures participated in **Dominion Dynamics' $139 million Series A** financing, which was the largest defence tech investment at this stage in Canadian history. Dominion Dynamics is building next-generation autonomous systems for harsh, communications-degraded environments, with a primary focus on the Arctic. The investment reflects Deloitte Ventures' commitment to helping to build critical sovereign capabilities, accelerate innovation, and strengthen Canada's long-term economic resilience and competitiveness.

Powering Canada's future

WONDER by Deloitte

ElectrifiedGrid™, a Wonder by Deloitte business, is a strategic grid planning platform that is helping utilities across Canada and beyond prepare their future grid. The platform enables planners to forecast future network demands, anticipate asset impacts, and identify no-regret grid investments that enable future economic growth and reliable, affordable energy for customers.

Ideas shaping Canada's future



Full Circle: A Deloitte Canada podcast brings together perspectives from Deloitte specialists and leaders across industries to explore the forces reshaping business in Canada. Covering topics such as technology, transformation, productivity, and economic growth, each episode offers actionable insights on navigating disruption and seizing opportunity. Available on Apple, Spotify, and YouTube, the podcast helps leaders stay informed and make confident decisions in an increasingly complex environment.

The Future of Canada Centre (FCC) advances dialogue on Canada's most pressing national issues through original research, thought leadership, and evidence-informed analysis.

In FY2026, the FCC launched a new policy brief series exploring key topics shaping Canada's future, including infrastructure and housing development, fiscal policy, tax competitiveness, and AI sovereignty. Together, the FCC's research reports and policy briefs provide timely, evidence-based insights, and practical policy considerations to inform public debate and support decision-makers across business and government.

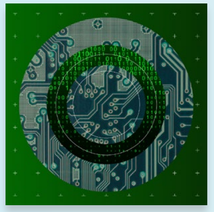
Latest FCC insights



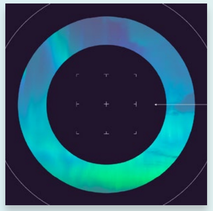
Continental divides: North American and global exporters in a new trade era
Drawing on interviews with 32 Canadian exporting companies and FCC business opinion survey data, this report explores the growing divide between North American-focused and globally diversified exporters, and what it reveals for Canada's competitiveness, trade trajectory, and policy options in the years ahead.



Builders, baby, builders? The half a million worker question
This work highlighted a critical labour challenge facing Canada's housing and infrastructure agenda, identifying the need for up to 520,000 additional construction workers by 2030 and helping inform national conversations on workforce planning and economic growth.

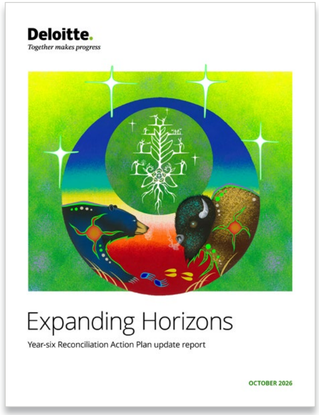


Canadian AI sovereignty: A dose of realism
Explores how Canada can strengthen its AI sovereignty while balancing competitiveness, innovation, and strategic autonomy in a rapidly evolving global landscape.



FCC webinars
A hub featuring recorded discussions and expert insights from Deloitte leaders on key economic, policy, trade, and nation-building issues shaping Canada, offering timely analysis and actionable perspectives for businesses and policymakers.

Advancing reconciliation



Building a stronger Canada requires inclusive economic growth and meaningful reconciliation.

Through our Reconciliation Action Plan (RAP), first launched in 2020 and renewed in 2024 through ***Expanding Horizons***, Deloitte is advancing Indigenous economic empowerment and embedding reconciliation across our business through commitments focused on inclusion, education, employment, and economic empowerment.

Our latest report, ***Expanding Horizons: Year-six Reconciliation Action Plan update***, highlights progress against the 15 commitments renewed in 2024. This includes achieving Gold-level certification through the Canadian Council for Indigenous Business' Partnership Accreditation in Indigenous Relations (PAIR) program—making Deloitte the first professional services firm to earn this designation. The report also highlights the growth of Indigenous talent at R8dius, an Indigenous majority-owned, Deloitte-supported technology and managed services business, and enhancements to Indigenous employee experiences through learning, onboarding, mentorship, and employee resource group programs.

Expanding Horizons Year-six RAP highlights

10,000+

Indigenous youth reached
Through collaborations that expanded access to literacy, entrepreneurship, leadership development, advocacy, and education opportunities across Canada.

Administered
$800M+

in distributions to eligible claimants
Through Deloitte's administration of Indigenous class action settlements, supporting access to compensation for impacted Indigenous Peoples and communities.

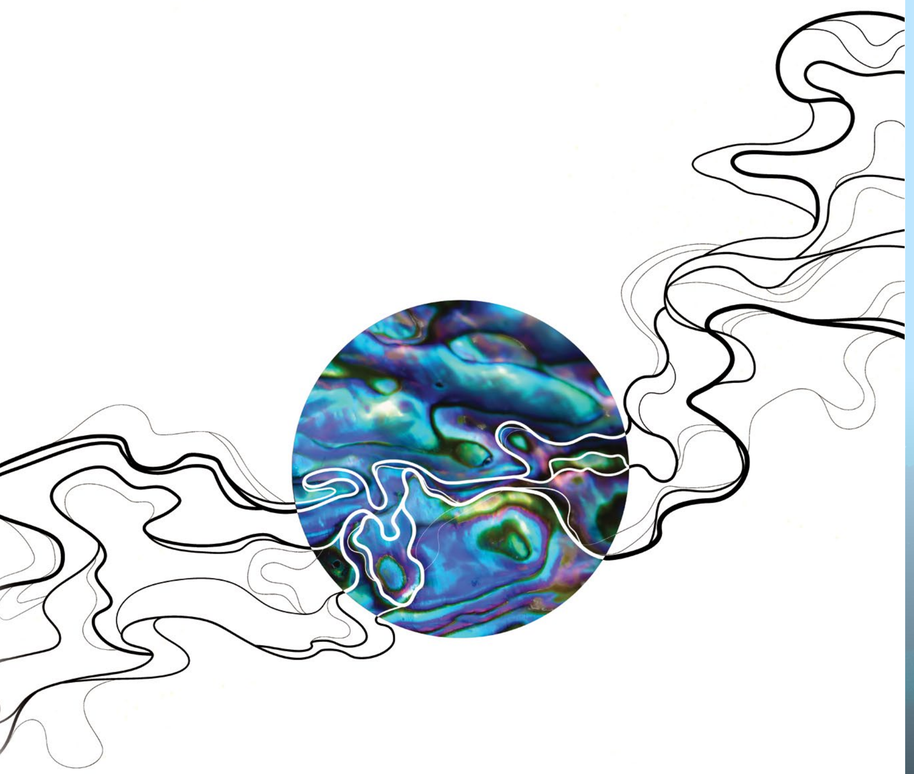
National Association of Friendship Centres
Association nationale des centres d'amitié

96 Friendship Centres and 6 Provincial/Territorial associations supported

Through a risk management framework developed with the National Association of Friendship Centres (NAFC), helping strengthen organizations that serve **nearly 1 million** Indigenous Peoples annually.



Advanced national dialogue on Indigenous economic empowerment
Through the publication of ***Breaking trail: The role of sovereign Indigenous economic relations in building a more prosperous Canada*** and engagement with Indigenous economic leaders on building a more prosperous Canada.



Advancing reconciliation cont'd

Our commitment is also reflected in Deloitte's Nation Building practice, which supports Indigenous Nations on their path toward sovereignty and self-determination. Our work with Indigenous Nations and Institutions in FY2026 has supported more than 300 communities in advancing Nation-building, strengthening governance, and creating lasting benefits for future generations. Together, these initiatives demonstrate how reconciliation can strengthen relationships, expand opportunities, support sustainable economic growth, and contribute to collective prosperity for generations to come.



Environment





We are helping clients advance their energy transition by bringing deep sustainability capabilities to guide their journey toward a low-carbon future and a more sustainable, resilient Canada.

As our country continues toward a low-carbon economy, we are also taking action within our own operations to lead, enable, and scale the transition. Deloitte Canada remains committed to reaching net-zero greenhouse gas emissions by 2040, backed by near- and long-term science-based targets validated by the Science Based Targets initiative (SBTi).

In FY2026, we published the **Canadian Net-Zero Transition Plan**, outlining a clear pathway to reduce emissions across our operations through targeted decarbonization initiatives and investments in climate solutions beyond our value chain. We were proud to retain our Gold Participation Tier in Environment and Climate Change Canada's Net-Zero Challenge, recognizing progress toward our climate commitments.

Progress towards our goals

Deloitte's net-zero target, validated by the SBTi, is to reduce absolute scope 1, 2, and 3 emissions by 90% by FY2040 from a FY2019 baseline, with the remaining emissions addressed through permanent carbon removals. The chart below highlights our progress toward our interim targets.

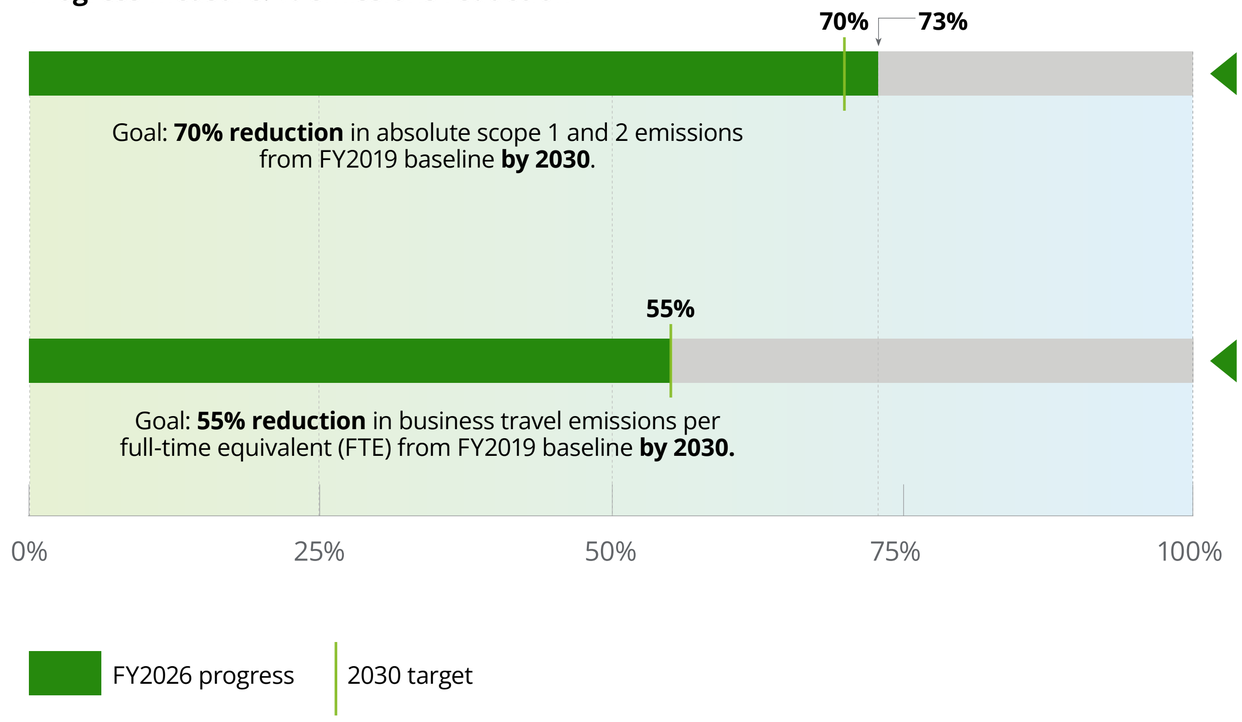
Scope 1 and 2 emissions

Direct emissions from natural gas consumption (Scope 1) and indirect emissions from purchased electricity, heating, cooling, and steam (Scope 2).

Scope 3 business travel/FTE

Emissions from air travel, ground transportation, and accommodations.

Progress measure: % emissions reduction



73% reduction

We have met this target and continue to source renewable energy certificates (RECs) to compensate for 100% of our electricity emissions, in line with our commitment to the global corporate renewable energy initiative (RE100).

55% reduction

We have met this target by reducing business travel emissions per FTE by 55%. To support the decarbonization of air travel, we invest in sustainable aviation fuel (SAF) through the purchase of SAF certificates (SAFc), helping to scale the development and adoption of lower-emission aviation solutions. The emissions impact of our SAFc purchases is captured separately in our Environmental Performance Statement.

2026 Environmental Performance Statement

Deloitte Canada's greenhouse gas (GHG) emissions

This disclosure reflects the emissions of Deloitte Management Services LP, a member firm of DTTL in Canada and its respective affiliates. It reflects emissions from operations primarily in Canada and excludes certain investments which do not have a material impact on the emission calculations. A detailed description of this report's boundaries and the performance measurement methods used is available in *Deloitte Global FY2026 Basis of Reporting*. The information presented in this Environmental Performance Statement has been reviewed by Deloitte Internal Audit on a sample basis.

Globally, Deloitte has conducted independent limited assurance in accordance with ISAE 3410. Further details are available within *FY2026 Global Environmental Performance Summary*. Due to rounding, the sum of the individual sections may not equal totals.

Progress towards goals

Goal description	Goal year	Goal	FY2026 results
Reduce Scope 1 & Scope 2 GHG emissions by 70% by FY2030 from an FY2019 base year[1]	2030	-70%	-73%
Reduce Scope 3 GHG emissions from business travel per FTE by 55% by FY2030 from an FY2019 base year	2030	-55%	-55%
Source 100% renewable energy for buildings by 2030	2030	100%	100%

GHG emissions inventory

GHG emissions by scope and source	FY2019 *(base year)*	FY2025	FY2026
	Metric tonnes CO_2e		
Scope 1 GHG emissions by source			
Fuel combustion in buildings	2,530	1,124	1,154
Total scope 1 emissions	**2,530**	**1,124**	**1,154**
Scope 2 GHG emissions by source			
Purchased electricity – buildings (market-based)[2]	1,783	—	—
Total Scope 2 emissions	**1,783**	**—**	**—**

Footnotes

1 *Deloitte procures and claims renewable electricity in accordance with the Climate Group's RE100 Technical Criteria and Global Reporting Initiative (GRI) topic standard GRI 302: Energy 2016. This enables Deloitte to demonstrate commitment to our renewable electricity target and signal market demand.*

2 *In accordance with the Global Reporting Initiative (GRI) disclosure 305-2, Deloitte publishes purchased electricity emissions using both a location and market-based methodology. The location-based method involves using an average national, regional or subnational emission factor that relates to the local grid from which electricity is drawn, whereas the market-based method involves deriving emissions factors from contractual instruments, allowing for a zero emission factor to be applied to portions of electricity consumption that is matched to a renewable energy source, resulting in lower emissions compared to the location-based method. Deloitte's near-term science-based targets use a market-based methodology for purchased electricity, hence this figure is shown in the primary emissions inventory whereas the location-based figure is shown in a separate schedule for comparative purposes. Additional details on location and market-based electricity emissions are provided in the Deloitte Global FY2026 Basis of Reporting.*

GHG emissions inventory cont'd

GHG emissions by scope and source cont'd	FY2019 *(base year)*	FY2025	FY2026
	Metric tonnes CO_2e		
Scope 3 GHG emissions by source			
Category 1 – purchased goods & services (PG&S)[3]	**8,014**	**39,678**[4]	**39,283**
Category 6 – business travel	**33,016**	**20,308**	**17,409**
Business travel: air travel (tank-to-wake emissions)[5,6]	22,300	16,920	13,069
Business travel: other sources	10,715	3,388	4,340
Category 7 – commuting (including teleworking)	**n/a**	**7,030**	**7,657**
Total Scope 3 emissions	**41,030**	**67,016**	**64,349**
Total Scope 1, 2 & 3 emissions (gross GHG emissions)	**45,343**	**68,140**	**65,502**
Beyond value chain mitigation: carbon credit purchases[7]	0	50,231	52,100
GHG intensity measures (emissions per full time equivalent (FTE))		Metric tonnes CO_2e/FTE	
Business travel emissions	2.80	1.45	1.26
Gross operational (Scope 1 & 2) and business travel GHG emissions[2]	3.17	1.53	1.34
Gross GHG emissions	3.85	5.22	4.74
Scope 2 purchased electricity GHG emissions by methodology[2]		Metric tonnes CO_2e	
Electricity (market-based)	1,783	—	—
Electricity (location-based)	1,783	1,536	1,240

Value chain mitigation (VCM)

Sustainable aviation fuel (SAF)

SAF is a renewable or waste-derived aviation fuel that meets sustainability criteria. SAF is produced from sustainable feedstocks including waste materials, such as used cooking oil, agricultural residues, and municipal solid waste, or potentially from purpose-grown crops. Current reporting standards do not provide a methodology for reporting of environmental attribute certificate purchases like SAFc within the boundaries of Scopes 1, 2, and 3 GHG emissions. Deloitte reports on these purchases and their impacts separately to share with others an example of how SAFc can be included in environmental reporting.

	Metric tonnes CO_2e		
	FY2019 *(base year)*	FY2025	FY2026
Tank-to-wake air travel emissions[5]	22,300	16,920	13,069
Well-to-tank air travel emissions[5,6]	4,646	3,525	4,206
Full life-cycle assessment (LCA) air travel emissions	**26,947**	**20,445**	**17,274**
Less: Sustainable Aviation Fuel Certificates (SAFc) purchased[8]	0	517	585
LCA air travel emissions with SAF	**26,947**	**19,928**	**16,689**
Business travel emissions with LCA air travel emissions and SAF	37,662	23,316	21,029
Total scope 3 emissions with LCA air travel emissions and SAF	45,676	70,024	67,969
Gross GHG emissions with LCA air travel emissions and SAF	**49,989**	**71,148**	**69,123**

2 *In accordance with the Global Reporting Initiative (GRI) disclosure 305-2, Deloitte publishes purchased electricity emissions using both a location and market-based methodology. The location-based method involves using an average national, regional or subnational emission factor that relates to the local grid from which electricity is drawn, whereas the market-based method involves deriving emissions factors from contractual instruments, allowing for a zero emission factor to be applied to portions of electricity consumption that is matched to a renewable energy source, resulting in lower emissions compared to the location-based method. Deloitte's near-term science-based targets use a market-based methodology for purchased electricity, hence this figure is shown in the primary emissions inventory whereas the location-based figure is shown in a separate schedule for comparative purposes. Additional details on location and market-based electricity emissions are provided in the Deloitte Global FY2026 Basis of Reporting.*

3 *Scope 3 PG&S emissions are calculated using data collected from select suppliers, combined with broad estimations of emissions per amount spent by purchasing category. As such, the uncertainty around these reported emissions is high. Deloitte will continue to review its approach to scope 3 reporting in the future, aiming to continually improve the accuracy of its disclosures. When these enhancements lead to a material change in a reported figure, Deloitte is committed to explaining the nature of the change, its reasoning for its appropriateness, and the variance compared to previous methodologies. Additional details on the methodology used to calculate PG&S emissions can be found in the Deloitte Global FY2026 Basis of Reporting.*

Our methodology for reporting PG&S emissions has evolved due to changes in accepted practices and improvements in data granularity and systems. Not all methodology updates can be applied retrospectively and thus the comparability of FY26 reported emissions against the baseline year is limited. We will continue to invest in supporting the systems, processes and controls in our emissions reporting as part of our ongoing improvements to the quality of our reporting.

4 *Following a review of our GHG emissions reporting methodology, improved data quality and completeness were available to calculate PG&S emissions. In line with the Deloitte Global Restatement Policy (found in Deloitte Global Impact Report), the data improvements result in a material misstatement. As a result, we have restated FY2025 PG&S emissions and stated FY2026 PG&S emissions following the same methodology including the data improvements. FY25 emission totals have been updated accordingly. We will continue to invest in supporting the systems, processes and controls in our emissions reporting, as part of our ongoing improvements to the quality of our emissions reporting.*

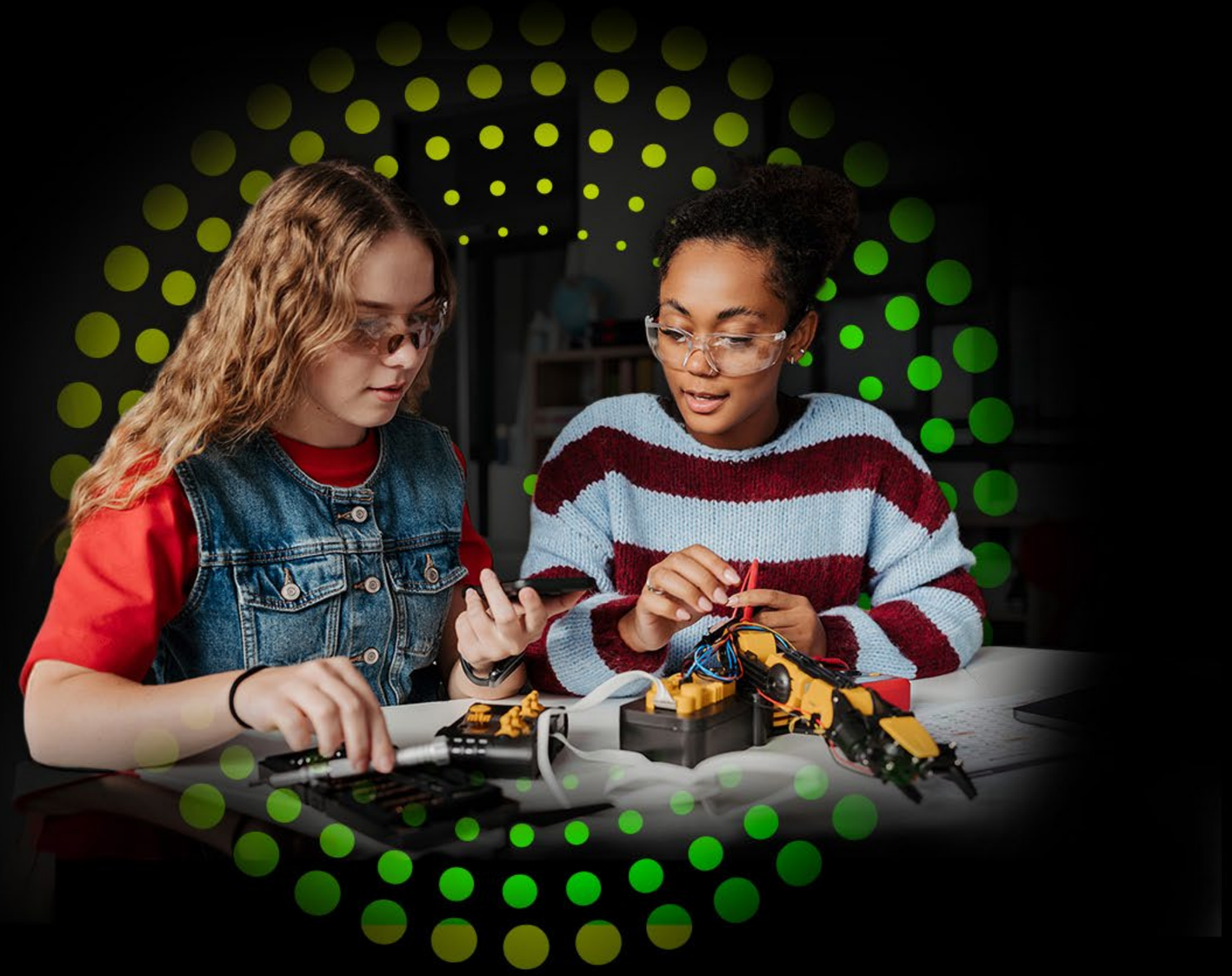
5 *Tank-to-wake air travel emissions inclusive of radiative forcing would be 22,144 metric tonnes CO2e in FY2026 and 37,780 metric tonnes CO2e in FY2019.*

6 *Deloitte uses a distance-based methodology to calculate jet fuel emissions consistent with the Sustainable Aviation Fuel certificate (SAFc) Emissions Accounting and Reporting Guidelines. Deloitte currently reports scope 3 air travel emissions in the 'GHG emissions by scope and source' and 'progress toward goals' sections on a tank-to-wake basis, in line with the minimum category boundary requirement established by the Greenhouse Gas Protocol. Because SAFc represent emission reductions derived across the lifecycle of SAF, it must be compared to the full lifecycle emissions from its fossil fuel counterpart. Full lifecycle emissions (known as well-to-wake) includes upstream emissions from both the production and transportation phase (known as well-to-tank) and from the combustion phase (known as tank-to-wake). Emissions factors for the applicable classes of service were sourced from the UK's Department for Energy Security and Net Zero (DESNZ). This methodology is used for both well-to-tank and tank-to-wake emissions.*

7 *In FY2026, we purchased carbon credits from carbon avoidance and carbon removal projects, either through offtake agreements or through purchases with ClearBlue Markets. ClearBlue Markets is an award-winning carbon market intelligence and advisory firm with extensive experience in environmental markets, regulatory policy, and carbon transactions. All the credits we purchased met one of the following standards: American Carbon Registry; BC Carbon Registry; or Verified Carbon Standard.*

8 *SAF environmental benefits are transferred using SAF certificates (SAFc). One SAFc represents the environmental attributes of a metric ton of neat (i.e. unblended) SAF. Deloitte's purchase of airline tickets in jurisdictions where SAF blending mandates are present are not considered to have a material impact on reported emissions.*

Society





At Deloitte Canada, our people are at the heart of the impact we make.

Guided by our **Purpose** to make an impact that matters, they bring their skills, passion, and generosity to the communities where we live and work, fostering an inclusive and accessible workplace and giving back through volunteering, pro bono support, and community investment.

We are also equipping our people for a technology-enabled future by investing in the skills they need to use AI responsibly in their work and for our clients. In a time of extraordinary change, we are harnessing technology to extend our impact because the wider its benefits reach, the more it can transform lives. Through our new **Societal Innovation strategy**, we bring people and technology together to create pathways to progress: empowering talent with future-ready skills, equipping the social sector to better reach communities, and convening ecosystems to scale solutions that benefit society.



Our people

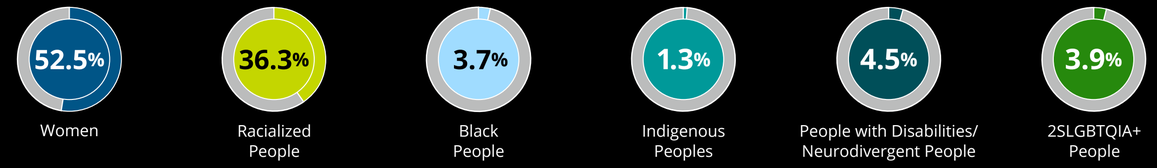
At Deloitte, we are committed to helping our people realize their potential by creating an environment where they can connect, belong, grow, and thrive.

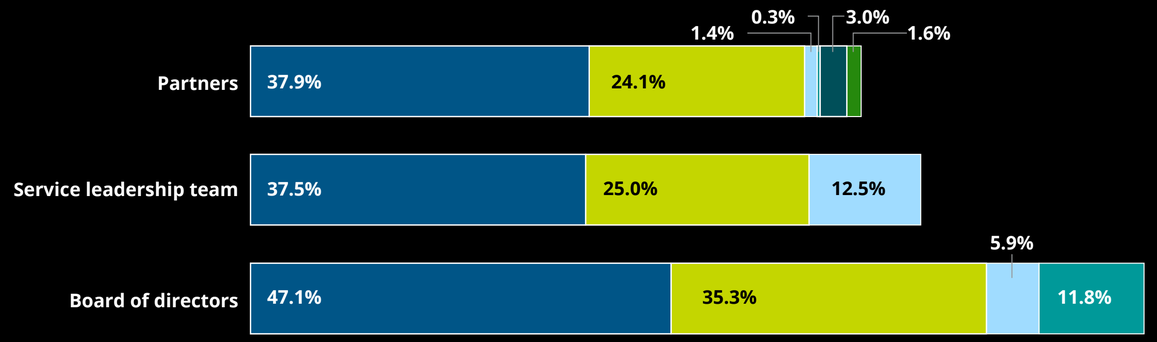
Our **Diversity, Equity, Inclusion, and Accessibility (DEIA) vision** is to continue evolving as a dynamic and inclusive organization where diverse perspectives from our people drive innovation, accessibility, and enhanced productivity and equity to foster sustainable growth. We strive to be a place where everyone can share their diverse views to help us bring new solutions and solve new challenges. As part of this commitment, we proudly hosted the launch of the BlackNorth Pledge 2.0, marking a significant milestone in advancing workplace equity for Black professionals across Canada and reinforcing the power of collective leadership to drive meaningful, lasting change. In FY2026, Deloitte Canada achieved ISO 30415 Diversity and Inclusion Service Management (DISM) Certification, reinforcing our commitment to embedding diversity, equity, inclusion, and accessibility across our operations and culture. This internationally recognized certification provides a framework for identifying barriers, promoting equitable opportunities, and continuously measuring progress.

Bringing this commitment to life starts with how we support and empower our people every day. Our **Talent Value Proposition (TVP)** reflects our commitment to creating opportunities for our people to grow, develop new skills, build meaningful connections, and thrive throughout their careers.

Deloitte Canada talent

Firm-wide, including R8dius





Our people

Accessibility Action Plan

Our Accessibility Action Plan continues to advance accessibility and inclusive experiences across our workplace, technology, talent practices, and broader ecosystem through targeted investments, education, and collaboration, including:

- **Strengthened digital accessibility** through new testing tools, PDF remediation capabilities, and accessibility reviews of internal platforms.
- **Advanced neuroinclusion** through workplace assessments and learning experiences, including a neurodiversity session attended by 100+ participants.
- **Demonstrated accessibility leadership** by supporting the A11YVERSE x IAAP Canada Summit, bringing together leaders across business, government, non-profits, and the accessibility community, and partnering with Lime Connect to advance inclusive hiring practices for people with disabilities and neurodivergent talent.
- **Embedded accessibility accommodation resources** into partner training and engaged suppliers on Deloitte's accessibility commitments.
- **Fostered belonging through Employee Resource Groups (ERGs)**, including Deloitte Canada's first ERG Leadership Summit, engagement of 62% of Deloitte and R8dius' Indigenous workforce through the Cousins ERG, and 36 Pride mentorship matches.

Bloom Scholarship program

In FY2026, the Bloom Scholarship program continued to advance equitable access to education and career opportunities for students from equity-deserving communities. This year, Deloitte awarded $135,000 in scholarships to 27 students. Recipients also had the opportunity to complete paid work terms across Deloitte's businesses, helping build skills, gain professional experience, and explore career pathways in the professional services sector.

A total of

$135,000

in Bloom scholarships were awarded to **27 students**, including:

- **13** Black students
- **8** Indigenous students
- **6** Students with disabilities or neurodivergence



Our people



Benefits, wellness, and total rewards

Our people shape how we make an impact. To help them thrive, we provide a comprehensive range of well-being programs, resources, and educational opportunities that support physical, mental, and emotional health.

Throughout the year, employees engaged in webinars and in-person sessions on topics including mental health, women's health (with a focus on menopause), financial well-being, nutrition, and burnout prevention. These efforts were complemented by a broad suite of well-being supports, including fitness and wellness challenges, onsite and virtual physical health programming, personalized fitness consultations, robust health and mental health benefits, virtual healthcare services, retirement savings support, emergency backup care, and other tailored resources to meet the diverse needs of our workforce.

In recognition of these efforts, Deloitte Canada was named one of Dialogue's Healthiest Workplaces in 2026. This achievement reflects our commitment to fostering a culture of well-being and equipping our people with the resources, education, and support they need to thrive, both personally and professionally.

More information on our health and wellness programming can be found on our **Benefits page**.

Building responsible AI fluency for the future of work

As technology transforms how work is performed, Deloitte Canada is investing in the skills and capabilities our people need to thrive in a human-led, AI-enabled future. In FY2026, nearly 17,000 learning experiences helped build AI fluency across the firm, including Development and Innovation Days, tool training, Deloitte University Activation and applied learning through various industry-recognized AI certifications. We also expanded AI learning for our partners and incorporated it into leadership, onboarding, and practitioner programs.

We reinforced this foundation with practical tools and support designed to translate learning into day-to-day capability. The AI Learning and Fluency Hub provided access to curated resources, while more than 100 success stories helped demonstrate how AI can be applied in real work. A growing network of champions and influencers accelerated knowledge sharing and adoption across the firm, supported by responsible AI campaigns that generated broad engagement across our workforce.

These efforts contributed to strong adoption, with 85% of our people actively using generative AI in FY2026. We are now building on that momentum by moving beyond broad awareness and tool training toward role- and workflow-based capability development. By connecting learning with work redesign, leadership accountability, and responsible use, we are helping our people apply AI with confidence and judgment, strengthen how work is delivered, and create greater value for clients, colleagues, and communities.

Our people

Learning and development

Through targeted learning and development, we continued to strengthen the human and leadership capabilities needed to thrive in an AI-enabled workplace, helping our people build stronger relationships, grow their skills, and lead with greater impact. Highlights include:

Building human skills in the age of AI

- **Enduring human capabilities:** Equipped 637 professionals with critical human skills for an AI-enabled workplace.
- **Leadership and relationship development:** Enhanced leaders' ability to build trust, strengthen relationships, and lead with greater impact through coaching, immersive development experiences, targeted leadership programs, and a new Altitude Basecamp leadership experience that accelerates the readiness, advancement, and long-term success of emerging leaders.

Apprenticeship evolution

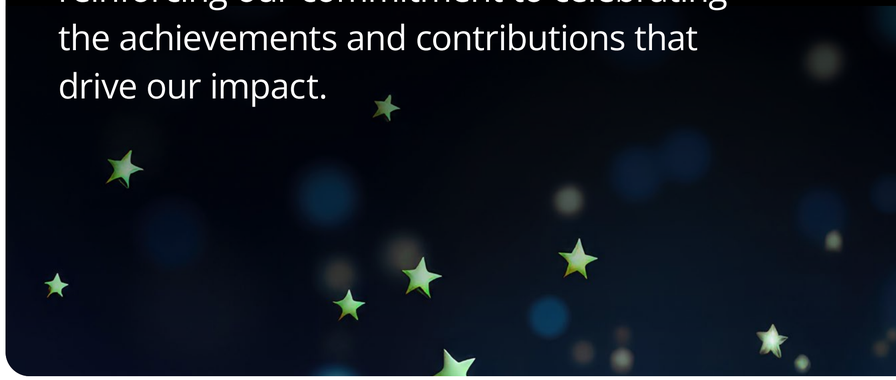
Reset apprenticeship as a core part of how work gets done by engaging 1,348 professionals in capability-building sessions, scaling Guided Growth, a 13-week program that equips managers to build their teams' skills and capabilities in the flow of work, and embedding apprenticeship practices into everyday tools, team routines, and talent processes across the firm.

Deloitte University (DU) North impact

DU North delivered 221 learning sessions, supporting 9,681 learners and 1,042 facilitators across onboarding, leadership development, and client and community experiences.

GreenStars: recognizing our colleagues

In FY2026, GreenStars—our firm-wide recognition platform—helped us recognize and celebrate the outstanding effort, dedication, and contributions we make in service to each other, our clients and communities. More than 47,000 recognitions were shared with approximately 12,000 colleagues, reflecting the impact they make every day. Through the program, we awarded over $2,000,000 in recognition value, reinforcing our commitment to celebrating the achievements and contributions that drive our impact.



Our communities

We make an impact in our communities through our focus on **Everyday Purpose**, which enables our people to volunteer, contribute through workplace giving and fundraising, and deliver pro bono advisory work to non-profits across Canada.

5,991
hours—time dedicated to pro bono services *(voluntary and firm-funded)*

13,695
hours—time volunteered by our people in service to our communities

$3,188,256
Total value of pro bono and volunteering efforts

$2,217,198
Total donated by our people and retired partners through workplace giving

$6,537,252
Total donated by the firm, including in-kind donations



Empowering our communities

Together with organizations across Canada, we're creating opportunities, advancing equity, and helping build a future where everyone can thrive. Read our **stories of impact**.

Governance





At Deloitte, strong governance is the foundation for earning and maintaining trust.

We uphold rigorous standards in ethics, quality, risk management, compliance, and data protection, reinforced by policies, responsible business practices, and a culture of accountability. Through ongoing training, screening, and independence requirements, our professionals help protect confidential information, uphold the public interest, and deliver on our commitment to quality and integrity.

Learn more about how we deliver on our commitments and maintain trust through strong governance on our **Governance page** and explore our latest **Transparency Report** for details on our legal structure, governance framework, ethics and independence principles, and quality management system.



Deloitte.

Legal disclaimer
This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication alone.

About Deloitte Canada
At Deloitte, our Purpose is to make an impact that matters. We exist to inspire and help our people, organizations, communities, and countries to thrive. Our work underpins a prosperous society where people can find meaning and opportunity. It builds consumer and business confidence, empowers organizations to find imaginative ways of deploying capital, enables fair, trusted, and functioning social and economic institutions, and allows our friends, families, and communities to enjoy the quality of life that comes with a sustainable future. And as the largest Canadian-owned and operated professional services firm in our country, we are proud to work alongside our clients to make a positive impact for all Canadians.

Deloitte provides industry-leading consulting, audit and assurance, tax, advisory and managed services to nearly 90% of the Fortune Global 500® and thousands of private companies. We bring together world-class capabilities, insights, and services to address clients' most complex business challenges.

Deloitte LLP, an Ontario limited liability partnership, is the Canadian member firm of Deloitte Touche Tohmatsu Limited. Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

To learn more about Deloitte Canada, please connect with us on LinkedIn, X, Instagram, or Facebook.

© 2026 Deloitte LLP and affiliated entities.
Designed and produced by the Agency | Deloitte Canada. 26-16186600