

Deloitte.

A Canadian lens: Net-Zero Transition Plan

2026





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.

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



Since the launch of our *WorldClimate* strategy in 2020, Deloitte Canada has made meaningful progress on our journey to reduce emissions, embed climate action in our operations, and help clients transition to a low-carbon future. We have strengthened our travel and office decarbonization efforts, expanded climate learning across the firm, and advanced collaborations that support innovation and resilience in communities across the country.

What defines our approach is a distinctly Canadian lens, one that prioritizes Indigenous-led climate solutions, Canadian innovation and collaboration to address our collective environmental impact. I am proud that Deloitte Canada has achieved Gold standing in the Government of Canada's Net-Zero Challenge, a reflection of our commitment to building better futures. Through partnerships, procurement practices, and community-driven initiatives, we are advancing climate action in ways that reflect reconciliation and contribute to a more inclusive and sustainable economy.

As we introduce Deloitte's Net-Zero Transition Plan, we reaffirm our ambition to reach net-zero by 2040 with renewed focus and clarity. This plan builds on our progress to date and outlines the actions we will take to reduce emissions in line with climate science, deepen our impact with clients, and help create a more resilient and sustainable future for Canada.

Sheri Penner
Managing Partner, Purpose & Sustainability, Deloitte Canada

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Our commitment to net-zero

About this plan

As our country accelerates its transition toward a low-carbon economy, Deloitte Canada is taking action to lead, enable, and scale meaningful progress. We are advancing sustainability within our own operations while also supporting the transition beyond Deloitte through industry-leading sustainability services and collaboration with clients, suppliers, nonprofits, and other partners across our ecosystem.

This document outlines how Deloitte Canada will operationalize the [Deloitte Global Net-Zero Transition Plan](#) within our local context. It highlights the actions already underway across our firm, the levers most relevant to our Canadian footprint, and the initiatives that will drive measurable progress toward our net-zero ambition.

Net-zero by 2040 commitment

Deloitte is committed to achieving net-zero emissions across our value chain by 2040 at the global, network-wide level. Our net-zero by 2040 target is inclusive of our near- and long-term targets and has been validated by the Science Based Targets initiative (SBTi).

Our near-term targets:

- Reduce absolute scope 1 and 2 greenhouse gas (GHG) emissions by 70% by 2030¹.
- Reduce scope 3 GHG emissions from business travel by 55% per full-time equivalent employee by 2030¹.

Our long-term targets:

- Reduce absolute scope 1, 2, and 3 GHG emissions by 90% by 2040¹.

The remaining 10% of residual emissions are planned to be neutralized through investment in the permanent removal of carbon.






¹From a 2019 base year.

Deloitte Canada's emissions profile

Our emissions profile

Emissions from travel, technology, and buildings are the primary sources of Deloitte Canada's environmental footprint. These sources guide where reduction efforts are focused. For a complete breakdown of Deloitte Canada's emissions inventory, refer to the [Canadian Impact Report](#).

	Emissions source	% of FY2025 emissions ¹	Emission scope
 How we work: business travel for clients and internal meetings	Air travel	23%	Scope 3 – business travel
	Accommodations	5%	
	Ground transit		
	Meetings and events		
		Commuting	8%
 What we use to deliver our work: technology including laptops, AI, software, cloud services	PG&S	61%	Scope 3 – Purchased goods and services (PG&S)
 Where we work: office space and where our people and clients experience our culture	Teleworking	2%	Scope 3 – commuting and teleworking
	Fuel and electricity used in our buildings	1%	Scope 1 and 2

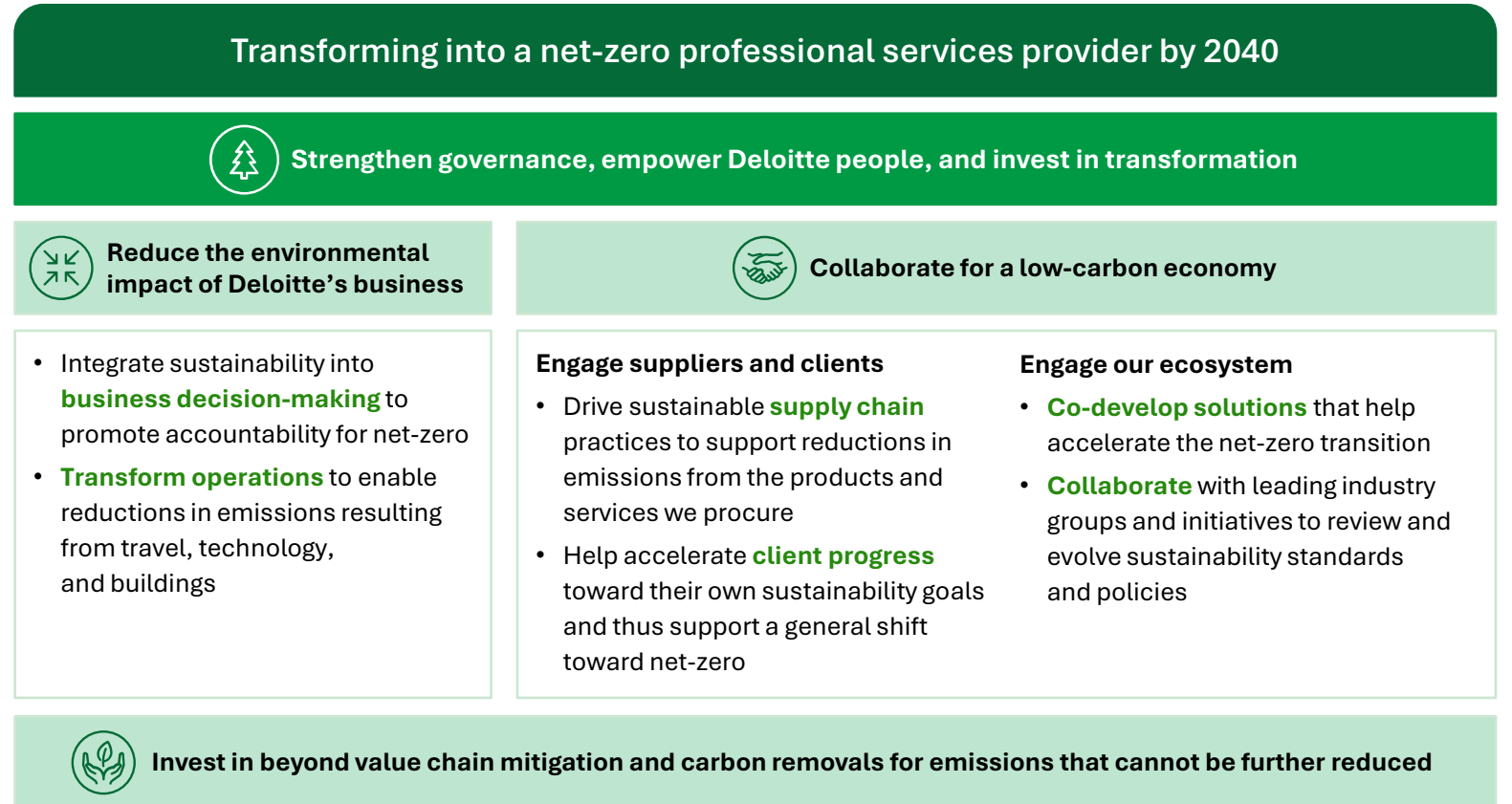
¹Deloitte's fiscal year runs from 1 June to 31 May. Due to rounding, sum of percentages may not equal 100%.

Net-zero by 2040 framework

Turning ambition into action

Our net-zero by 2040 framework brings together the key focus areas that will drive our transition and serves as the basis for our Transition Plan. It anchors Deloitte's efforts where we are best positioned to lead — from transforming the environmental impact of our travel, technology, and buildings, to embedding net-zero into supplier relationships, and collaborating across our ecosystem to scale systemic solutions.

By applying the global framework and strengthening it with Canadian-specific mitigation strategies, we aim to deliver a credible, accountable, and actionable transition plan that reflects both our national priorities and global responsibility.





Strengthen governance, empower Deloitte people, and invest in transformation



Strengthening governance and empowering our people

Delivering Deloitte Canada's net-zero transition requires strong governance and a culture that embeds sustainability into everyday decision making. We are enhancing our internal structures by aligning governance with global standards, integrating sustainability into planning processes, and establishing clear accountability across leadership and operational teams. In Canada, the **Managing Partner, Purpose & Sustainability** oversees the strategy and implementation of our net-zero commitments. These foundations support consistent and credible progress toward our decarbonization goals.

Our people are one of our greatest enablers. Through Deloitte Canada's **Green Champions Network**, our people participate in learning and community initiatives, from climate-focused webinars and documentary screenings to urban forest stewardship, park cleanups, and food waste diversion events delivered with Canadian nonprofits. These activities strengthen climate awareness and empower our people to make low-carbon choices in their daily work.

We are also enhancing leadership capability and integrating climate content into learning pathways, talent standards, and employee engagement tools. This includes training for executives and functional leaders, expanding sustainability-

aligned defaults such as travel management guidance, and reinforcing behaviours that support our net-zero commitments. Together, these efforts position our people and governance systems as key drivers of a resilient, low-carbon future for the firm and the communities we serve.

Investing in the transition

Achieving Deloitte's net-zero goal requires sustained investment in how the firm operates, specifically in addressing travel emissions, decarbonizing our technology infrastructure and buildings, and engaging suppliers to advance lower-carbon practices. Our internal carbon price (ICP) provides a financial mechanism to support this transition by helping the firm plan, budget, and allocate capital toward decarbonization initiatives and climate solutions. By embedding the cost of carbon into business decisions, the ICP makes emissions a visible and measurable part of how we operate.

In Canada, the ICP was first introduced as a shadow price applied to business travel emissions in FY2024 to familiarize leaders with the concept and demonstrate the expected financial implications for their businesses. In FY2025, the ICP became fully active and began directly funding the climate action initiatives prioritized by the firm.



Reducing the environmental impact of our business

To reduce our environmental impact, Deloitte Canada's mitigation strategies focus on emissions related to travel, technology, and buildings.

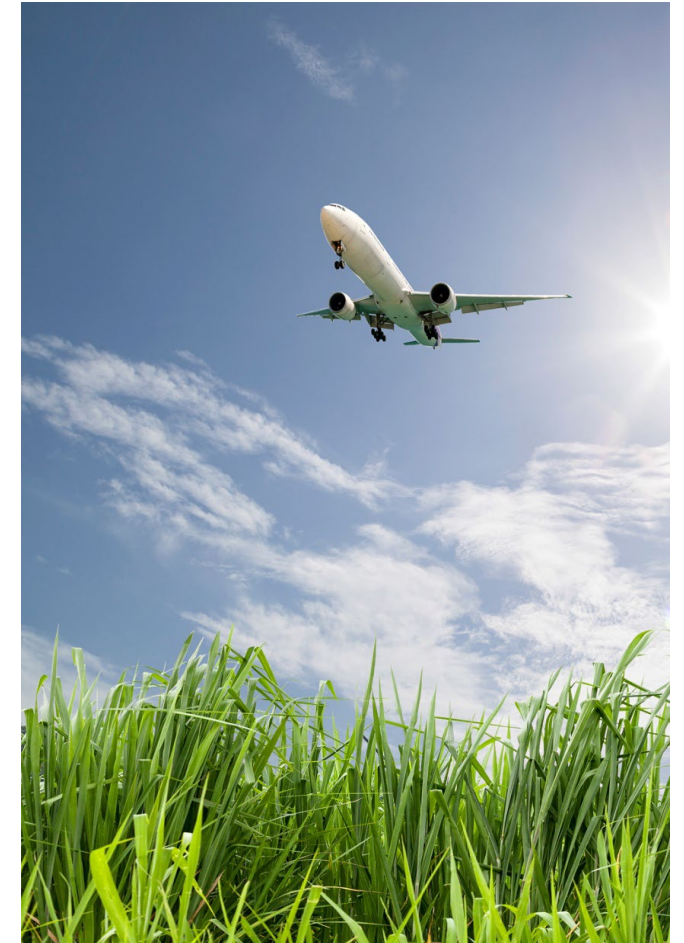
Travel

Deloitte has committed to reducing scope 3 emissions from business travel by 55% per FTE by 2030 from FY2019 levels. Maintaining leading client services while reducing Deloitte's travel footprint requires a holistic approach that considers when and how we travel, and involves working with clients, suppliers, and ecosystem partners to help create more sustainable travel options.

To date, we have focused on promoting efficient, purpose-driven travel through guidance on preferred travel modes for in-person interactions, supported by tools such as our Travel Policy. As a result, we're seeing increased use of public transportation for airport transfers and greater adoption of VIA Rail in highly populated cities. We have also convened Canadian leaders across the clean-fuel and aviation ecosystems to [examine the challenges and opportunities associated with Sustainable Aviation Fuel \(SAF\) in Canada](#). Deloitte Canada entered the SAF market in 2022 as the first corporate customer in Air Canada's Leave Less program. Building on this early investment and similar agreements across the network, Deloitte Global, including Canada, has entered into agreements with World Energy to purchase over 60,000 tons of emissions reductions from SAF. Through these agreements, we are signaling demand for lower-emission air travel and contributing to broader decarbonization across the aviation sector.

Looking ahead, our focus is on strengthening the systems, policies, and processes needed to more effectively manage travel-related emissions. This may include enhancing travel booking platforms and sustainability tools, such as a Travel Emissions Calculator, to integrate emissions forecasting into travel planning. Early actions, such as guidance for lower-carbon hotel stays, will help ensure sustainability considerations become a routine part of how travel is managed across the firm. We will also explore opportunities for Deloitte to continue accelerating the SAF market in Canada, whether through increased investment, expanded cross-industry collaboration, or helping fill emerging gaps in the ecosystem.

Over the longer term, Deloitte will continue working with airlines, hotel providers, and industry partners to help accelerate the shift toward lower-carbon travel options. This includes engaging major hotel chains on energy-efficiency improvements, encouraging the development of cleaner aviation solutions, and monitoring the potential of emerging technologies such as immersive virtual collaboration tools, hydrogen aircraft, and electric aviation. By strengthening our internal foundations and advancing collective action across the travel sector, Deloitte Canada aims to support our global ambition to meaningfully reduce travel-related emissions while maintaining a connected, high-quality client and talent experience.

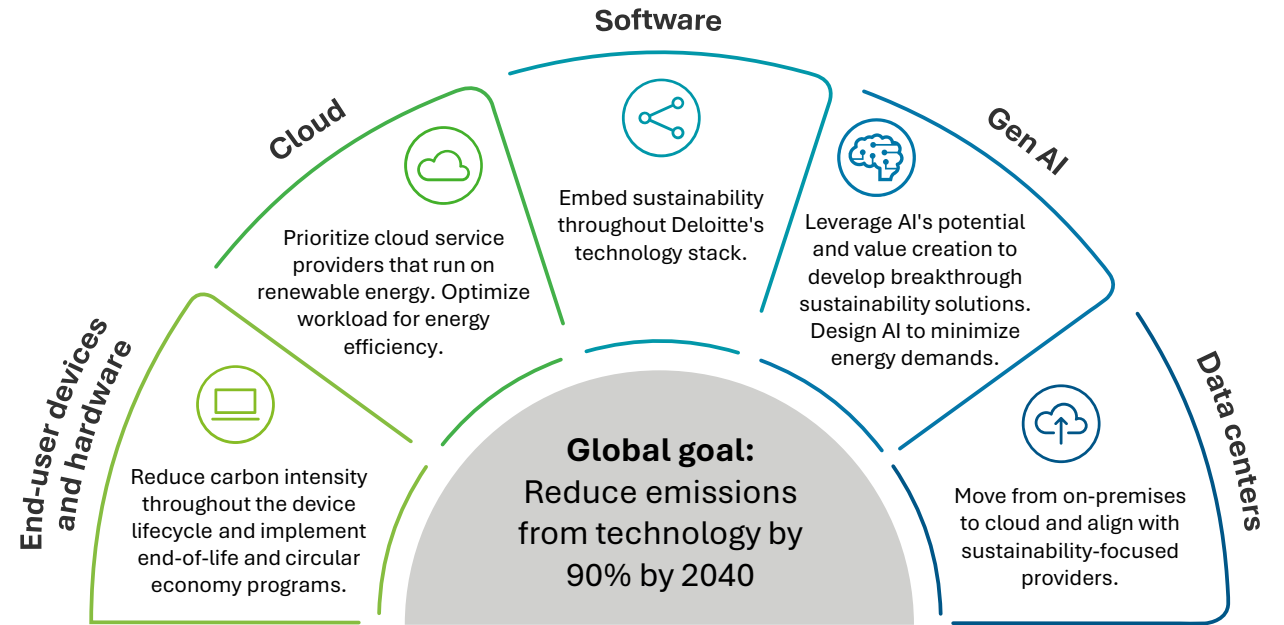


Technology

Technology continues to be a significant source of emissions for Deloitte Canada, and we are building the foundation to decarbonize our technology footprint as digital demand grows. Over the past several years, we have strengthened our sustainable technology practices in Canada through initiatives like the Sustainable IT Pledge, extending the lifecycle of laptops by moving from leasing to purchasing, and diverting e-waste by donating reusable devices to Canadian charities and nonprofits. These steps reinforce our longstanding commitment to reduce the environmental impact of our technology operations while advancing circularity across our device lifecycle.

Looking ahead, we are focused on strengthening the systems and governance needed to reduce technology-related emissions while enabling responsible use of emerging tools. Our approach centres on improving efficiency across the technology stack by reducing device lifecycle impacts, optimizing cloud workloads, selecting lower-carbon providers where possible, and embedding sustainability considerations into software choices. As AI and agentic models scale, we will continue to evaluate their energy and emissions impacts, while also leveraging AI to enhance operational efficiency, support emissions analysis, and uncover new opportunities to reduce our environmental impact across the business. These actions ensure that sustainability is built directly into future technology planning and decision-making.

Over the longer term, Deloitte Canada will support our global ambition of collaborating with technology suppliers, cloud providers, alliance partners, and industry peers to help accelerate emissions reduction across the broader technology ecosystem. This includes contributing to sector-wide decarbonization strategies, encouraging renewable-powered cloud adoption, and driving circularity and lifecycle improvements across devices and infrastructure. By strengthening our foundations, maturing our systems and governance, and advancing collective action, Deloitte Canada aims to meaningfully contribute to the global ambition to reduce technology-related emissions by 90% by 2040, while ensuring our digital transformation progresses in a responsible, low-carbon direction.



Deloitte's approach to reducing emissions from technology spans software, cloud, AI, data centers, and end-user devices

Buildings

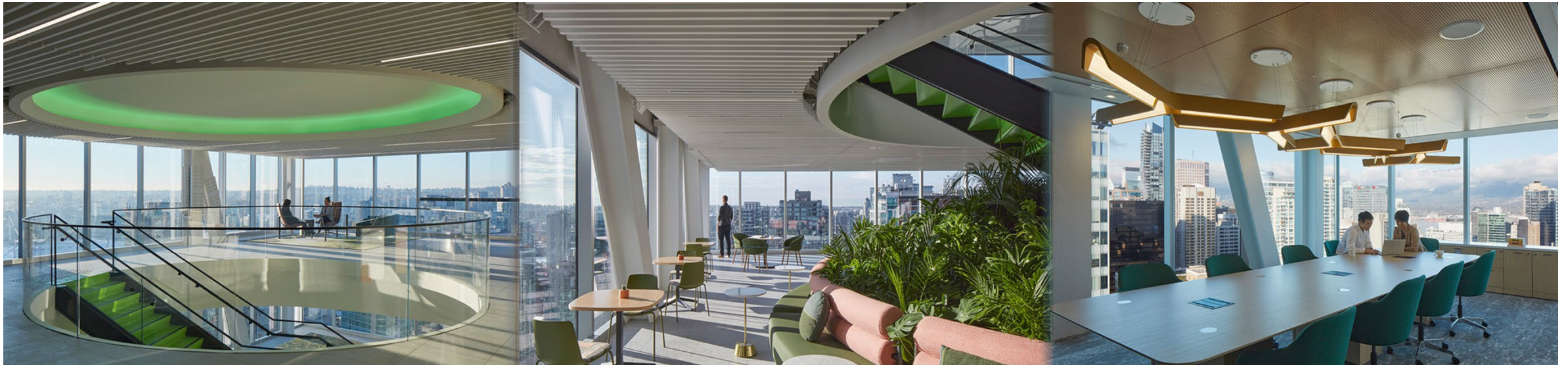
Deloitte's buildings and offices shape the experiences of our people and clients and are an extension of our culture. These spaces represent Deloitte's most tangible impact on the environment and the well-being of our people. As of FY2025, Deloitte Canada has achieved a 74% reduction in scopes 1 and 2 emissions from FY2019 levels, surpassing our 2030 target of a 70% reduction. This progress reflects our commitment to procuring 100% renewable electricity for buildings as a member of RE100. In FY2025, 100% of the electricity used in our buildings came from renewable sources, primarily through market-based instruments such as Renewable Energy Certificates (RECs). Our efforts to reduce the impact of our buildings go beyond renewable energy procurement. For example, the [Deloitte Summit](#) office in Vancouver is a Leadership in Energy and Environmental Design (LEED)-certified, fossil fuel-free building that uses

recycled rainwater for landscape irrigation and toilet flushing. Our [Halifax office](#) was designed with a focus on sustainability, using an energy system that is cooled by seawater circulated throughout the facility. Our real estate design teams also place strong emphasis on circularity by maximizing the reuse of materials wherever feasible, as demonstrated in the [Ottawa Office refresh case study](#).

Going forward, Deloitte is building the guidance, tools, and decision frameworks needed to support a systematic transition toward lower-emissions buildings. This includes developing green leasing guidance, such as sustainability clauses and landlord engagement expectations. In alignment with Deloitte's Global efforts, Deloitte Canada is also developing a Real Estate Sustainability framework to ensure sustainability requirements are consistently integrated across our offices. We will continue expanding the tracking and

management of other building-related environmental impacts, such as water consumption and waste management, in our major facilities.

Over the longer term, Deloitte Canada will collaborate with property owners, building managers, and industry groups to help accelerate emissions reduction across the broader commercial real estate sector. This includes supporting the transition to renewable-powered office buildings, encouraging upgrades to building systems, and contributing to shared approaches that improve energy efficiency and reduce the carbon intensity of commercial properties. By maturing our internal capabilities and advancing collective sector-wide action, Deloitte Canada aims to meaningfully contribute to long-term decarbonization of the built environment while ensuring our workplaces remain modern, efficient, and aligned to our net-zero goals.





Collaborating for a low-carbon economy

As Deloitte Canada advances our own decarbonization, most Canadian and world-wide emissions are generated beyond our direct control, making deep value-chain engagement essential to achieving a net-zero ambition.

Suppliers

Deloitte's approach to engaging suppliers focuses on the largest contributors to our emissions footprint, mainly in travel and technology, while supporting scalable solutions to progress net-zero across the broader supply base. In Canada, we have deepened engagement with major suppliers through initiatives such as our hotel sustainability performance assessment to better understand emissions sources, identify reduction levers, and surface lower-carbon accommodation options. We have also strengthened sustainability within our procurement practices by updating Deloitte's Supplier Code of Conduct, enhancing RFP questions to assess supplier climate commitments, and are working to improve emissions data and reduction pathways.

Looking ahead, Deloitte will refine supplier engagement through segmentation, materiality assessments, and sector-specific insights. This includes collaborating with major travel and technology suppliers to explore product-level carbon reporting and identify low carbon products, enhance transparency, and pursue joint decarbonization initiatives.

Clients

With clients looking to strengthen their resilience and preparedness to adapt to evolving energy supply and demand, our [Deloitte Sustainability](#) practitioners are delivering services to help organizations set their own sustainability goals and

accelerate their transition to a low-carbon future. Recognized as a [Leader in the 2026 Verdantix Green Quadrant for Sustainability Consulting Services](#), our teams provide tailored strategies that help clients assess energy security across their value chains at a pace that matches their objectives and is aligned with their business strategies.

Through these client services, Deloitte helps catalyze system-wide change that supports both our clients' transitions and our own path to net-zero. By expanding access to lower-carbon goods and services, particularly where clients are also our strategic suppliers, our work helps advance sector-wide decarbonization and create the enabling conditions for Deloitte to achieve our decarbonization goals.

Deloitte's ecosystem

Deloitte Canada invests directly in value chain mitigation (VCM) mechanisms, including Sustainable Aviation Fuel certificates (SAFc) and Renewable Energy Certificates (RECs), to decarbonize sectors where suppliers alone cannot drive change. These mechanisms contribute to emissions reductions in hard-to-abate sectors while informing the advice we provide to clients on credible, market-based solutions for residual emissions. Deloitte Canada plans to maintain the use of high-quality VCM instruments, continuing 100% REC coverage for electricity-related emissions and using SAFc to signal demand for cleaner aviation fuels.

Beyond VCM mechanisms, we have also collaborated with our ecosystem to develop insights that contribute to strengthening Canadian climate solutions. These include advancing [Indigenous-led nature-based climate solutions](#) that enhance stewardship and resilience and developing an [open-source framework for climate-smart agriculture](#) to standardize greenhouse gas measurement and accelerate lower-carbon food production across Canada's agri-food value chain.

Deloitte Canada will continue to strengthen collaborations across our value chain to drive transformative emissions reductions, including SAF, advancing circular technology solutions, and supporting client transitions in energy and infrastructure. By evolving our use of RECs, SAFc, and new VCM tools in line with credible net-zero pathways, we aim to contribute meaningfully to the broader shift toward a low-carbon economy. Activities outside of our direct value chain are described in the next section.

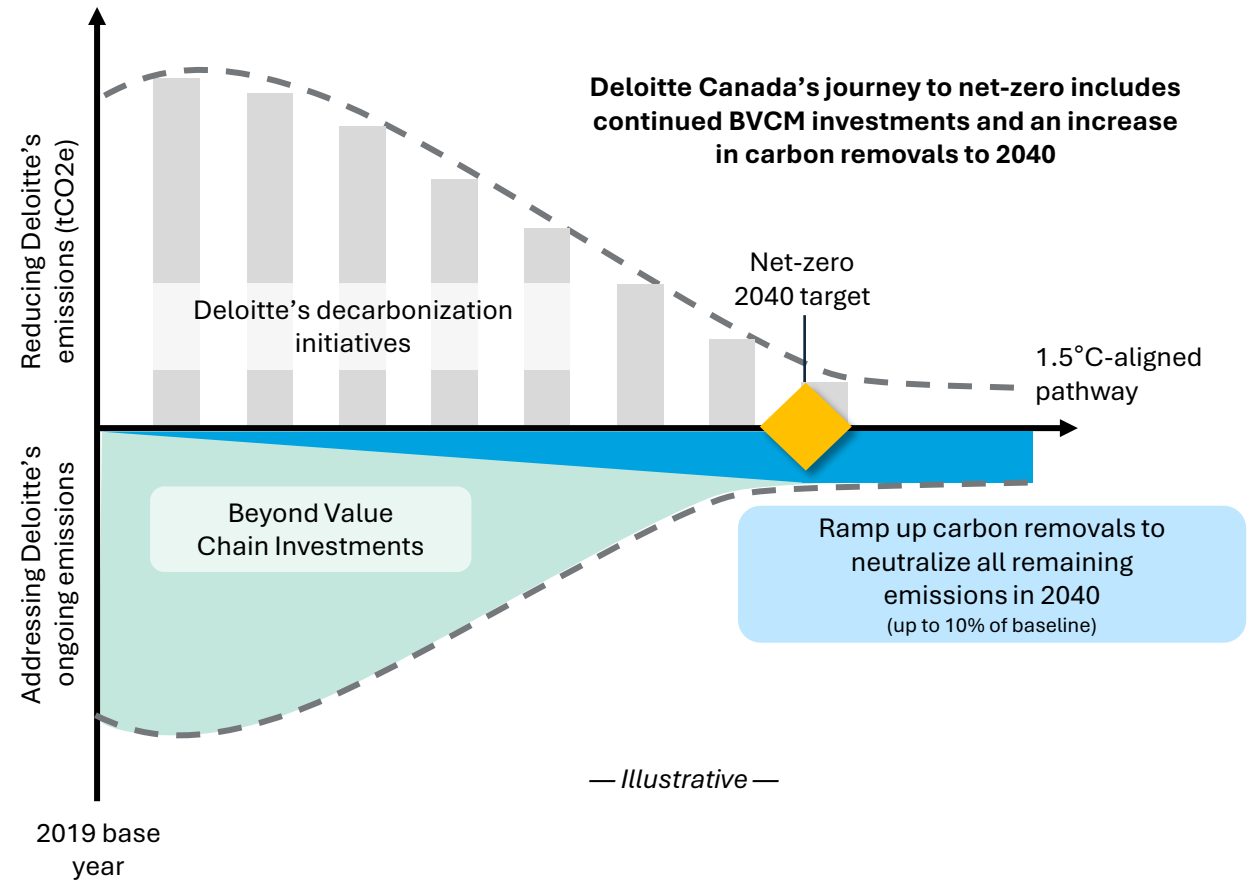


Investing in beyond value chain mitigation and carbon removals

Beyond value chain mitigation (BVCM) reflects Deloitte Canada’s commitment to accelerating high-impact, credible climate solutions that reduce and remove emissions beyond our own operations.

Deloitte Canada has expanded its climate ambition beyond our direct value chain by investing in solutions that reduce and remove emissions at a system level. Our BVCM portfolio focuses on high-integrity, Canada-relevant climate solutions, including voluntary carbon market purchases from projects such as the **Great Bear Forest Carbon Project**. This project is an Indigenous-led forest protection and restoration initiative governed by an alliance of nine Nations in British Columbia, creating jobs in Indigenous communities while driving climate solutions. We also support the scale-up of carbon removal technologies through multi-year agreements with innovators like **CarbonCure Technologies**, a Canadian company developing methods to permanently store carbon dioxide in concrete. These investments complement our operational decarbonization efforts and demonstrate our commitment to accelerating climate solutions. Details of annual carbon credit purchases are available in the [Canadian Impact Report](#).

Looking ahead, we will enhance our BVCM approach by increasing our share of permanent carbon dioxide removal credits to prepare for neutralization requirements in our net-zero year. Deloitte Canada will also continue engaging with the carbon removals market to help advance scalable, credible solutions capable of addressing the final portion of hard-to-abate emissions, supporting both our own net-zero pathway and the broader transition toward permanent removals.





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 by building a better future. 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 100% 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, tax and legal, financial advisory, audit and assurance, and risk advisory 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.

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