



Expanding Horizons

Year-six Reconciliation Action Plan update report

OCTOBER 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.

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Introduction

In 2020, Deloitte Canada launched the first corporate **Reconciliation Action Plan** (RAP) of its kind in Canada. Building on that foundation and informed by the lessons and progress, we introduced **Expanding Horizons: Deloitte Canada's Renewed Reconciliation Action Plan** in 2024.

This FY26 report, covering the period from June 1, 2025, to May 31, 2026, highlights progress made during the second year of our renewed RAP against our 15 commitments guided by our four North Star aspirations:

1

Cultivate the diverse career journeys

of 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 using both these eyes together, for the benefit of all” (Mi'kmaq Elder Albert Marshall).

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—and for all generations to come.

We recognize that reconciliation is not a destination, but an ongoing journey that requires listening, learning, accountability and meaningful collaboration. As we continue this work, we remain committed to deepening our impact and creating opportunities that support Indigenous self-determination, prosperity and inclusion.



r8dius is a majority Indigenous-owned, Deloitte-enabled business that supports organizations across Canada in delivering complex, high-impact technology transformations. The firm specializes in implementing and optimizing core technology platforms, helping clients strengthen performance, manage risk, and drive lasting business value.

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 Ēlädzing' Morberg-Green

First Nations Heritage Interpreter
Tr'ondëk Hwëch'in, Yukon

Leadership messages



Anthony Viel

Chief Executive Officer,
Deloitte Canada and Chile

Reconciliation remains one of the most important responsibilities facing Canada today, and organizations across the country play an important role in advancing it and helping build a stronger, more inclusive, and more prosperous future.

Six years ago, Deloitte became the first organization in corporate Canada to launch a formal Reconciliation Action Plan. What began as a commitment to action has grown into a deeper understanding of the role we can play in building meaningful relationships and working alongside First Nations, Inuit, and Métis Peoples.

This last fiscal year marked an important milestone in that journey. Achieving Gold certification through the Canadian Council for Indigenous Business' (CCIB) Partnership Accreditation in Indigenous Relations (PAIR) program provided external validation of the progress we have made since 2020 and of our commitment to turning intent into action.

This progress has been shaped by our belief that a stronger Canada depends on the economic success of all Canadians including Indigenous communities, businesses, and entrepreneurs. Inclusive economic institutions are essential to achieving that future, and it requires a commitment to co-creation and Indigenous-led approaches grounded in respect and self-determination.

Our commitment is reflected in efforts to amplify Indigenous economic perspectives, strengthen Indigenous procurement and partnership practices, and support Indigenous-led economic futures. This includes the publication of *Breaking trail*, our report on sovereign Indigenous economic relations, supporting Indigenous youth entrepreneurship, and Nation Building work that advances economic empowerment alongside Indigenous Nations and Indigenous-led organizations.

Reconciliation must also be reflected in the everyday experiences of Indigenous professionals. Meaningful progress is not only measured by what we do externally, but by the experiences of our people within Deloitte.

Over the past year, we have expanded Indigenous-led learning opportunities that deepen understanding, build cultural competency, and help inspire meaningful action. We have also strengthened initiatives that foster belonging, cultural safety, and community, including the Bridges of Belonging buddy program and the Cousins Employee Resource Group. As we look ahead, we do so with optimism and a clear understanding that our work is far from complete. We know that progress is not always linear and is often slower than the urgency of the moment demands.

Reconciliation is an ongoing responsibility, and the progress captured in this report is more than a measure of momentum. It reflects our continued commitment to listening, learning, and advancing this work alongside First Nations, Inuit, and Métis Peoples to help create lasting opportunity and shared prosperity for all.

Anthony Viel
Chief Executive Officer,
Deloitte Canada and Chile



Duncan Sinclair

Chair, Deloitte Canada and Chile

Reconciliation is one of the most important commitments we have made as a firm. It calls on us not only to acknowledge the past, but to help build a future founded on respect, trust, and shared prosperity with Indigenous Peoples. More fundamentally, reconciliation is a responsibility shared by all Canadians. Building a stronger, more prosperous, and more inclusive Canada depends on our collective willingness to embrace reconciliation, not as an obligation of the past, but as an investment in our shared future.

When we launched Deloitte's first Reconciliation Action Plan in 2020, the first of its kind in corporate Canada, we did so because we believed leadership required action. Our country was confronting painful truths about the systemic injustices experienced by Indigenous Peoples, and we knew that remaining silent was not an option.

Since then, we have published our progress each year because accountability matters. Reconciliation is measured not by intentions, but by actions. By measuring our progress, reporting transparently, and embedding responsibility throughout our firm, we are working to ensure these commitments become part of how we operate every day.

This work has never been about checking a box or reaching a finish line. Reconciliation is built through relationships, trust, humility, and a willingness to listen and learn. While trust gaps remain, we are committed to walking this path alongside Indigenous Nations, community leaders, Elders, and youth. We know meaningful progress is only possible through genuine collaboration.

Across Turtle Island, we are witnessing an important shift toward economic reconciliation. Indigenous Nations are leading transformative projects that are reshaping Canada's economic future. Still, recent events have underscored how longstanding gaps in critical infrastructure continue to leave many Indigenous communities disproportionately vulnerable during times of crisis, like First Nations across Ontario who, at this time of this writing, have been impacted by devastating wildfires. Making progress in this area means respecting Indigenous rights, self-determination, and sovereignty while supporting investments that strengthen community resilience, build essential infrastructure, and create opportunities for shared prosperity that benefit Indigenous Peoples and all Canadians alike. Over the past year, we have continued creating space for Indigenous voices to help inform our thinking and strengthen the way we contribute to Canada's future.





Looking ahead, we know that lasting change depends on the next generation. Guided by the principle of thinking across seven generations, we continue to invest in education, entrepreneurship, advocacy, and opportunities that amplify the strengths, talents, and leadership of Indigenous youth. There is every reason for optimism, but there is also a responsibility to remain steadfast. Removing systemic barriers requires persistence, humility, and long-term commitment.

Writing this introduction to our latest Reconciliation Action Plan annual update report, my final one as Chair of Deloitte Canada and Chile, fills me with gratitude. I have been privileged to learn from Indigenous leaders, Elders, colleagues, and communities whose generosity, wisdom, and lived experiences have shaped my understanding of reconciliation and strengthened my own leadership.

As I prepare to pass this responsibility to others, I do so with confidence. Reconciliation is no longer simply an initiative at Deloitte. It is becoming part of who we are as a firm and how we lead. I hope it also continues to become part of who we are as citizens. Building a better country requires all of us to embrace reconciliation with humility, courage, and determination.

In shared hope and gratitude,

Duncan Sinclair

Chair, Deloitte Canada and Chile



Roberta Jamieson

Independent Director,
Deloitte Canada and
Chile Board of Directors

In times of continued global economic and political uncertainty, it would be easy to shy away from taking the bold leadership that a commitment to reconciliation requires. Deloitte has not done this.

Deloitte understands that a true commitment to reconciliation requires tenacity, humility, determination, and courage. It also requires a continued willingness to learn, to take risks and to follow through on commitments. Deloitte was called upon this past year to demonstrate these attributes and more. I am pleased to introduce this annual accountability report which outlines our progress on the renewed Reconciliation Action Plan (RAP).

Canada's future prosperity, for historical, constitutional and legal reasons, depends on its ability to forge and maintain meaningful partnerships with First Nations, Inuit, and Métis Peoples, and as the leading professional services firm in this country, Deloitte has a critical role to play.

I sit as an independent member of the Deloitte Canada and Chile Board, which regularly discusses the RAP commitments with colleagues; together we review management's progress and learnings across the four pillars of inclusion, education, employment, and economic empowerment. This tone from the top is essential as is the ever-present visionary

leadership of Deloitte's Board Chair Duncan Sinclair, and Executive Officer, Anthony Viel.

As you review this report, you will learn of the many achievements in areas such as procurement and education, and you will also learn of our challenges in areas such as recruitment and retention, along with our targeted initiatives to tackle them. In sharing this report, it is our hope that other organizations will take away some valuable insights.

I would like to call out one important milestone; the fact that Deloitte has integrated the RAP commitments across the firm, with clear accountability assigned to leaders responsible for driving progress and outcomes. This groundbreaking step demonstrates a recognition of the fact that reconciliation is everyone's responsibility, across all lines of business, at all levels. This is a lesson that many organizations have yet to discover and one essential to an authentic commitment to reconciliation in Canada.

Roberta Jamieson
Independent Director, Deloitte
Canada and Chile Board of Directors

**Progress
report**



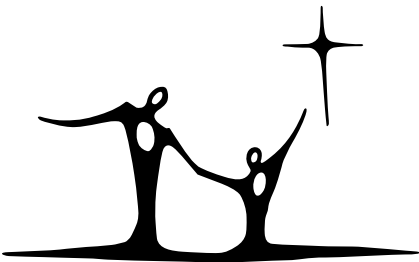
Deloitte strives to create a space where Indigenous ways of knowing, wisdom, and practices are honoured, and where everyone can meaningfully contribute to creating a more inclusive future.

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	Deloitte published the <i>Breaking trail: The role of sovereign Indigenous economic relations in building a more prosperous Canada</i> report to amplify Indigenous voices in economic policy. Over 300 registered participants attended a Deloitte-hosted national webinar featuring eminent Indigenous economic leaders on Indigenous economies in Canada. We co-implemented our agreement with IYR by co-hosting a national policy dialogue of over 40 participants, including Indigenous youth, Deloitte and public policy leaders to discuss priority issues identified by the youth. Additionally, we sponsored 22 youth to complete the 2025 Indigenous Youth Advocacy Week with IYR and facilitated an Indigenous Youth Advisory Circle, which led to the creation of an Indigenous youth-led policy toolkit.
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	In the fall of 2025, we launched the inaugural cohort of our Indigenous buddy program, “Bridges of Belonging”. The program began with an opening event, featuring Anishinaabe Elder, Grandmother Kim Wheatley of Shawanaga First Nation, to share welcoming remarks, outline program expectations and start in a good way. The program ran for six months, with monthly check-ins between Mentors and Mentees. The cohort concluded with a closing event, to celebrate new connections made and lessons learned. Overall, 25% of new Indigenous hires participated in the program. In an effort to continuously improve and evolve the program for future cohorts, we asked all participants to provide feedback about their experiences: 92% of Mentees reported an improved sense of belonging after program participation, 100% of Mentees felt their Mentor was able to provide support that was respectful of their identity and lived experience, and that their Mentor was able to help them navigate Deloitte or R8dius beyond day-to-day tasks.
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	Cousins, which is Deloitte and R8dius’ Indigenous Employee Resource Group (ERG), continued to foster connection, belonging, and community for First Nations, Inuit, and Métis professionals. Membership represented approximately 62% of Deloitte and R8dius’ Indigenous workforce. Throughout FY26, Cousins hosted monthly national gatherings and 15 regional in-person events, including cultural workshops, community events, an Indigenous Leadership Panel, and an annual virtual gathering. Participation in quarterly sessions continued to exceed the RAP target, reflecting the value of Indigenous-led spaces that support connection, cultural engagement, and belonging.



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	In FY26, Deloitte expanded its national impact, reaching more than 10,000 Indigenous youth through collaborations, sponsorships, volunteering, and pro bono work. This was made possible through several collaborations, including our continued collaboration with Chapter One, a non-profit organization dedicated to improving literacy outcomes for First Nations youth, where we delivered over 4,100 tutoring sessions from trained high impact tutors and conducted 1,420 virtual sessions across seven First Nations communities. Deloitte’s collaboration with PowerPlay Young Entrepreneurs focused on increasing access to entrepreneurial education for Indigenous youth, directly supporting 311 students and engaging more than 1,190 through showcase events, where students gained hands-on experience building ventures and developing entrepreneurial skills. Additionally, Deloitte’s pro bono support to TakingITGlobal (Connected North program) is helping demonstrate impact across 224 schools and 40,000+ students and is set to scale its reach by 30+ schools and 4,500 additional students each year. See page 23 for more about our collaboration.
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 FY26, we expanded our Indigenous learning capacity through the engagement of additional Indigenous resources within the Learning & Development (L&D) team. In addition to the Indigenous L&D Content Senior Specialist role, we engaged an Indigenous Education Specialist focused on supporting the program management and streamlined implementation of Indigenous learning initiatives. Several Indigenous vendors with subject matter expertise were also engaged to support the creation of our programming. Key progress includes: • Design and launch of a structured Indigenous Learning Portfolio of offerings, including governance, delivery model, and roadmap • Development and delivery of multiple Indigenous-led learning offerings supported by Indigenous subject matter experts and facilitators • Early integration of Indigenous perspectives into onboarding and core learning pathways, including work aligned to D. Academy, our onboarding program for Co-op students at the firm



EDUCATION CONTINUED



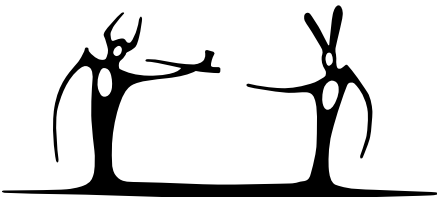
Renewed RAP commitment Timeline	Target actions	Progress update
6. Continue offering the 4 Seasons of Reconciliation Course (made in collaboration with First Nations University) to all Deloitte Canada practitioners and partners Ongoing	Mandatory requirement for everyone at Deloitte as part of firm onboarding	The 4 Seasons of Reconciliation Course remains a mandatory requirement at Deloitte Canada as part of firm onboarding and year-end compliance processes. It also serves as the foundational learning for additional courses launched through our Indigenous Learning Portfolio.  4 Seasons of Reconciliation
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	Significant progress was made in developing and delivering new Indigenous-focused learning offerings in FY26. This included the pilot and launch of several courses open to all professionals at Deloitte and R8dius, including: Foundations of Equity: A foundational course introducing core equity concepts, including systemic barriers, privilege, bias, and structural drivers of inequity. It builds a shared understanding of how inequities are created and sustained, with a focus on the historical and ongoing experiences of Indigenous Peoples Understanding the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP): Indigenous Inherent Rights & Sovereignty, developed in collaboration with Tanya T Consulting, a First Nation advisory firm. The course builds on foundational equity concepts to deepen understanding of Indigenous rights and realities, including inherent rights, sovereignty, and self-determination. It explores UNDRIP within its historical and legal context and provides practical guidance for applying a rights-based approach within organizations, client work, and reconciliation efforts In addition, a repeatable delivery model was established to support scaling offerings across the firm, with a focus on leader and practitioner capability building.



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*	In FY26, Deloitte and R8dius welcomed 52 Indigenous hires across a range of business areas and career stages, contributing to the continued growth of Indigenous talent across the organization. The Indigenous workforce remained stable in FY26, with 180 Indigenous professionals representing 1.26% of the combined Deloitte and R8dius workforce. Phase 2 of Indigenous Hiring Accountability Enhancements expanded the initiative from Indigenous-specific roles to opportunities across the firm, supporting more informed discussions related to Indigenous recruitment outcomes, workforce planning, and talent strategy. Indigenous Cultural Leave continued to provide Indigenous professionals with dedicated time to participate in cultural, ceremonial, and community activities. During FY26, Indigenous professionals utilized over 1,500 hours of Indigenous Cultural Leave to support connection to culture, community, and identity.
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	An Indigenous Leadership Scholarship Program was launched to support the continued career advancement of Indigenous professionals across Deloitte and R8dius. During FY26, eight scholarships were awarded to support professional certifications, CPA preparation, project management training, and other leadership development opportunities. Roots & Relations: Beginning in a Good Way, Deloitte and R8dius’ Indigenous employee onboarding program was launched during FY26. The program brings together new Indigenous professionals to build relationships, learn about available supports and opportunities, and connect with Indigenous leaders and our internal community.

**Based on the 2021 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

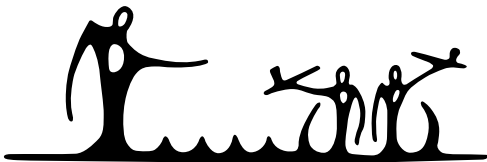


Renewed RAP commitment Timeline	Target actions	Progress update
10. Strengthen partnerships with Indigenous-led organizations to build and grow trusting relationships to develop a pipeline of Indigenous Peoples Ongoing	• Build partnerships with National Indigenous Associations and colleges and universities	As part of its campus recruitment strategy, Deloitte continued to work with Indigenous student groups, colleges, and universities to build meaningful relationships, support student initiatives, and create pathways to scholarships, internships, and career opportunities at the firm. Deloitte became an AFOA Canada Community Builder member during FY26, strengthening its collaboration with an Indigenous-led organization dedicated to advancing excellence in Indigenous finance, management, and governance. The collaboration included participation in the AFOA National Conference, where Deloitte shared insights on Indigenous talent initiatives and opportunities, while supporting learning, knowledge sharing, and leadership development among Indigenous finance and governance professionals. FY26 also marked the first year of Deloitte’s work with the National Association of Friendship Centres (NAFC). Through this collaboration, Deloitte provided funding to support Indigenous youth leadership and employment readiness initiatives. The collaboration reflects a shared commitment to investing in the next generation of Indigenous leaders while supporting the strength and sustainability of the Friendship Centre movement, which plays a vital role in serving urban Indigenous communities across Canada. See page 22 for more about our collaboration.
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	Deloitte is committed to amplifying Indigenous voices across both internal employee communications and external platforms, including LinkedIn, Instagram, Facebook, and our careers page. Through our Bloom Scholarship program, we continue to highlight Indigenous scholarship recipients externally and showcase artwork from commissioned Indigenous artists. We’ve also collaborated with an Indigenous employment organization to broaden awareness and promotion of our talent programs. Our commitment to Indigenous storytelling continues with progress being made to a video series, highlighting Indigenous Deloitte and R8dius employees.



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.

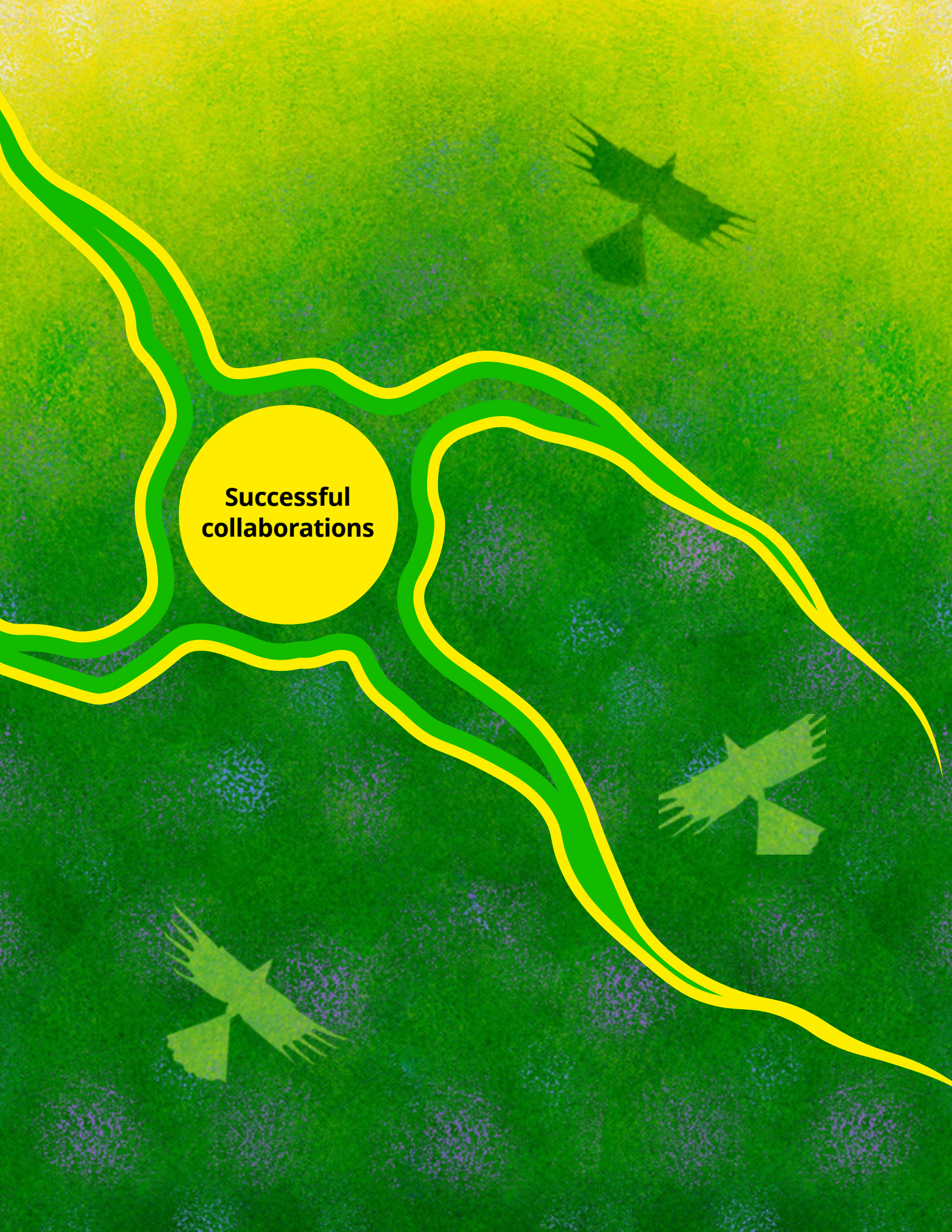
Renewed RAP commitment Timeline	Target actions	Progress update
12. Continue corporate membership with Canadian Council for Indigenous Business (CCIB) and maintain certification in Partnership Accreditation in Indigenous Relations (PAIR), formerly known as the Progressive Aboriginal Relations™ (PAIR) program to remain competitive to our clients Targeting initial application for PAIR Gold status by 2026	Achieve PAIR Gold Status	In addition to renewing our annual corporate membership with CCIB in FY26, we achieved our goal of obtaining Gold-level certification in the PAIR program, awarded in October 2025. Throughout the year, we proudly sponsored CCIB’s Indigenous Relations Forum and PAIR Awards Dinner. As a designated “Procurement Champion” through CCIB’s Supply Change program, active sponsors in CCIB’s programming, and Gold-level certification in the PAIR program, we are demonstrating our commitment to building and affirming trust with Indigenous organizations. 
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	Deloitte has operationalized its commitment to include a minimum 5% Indigenous subcontracting requirement in all new and renewed internal business contracts over \$50K. This requirement is already in place across several contracts, signaling early success and scalability. This progress reflects a clear shift from commitment to execution. Standardized subcontracting language and supporting processes are now embedded within procurement workflows, enabling more consistent inclusion of Indigenous businesses across Tier 1 and Tier 2 opportunities across the country. Deloitte has also strengthened procurement practices to improve accessibility for Indigenous suppliers by reducing barriers and promoting equitable participation. A dedicated support role now helps Indigenous businesses navigate the procurement lifecycle, including RFPs and opportunity matching. Together, these efforts are advancing meaningful economic inclusion by expanding opportunities for Indigenous businesses and driving measurable outcomes, with Deloitte maintaining and advancing its achievement of 5% addressable procurement spend with Indigenous businesses, demonstrating the sustainability of its impact and commitment.



ECONOMIC EMPOWERMENT CONTINUED



Renewed RAP commitment Timeline	Target actions	Progress update
14. Stand up 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	Over the past year, R8dius’ talent footprint has expanded significantly as our purpose-led mandate continues to resonate with practitioners across the country. Our team now exceeds 90 people, with over 80% self-identifying as Indigenous. Over half of the executive leadership team are Indigenous, supporting our goal of advancing Indigenous growth at all levels. We are grateful for this momentum and remain focused on sustaining inclusive recruitment, culturally safe onboarding, and career development to support long-term outcomes.
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 FY26, our Nation Building practice was honoured to serve Indigenous Nations, Indigenous-led organizations and their partners coast to coast to coast. Collectively, our work supported the leaders within those governments and organizations to support the economic empowerment goals of more than 300 unique Indigenous Nations.



**Successful
collaborations**

Spotlight stories

Supporting the next generation of Indigenous leaders: A partnership with Indspire



At the **2026 Indspire Soaring: Indigenous Youth Empowerment Gathering** in Halifax, the first time hosted in Atlantic Canada, Deloitte served as lead corporate sponsor, building on our long-standing collaboration with Indspire to help expand education and career pathways for First Nations, Inuit, and Métis students.

Over two days, **more than 1,500 Indigenous high school students** came together to explore post-secondary options, connect with mentors, and imagine future careers. Through panels, workshops, and interactive booth experiences, Deloitte practitioners helped create opportunities for students to hear directly from Indigenous professionals and industry leaders about the many paths available to them.

Sessions like Rooted and Rising encouraged students to reflect on how culture, identity, resilience, and community can shape their education and career journeys. Deloitte panelists also shared their own experiences, offering honest perspectives on different career paths and helping students see Indigenous leadership as a powerful force in building more inclusive workplaces.



As Deloitte Graphic Designer and panelist Summer Bird reflected,

*"A moment that stayed with me was hearing youth from my home community cheer when I shared who I was. It was a powerful reminder of where I come from and how far I've grown. In my workshop, I connected with participants around our shared roots in resilience and how that shapes us as emerging leaders. Events like Indspire's Soaring create space for Indigenous youth to explore their futures, grounded in culture and identity, and to know that living **mino-bimaadiziwin**, the good life, is not only possible, but something they deserve."*

Deloitte's commitment extends beyond the event through Indspire's **Building Brighter Futures Bursary and Scholarships** program. During the 2025-2026 academic year, Deloitte supported 22 Indigenous student recipients, bringing the total number of students supported since 2017 to 176.

Together, these efforts reflect Deloitte's broader commitment to reconciliation and to creating spaces where Indigenous youth can build confidence, access opportunity, and see themselves reflected in future leadership. By investing in connection, learning, and long-term student success, Deloitte is helping make an impact that matters for communities across Canada.

Spotlight stories

Empowering the next generation of Indigenous changemakers alongside Indigenous Youth Roots



Through its continued collaboration with Indigenous Youth Roots, Deloitte's Future of Canada Centre is helping create pathways for Indigenous young people to influence policy, strengthen their leadership skills, and shape conversations that affect their communities.

Over the past year, 45 Indigenous youth participated in advocacy, leadership and policy-development initiatives designed to ensure youth voices are heard in spaces where decisions are made. Together, these programs delivered more than **50 hours of learning** and engagement, **stewarded 37 connections**, and **reached nearly 16,000 people** through digital engagements.

The impact was both practical and personal. Through Indigenous Youth Advocacy Week, young leaders enhanced their knowledge and confidence to engage directly with federal decision makers. Participants met with policymakers across 20 meetings, bringing forward lived experience and community



priorities on issues ranging from health, child and family services, Northern and Arctic affairs, public infrastructure, and environmental regulation. Youth reported feeling more empowered, informed, and connected, with many describing a renewed sense of confidence in their ability to advocate for change.

That leadership continued through the Indigenous Youth Advisory Circle, where youth identified and analyzed three public policy priorities and co-developed a Policy Bundle Toolkit to support future Indigenous youth entering policy spaces.



At the May 2026 Policy Gathering in Vancouver, **40 participants** came together to explore land, policy, and well-being, advancing youth-led conversations on anti-Indigenous racism in healthcare, food sovereignty, and access to land for urban youth. Across each initiative, Indigenous youth brought forward lived experience, community knowledge, and actionable visions for change, demonstrating the leadership, insight, and determination needs to shape a more equitable future.

Spotlight stories

Setting the gold standard for Indigenous relations: Advancing reconciliation with CCIB



In October 2025, Deloitte Canada achieved **Gold-level certification** in the Canadian Council for Indigenous Business' (CCIB) Partnership Accreditation in Indigenous Relations (PAIR) program, the highest level of recognition and a first for a professional services firm in Canada. This distinction reflects the role businesses can play in advancing economic reconciliation when commitments are translated into measurable actions, stronger relationships, and more inclusive ways of working with Indigenous Nations, businesses, and communities.

PAIR is a nationally recognized framework that evaluates organizations across leadership, employment, business development, and community relationships, providing an independent, third-party assessment of performance. For organizations, the framework helps move reconciliation from intention to practice by creating clear standards, and a path for continuous improvement. For Indigenous communities, this kind of accountability supports respectful engagement, increased economic participation, and trust-based relationships.

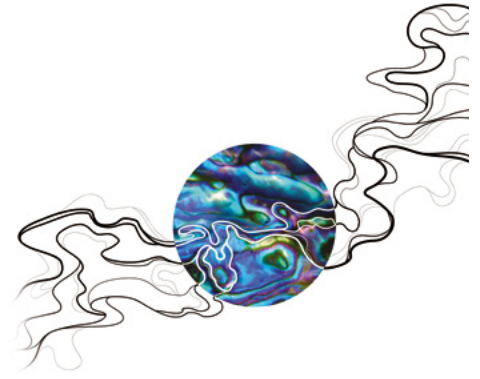


For Deloitte, this recognition reflects a journey that began with the firm's relationship with CCIB and accelerated through the launch of Canada's first corporate RAP in 2020. Over more than six years, the RAP has provided a structured approach to embedding reconciliation across the firm, with efforts focused on inclusion, education, employment, and economic empowerment.

As participation in the PAIR program continues to grow across Canada, Deloitte's achievement helps demonstrate what sustained action can look like in practice. The broader impact is not the certification itself, but the standard it reinforces for how organizations can build long-term partnerships, open doors to economic opportunity, and contribute to stronger outcomes for Indigenous communities across the country.

Spotlight stories

Creating the conditions for lasting prosperity: Deloitte's Nation Building Advisory Practice



Over the past year, **Deloitte's Nation Building Advisory** team has worked alongside Indigenous Nations to advance community-driven priorities that support long-term prosperity, resilience, and self-determination.

In collaboration with a Tribal Council, the team supported the development of a business case and procurement strategy for a proposed all-seasons road network, an initiative that has the potential to transform access to remote communities. The work helped outline a clear path from vision to implementation, including advancing procurement readiness, identifying funding pathways, and exploring the creation of a First Nations-led road authority. This approach is designed to position local communities not only as beneficiaries of new infrastructure, but as active partners in its design, delivery, and governance. Leadership endorsement of the recommendations and ongoing discussions with federal and provincial groups signal strong momentum toward implementation and long-term impact.

With Treaty One Nations, Deloitte supported the co-development of a workforce development strategy grounded in community priorities and Nation-led outcomes. The strategy focuses on unlocking employment pathways for Nation members by aligning skills development, education, and labour market opportunities with Treaty One's Economic Development projects. By centering community voices and long-term aspirations, the work contributes to building a sustainable talent pipeline that supports both individual prosperity and Nation-building objectives.

Together, these engagements reflect Deloitte's commitment to advancing inclusion, employment, and economic empowerment. By working in true collaboration with Indigenous Nations, the Nation Building Advisory team continues to support communities in translating vision into action; helping create the conditions for lasting, community-defined prosperity.

Spotlight stories

Building risk resilience with the National Association of Friendship Centres



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

Friendship Centres play a vital role in supporting urban Indigenous communities, providing culturally safe programs, service, and community connections across Canada. To help strengthen the long-term sustainability of these organizations, Deloitte collaborated with the **National Association of Friendship Centres** (NAFC)—the national network representing Friendship Centres and advocating for Indigenous-led community service delivery across Canada, to develop the Friendship Centre's At-Risk Toolkit.

The toolkit is a practical, strengths-based resource designed to help Friendship Centres, Provincial/Territorial Associations (PTAs), and the NAFC National Office identify emerging risks early and take action before they impact community services.

To support a more proactive and coordinated approach to risk management, Deloitte developed a three-tiered risk assessment and reporting framework spanning local, provincial/territorial,

and national levels. The framework strengthens governance through clear accountability, enables the early identification and escalation of risks, and provides practical, scalable indicators that can be applied consistently without creating unnecessary administrative burden. Deloitte also developed training and supporting resources to build confidence and capability across the network.

By strengthening risk visibility and response capabilities across the network, the initiative is helping NAFC support the long-term sustainability of its Friendship Centres and PTAs, which include **96 Friendship Centres** and six PTAs serving nearly one million Indigenous Peoples annually through more than **2,600 programs** accessed over **2.3 million times**. By improving visibility into organizational risks and enabling earlier, more coordinated interventions, the toolkit supports the continuity of Indigenous-led, culturally safe services and helps NAFC make the case for more consistent and sustainable funding.

As NAFC shared,

"We are grateful for Deloitte's collaboration in developing a tool that can help strengthen the sustainability, responsiveness, and long-term impact of Friendship Centres. The work we have done together will make a positive contribution for Indigenous-owned and operated community hubs from coast to coast to coast."

For Deloitte, this engagement reflects our commitment to making an impact that matters by helping strengthen the resilience and sustainability of Indigenous-led organizations and the communities they serve.

Spotlight stories

Expanding access, inspiring futures: Supporting Connected North

Connected North

Since 2012, Deloitte and **TakingITGlobal (TIG)** have worked together to expand educational opportunities for Indigenous youth through **Connected North**, an award-winning program that brings live, interactive learning experiences to students in Northern and remote communities across Canada. Through two-way video technology, Connected North connects classrooms with engaging speakers such as Indigenous role models, Elders, Knowledge Keepers, artists, scientists, and industry professionals, helping students access learning opportunities that may otherwise be out of reach.

The program **supported 224 schools**, delivered more than **8,200 live sessions**, and generated over **116,000 student interactions** in FY26. Nearly **60%** of sessions were led by Indigenous content providers, helping students strengthen connections to culture, identity, and community. Teachers reported strong outcomes: **94%** stated that sessions increased student engagement and motivation for learning, while **96%** agreed that the program affirmed students' identities and pride in their cultures.



Educators also continued to see impacts firsthand. One teacher from Baker Lake, Nunavut shared that Indigenous art sessions featuring beading and soapstone carving sparked new interest and engagement, allowing students to learn skills while connecting with Indigenous perspectives and storytelling. In Acho Dene Koe First Nation (Fort Liard), Northwest Territories, a teacher noted that students were highly engaged and inspired by opportunities to learn directly from Indigenous presenters they could relate to.

Finally, a key milestone this year was Deloitte's support for Connected North's first Social Return on Investment study. By helping measure the broader social, cultural, and economic value created for students, educators, schools, and communities, Deloitte is supporting the evidence-based approach needed to strengthen collaborations, inform future investment, and expand access to meaningful learning opportunities across Northern and remote Canada.

Spotlight stories

Administering Indigenous class action settlements: Supporting healing and accountability



As a number of longstanding class actions involving Indigenous Peoples have settled, the prospect of compensation is becoming tangible for those who experienced harm. In this evolving landscape, **Deloitte Claims** continues to serve as a steady and trusted administrator for both plaintiffs and defendants, applying a trauma-informed approach in each court-appointed mandate.

This year, Deloitte was appointed as administrator for two additional settlements involving Indigenous communities:

- The **Federal Indian Hospitals Settlement**, addressing harms—including abuse—experienced by individuals admitted to a network of hospitals between 1936 and 1981. The Claims Period opened on January 27, 2026.
- The **Île-à-la-Crosse School Settlement**, through which Survivors may seek compensation for attending the school or residence, as well as for abuse experienced. The Claims Period for this settlement opened on June 1, 2026.



- The Claims Period for the first Classes of the First Nations Child and Family Services and Jordan's Principle Settlement—focused on Removed Children and their Caregiving Parents and Grandparents—has entered its second year, with additional Classes expected to open in the years ahead. Deloitte continues to process claims under this Settlement, with compensation paid to eligible Claimants **exceeding \$800 million as of June 1, 2026**.

At the same time, several Deloitte-administered settlements are approaching their conclusion. The Indian Day Schools and Indian Residential Schools Day Scholars settlements are in their final stages, while the First Nations Drinking Water Settlement is entering its final phase of compensation.

Deloitte Claims plays an active role in these reconciliation efforts, administering compensation for those who experienced harm and in doing so, contributing in a small way to a process of healing.

Spotlight stories

Building opportunity through Indigenous ownership: The R8dius difference



The journey of reconciliation takes many forms. At R8dius, a majority Indigenous-owned technology implementation and managed services business founded by Kitsaki Management and supported by Deloitte Canada, it is being advanced through Indigenous ownership, leadership, and economic participation in Canada's growing technology sector.

Supporting clients across the country with complex transformation initiatives, R8dius combines delivery excellence with Indigenous perspectives to create long-term value for clients and communities alike. Through its relationship with Deloitte, R8dius has access to proven delivery methods, tools, and quality standards, while experienced professionals help mentor and develop Indigenous talent.

This model helps R8dius deliver the high-quality service clients expect while creating pathways for Indigenous participation and leadership in technology. Today, R8dius offers capabilities across SAP, Oracle, Quality Engineering, AI, Project Management, and Change Management, supported by a growing coast to coast to coast talent network.

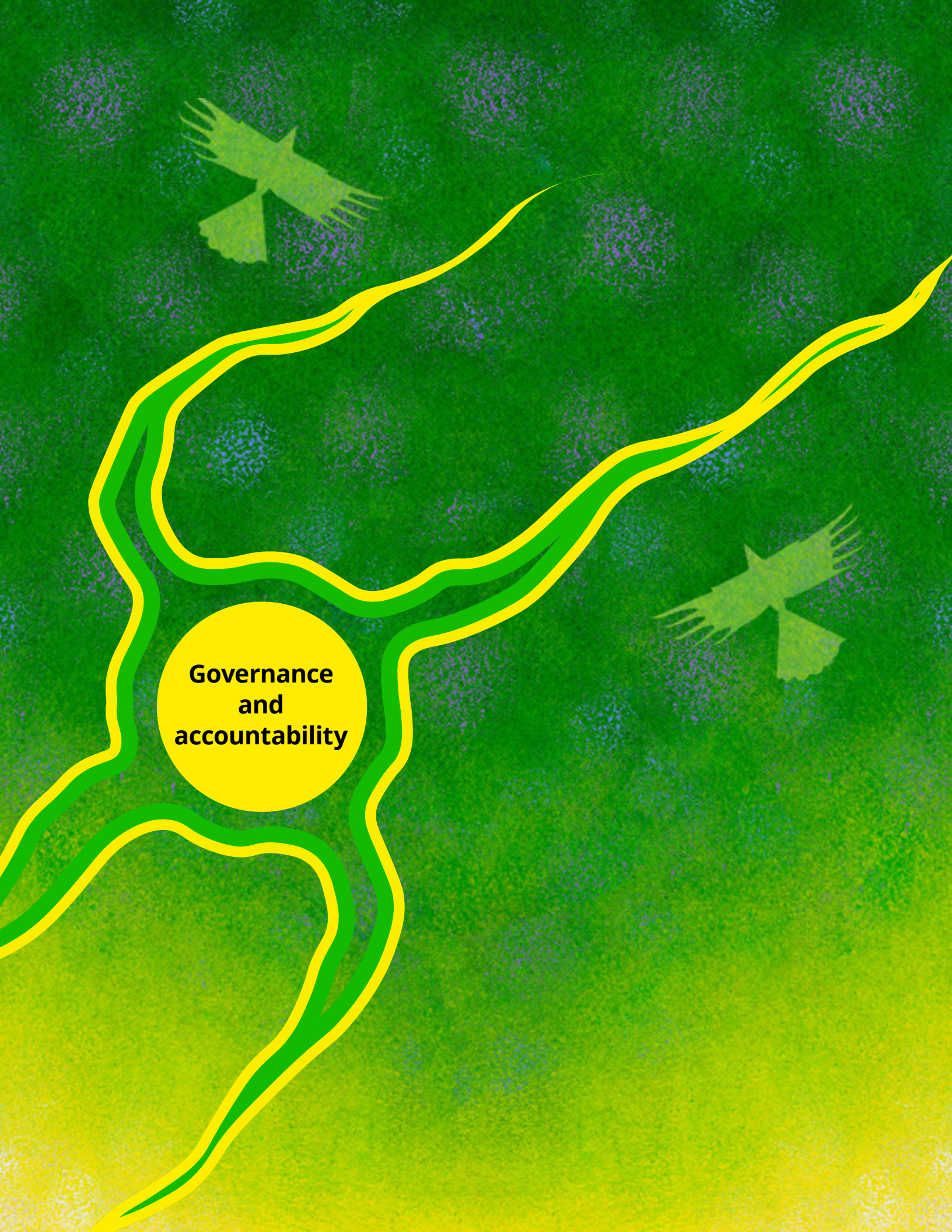
R8dius is also building a network of First Nations investors across Canada, creating opportunities for Indigenous communities to participate in and benefit from economic growth. Indigenous ownership helps shape decisions through a long-term, relationship-based approach that supports lasting outcomes for communities.



For Quality Engineering Team Member Scott Dillon, the organization's mission is both professional and personal:

"As the oldest child of a residential school survivor, I understand the importance of creating opportunities for Indigenous participation, leadership, and prosperity. At R8dius, I can see how my work contributes not only to client success, but also to Indigenous ownership, opportunity, and community prosperity."

Through the combined strengths of Indigenous leadership and Deloitte's support, R8dius is expanding opportunities, building capacity, and helping advance economic reconciliation across Canada.



**Governance
and
accountability**

Guiding principles

As we continued to advance our renewed RAP in FY26, our governance framework remained central to driving accountability, integration and impact across Deloitte. Guided by our four principles, we continued to embed reconciliation into decision-making and business planning:



Inclusive leadership

Strengthening Indigenous representation and perspectives within governance, advisory and decision-making processes.



Clear and joint accountability

Embedding responsibility for RAP commitments across leadership and teams to support collective ownership and outcomes.



Deeper integration across business strategy

Aligning reconciliation commitments with business planning, resource allocation and strategic priorities across the firm.



Measuring and reporting progress

Maintaining transparency through annual public reporting and regular updates to leader and governance bodies.

To support these principles, the Indigenous Leadership Forum and Strategic Indigenous Committee continued to provide guidance, oversight, and accountability for the implementation of our renewed RAP.



Message from the Strategic Indigenous Committee (SIC)

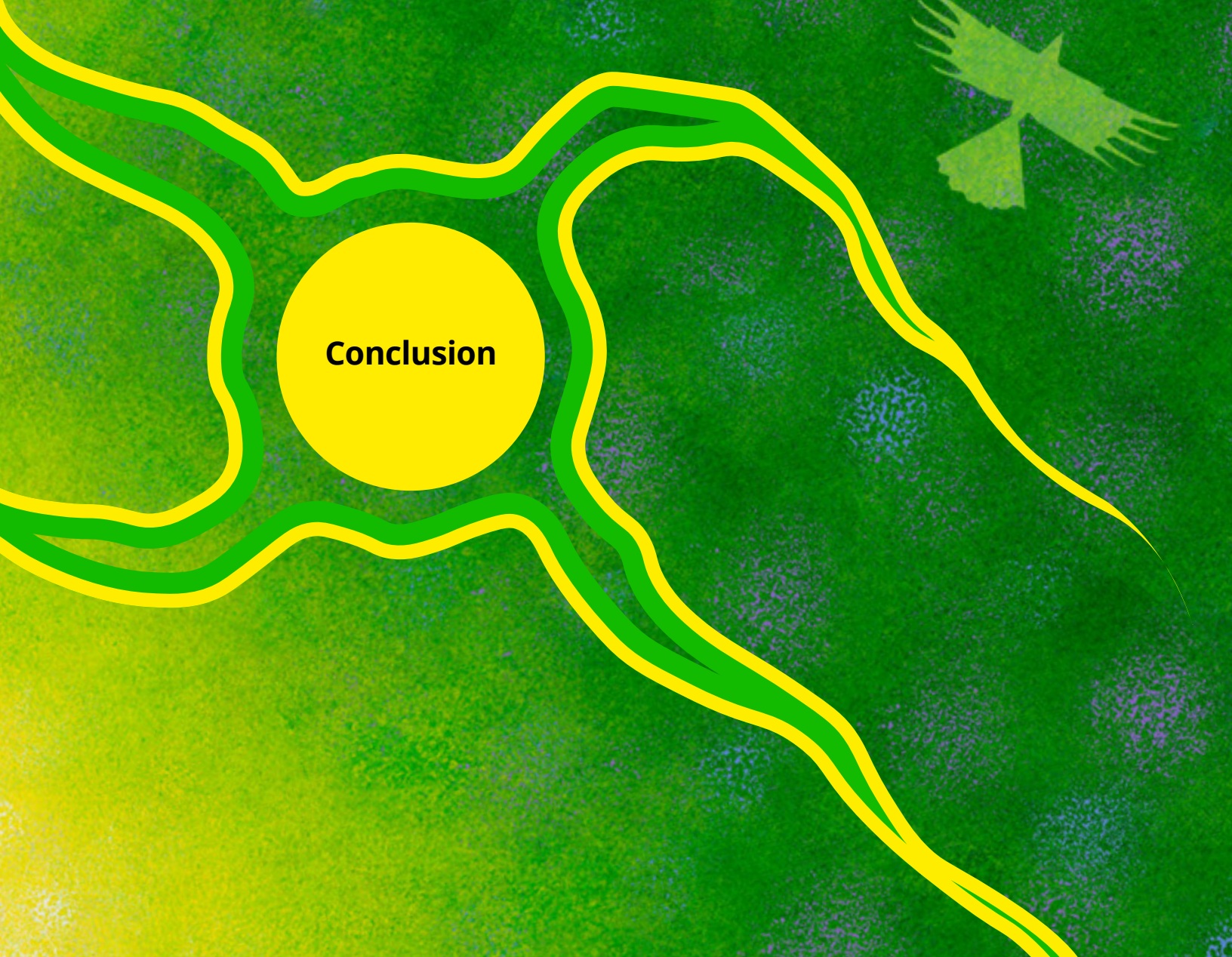
This year marked an important step forward in the implementation of our renewed RAP as we strengthened the integration of Indigenous priorities across the firm. Through the continued oversight of our Strategic Indigenous Committee, we enhanced our approach to governance and accountability while fostering greater alignment across our Indigenous ecosystem: including the RAP, Indigenous Talent Strategy, R8dius, and Nation Building.

Over the past year, our focus has been on moving from building foundations to scaling impact, embedding reconciliation more deeply into our talent, learning and development, procurement, and community strategies. By taking a more integrated approach, we are strengthening collaboration, improving outcomes, and creating greater opportunities for Indigenous talent, communities, and organizations.



Achieving PAIR Gold certification this past year reflects not only our progress, but also our commitment to accountability and continuous improvement. Despite ongoing changes in a dynamic business environment, we remain steadfast in advancing reconciliation by deepening Indigenous leadership, strengthening the systems that support lasting change, and delivering measurable impact across our commitments.

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



Conclusion

Conclusion

As we mark the second year of our renewed Reconciliation Action Plan implementation, we remain committed to this journey through meaningful action, accountability and collaboration.

While progress is not always linear, we remain encouraged by the organizations, Indigenous businesses, communities and leaders who continue to champion and demonstrate what is possible through collaboration and shared purpose. Reconciliation is a shared responsibility, and we recognize that there is still important work ahead. We welcome your feedback and encourage you to connect with us at Indigenous@deloitte.ca as we continue this journey together.

Leadership in action

The stories featured below highlight some of the ways our leaders continue to walk the path of reconciliation.

1. [Why Trust Is the Foundation of Purpose-Driven Leadership](#) (Edmonton Journal, June 9, 2025 – Alexandra Biron)
2. [Bridging Corporate Culture and Indigenous Ways of Knowing in the Workplace](#) (University of Alberta, July 25, 2025 – Nicole Callihoo)
3. [Creating Cultural Safety: Key Lessons from DisruptHR Talks](#) (DisruptHR, September 23, 2025 – Nicole Callihoo)
4. [Deloitte Canada Earns Top Indigenous Relations Certification and Releases Fifth Reconciliation Action Plan Update](#) (Newswire, October 15, 2025)
5. [Leading with Purpose: Anne-Marie Ethier on Shaping Leadership and Seizing Opportunities](#) (Ordre des CPA du Québec video spotlight – Anne-Marie Ethier)
6. [Vancouver Conference Brings Together Indigenous Leaders and Innovators in Technology](#) (The Canadian Press, January 19, 2026 – Shauna McAllister)
7. [2025 Indigenous Relations Forum and PAIR Awards](#) (Indigenous Business Report (Canadian Council for Indigenous Business, CCIB), pp. 80-81)
8. [Championing Indigenous Talent and Leadership: Anne-Marie Ethier Highlights the Impact of AFOA Canada](#) (LinkedIn post)



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