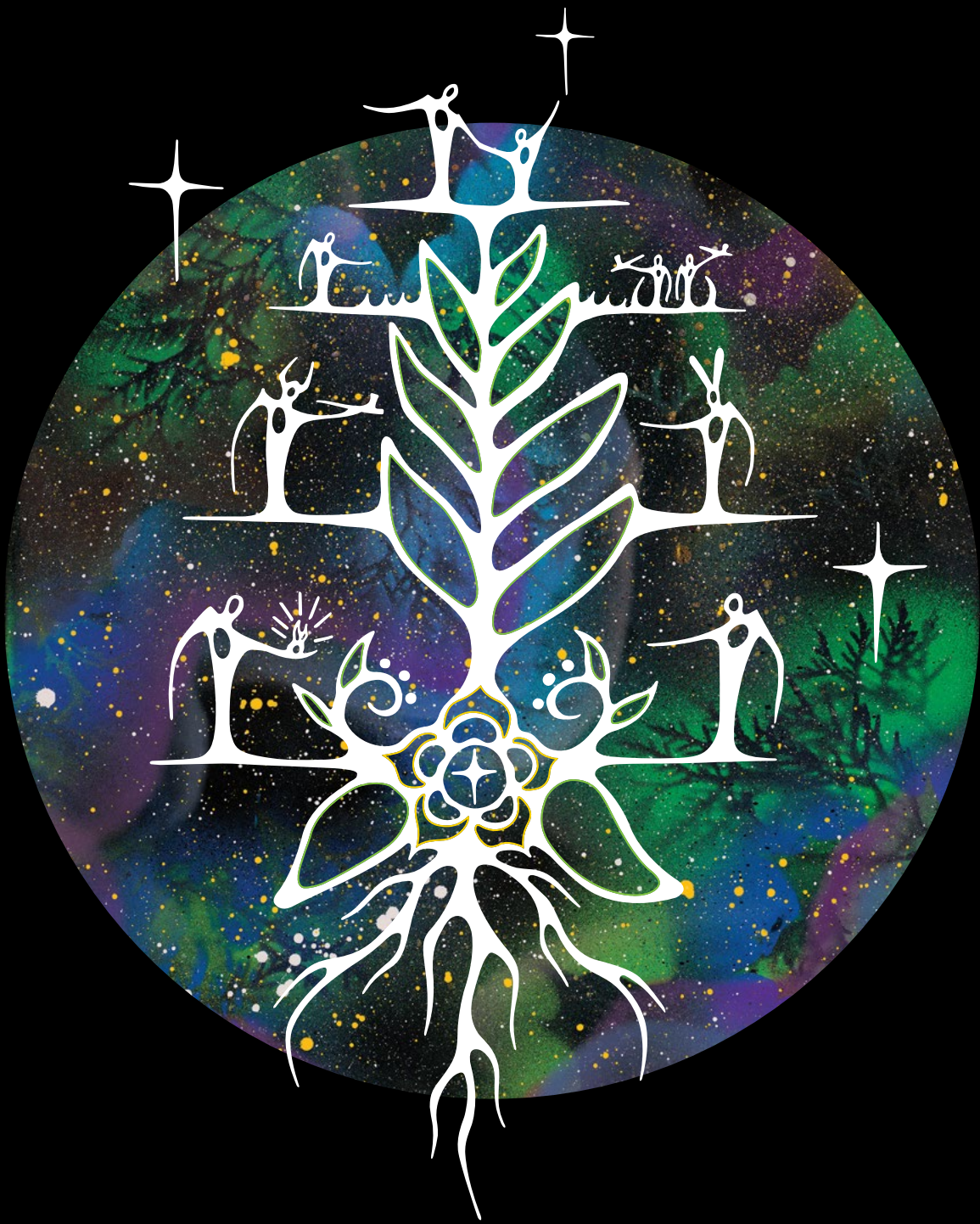


Deloitte.



Our progress on the shared path for reconciliation

Year-two update report | June 2022

Land acknowledgement

We acknowledge that Deloitte offices reside on traditional, treaty, and unceded territories on what is now known as Canada but still often referred to by some Indigenous peoples as part of Turtle Island. We acknowledge this land is still home to many First Nations, Inuit, and Métis peoples. We are all Treaty people.

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About the artist

Nyle Miigizi Johnston is an Anishinaabe artist and visual storyteller from the Great Lakes territory. With his early years spent in Chippewas of Nawash Unceded First Nation, his work often takes inspiration from Ojibwe woodland art, combining his cultural traditions with universal messages of love, kindness, fairness, and care for Mother Earth, as well as from more personal themes of identity and healing.



Anthony Viel

Chief Executive Officer
Deloitte Canada and Chile

Actions speak louder than words. But when it comes to our shared reconciliation journey, making long-term progress demands that our actions be grounded in accountability and transparency.

That's why I'm proud to share our Reconciliation Action Plan year-two update report: *Our progress on the shared path for reconciliation*. Since 2020, Deloitte has taken important steps to strengthen trust and rebuild relationships between Indigenous and non-Indigenous peoples—staying true to our Purpose to help and inspire all Canadians to thrive through access to knowledge and opportunities, as well as to our Shared Values to foster inclusion and look after each other.

We've made steady progress since we published our first-year update, led by our incredible Deloitte Indigenous team. We shared our 4 Seasons of Reconciliation training with our clients and communities. We developed meaningful relationships with Indigenous organizations, including through critical volunteer and pro bono engagements. And we advanced economic empowerment through our Indigenous-supplier portal, helping spark new opportunities between Indigenous businesses and Deloitte stakeholders.

We are still building our foundation and remain committed to innovating our hiring models to help attract and retain more Indigenous leaders, all while continuing to build a firm that is truly inclusive for Indigenous peoples at every level.

Thank you for reading this report and learning more about our reconciliation journey. We hope that our progress can help and inspire you—and us, together—to make an impact that matters.



"As an independent member of the board, I am proud to acknowledge the courageous steps Deloitte has taken over the past year to demonstrate its understanding that a commitment to reconciliation requires change across all lines of business. While much remains to be done, Deloitte is taking a leadership stance by charting a path forward, inspiring all sectors in Canada and Chile to create healthy relationships with Indigenous peoples."

Roberta Jamieson
Independent Director
Deloitte Canada and Chile Board of Directors

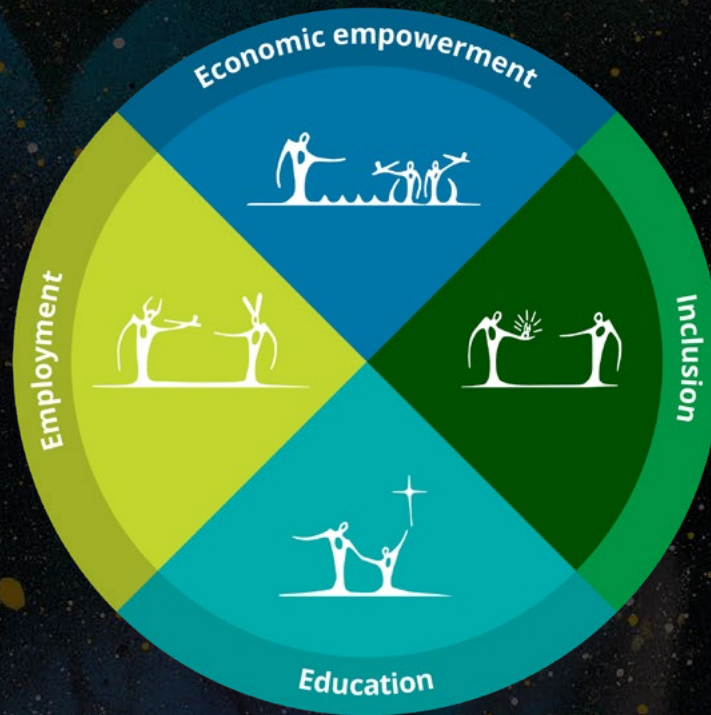


"As a senior partner for Deloitte Indigenous, I have taken on the responsibility of leading our firm to progress on our journey of reconciliation. I'm also seeking to understand the truth to ensure my children and grandchildren are not disappointed in me and my generation of Canadians. I strongly believe it's important we teach our children the truth and that we can all participate in helping set a better path forward for Indigenous peoples in Canada."

There is so much healing to be done before we can effectively engage with Indigenous leaders. It needs to start with telling the truth, acknowledging our shared history, and working alongside Indigenous peoples and their leaders as many continue to get reconnected to their Indigenous ways of life—traditions to be celebrated by all Canadians as a modern-world model of how to live together in harmony."

Charles Perron
Senior Partner
Deloitte Indigenous





Introduction

June 2022 marks two years since the release of Deloitte's Reconciliation Action Plan (RAP), the first formal plan in corporate Canada that answered the call to action made by the Truth and Reconciliation Commission of Canada (specifically, call to action No. 92). Since that time, we've seen many organizations join the path of reconciliation—collectively, we are witnessing this country move in the right direction overall.

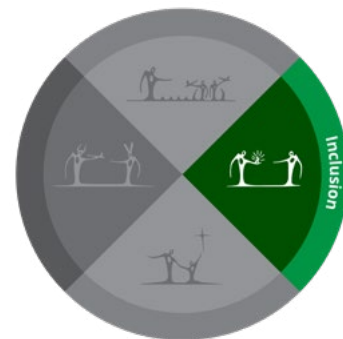
At Deloitte, we continue to make significant progress under the four pillars of education, inclusion, employment, and economic empowerment. We are committed to holding our firm accountable and are pleased to share our second annual progress report.

As we work to meet and exceed our goals and advance on our journey of reconciliation, we will evolve this plan and develop the next iteration. Thank you for reviewing this progress report; we hope our transparency about the challenges we have faced can be useful to others as they start down or continue along their own paths.

We welcome your thoughts; please email us at indigenous@deloitte.ca.

Inclusion

Deloitte is committed to doing business inclusively. We seek to create an environment where the entire workforce can contribute to reconciliation.



Commitment timeline	Update
<p>Organize and lead two round tables on reconciliation collaboration per year and co-publish a paper on reconciliation efforts in Canada. 2020–22</p>	<p>Since the inception of our plan, Deloitte Indigenous has participated in and led more than 30 round tables on our journey of reconciliation. Key mentions include events with the Indigenous Partnerships Success Showcase, Workforce Forward, Volunteer Canada, Catalyst, the Indigenomics Institute, and the Canadian Centre for Diversity and Inclusion.</p> <div data-bbox="651 770 802 835" data-label="Image"> </div> <p>In the spring of 2022, our firm signed its first collaboration agreement with the Canadian Roots Exchange, which enabled the launch of the Indigenous Youth Advocacy Week initiative. It will be the catalyst for the development of a co-authored report, designed to amplify the voices of Indigenous youth. This partnership has also sparked the creation of a new role at Deloitte: Senior Indigenous Specialist, Future of Canada Centre.</p>
<p>Publish land-acknowledgement statements and resources to be accessible by Deloitte people and for executive leadership to use at events, with clients, or in communities. Annually</p>	<p>Deloitte Indigenous has developed several land-acknowledgement resources; additionally, commencing meetings and events with a meaningful land acknowledgment has become a common practice.</p>
<p>Continue to fund the Indigenous and Allies Community to foster mentorship, leadership opportunities, and event sponsorship for Indigenous and non-Indigenous people at the firm. Annually</p>	<p>Our Indigenous and Allies Community (employee resource group) continues to grow year over year, and the leadership team has expanded to include roles from every region as more of our members look to actively participate in events. We continue to host monthly webinars with Indigenous guest speakers; since the launch of the RAP, we have held 16 webinars, with more than 1,600 attendees joining from across the firm. Our Yammer group continues to be a fount of information, articles, and conversation, with more than 1,200 posts in the last year. Like many, we are looking at how we can incorporate in-person events and hybrid opportunities as the world opens again.</p>



“Indigenous youth are intelligent, talented, and passionate about reconciliation and making themselves, their families, their communities, their Nations, and all of Canada better. From arts, sports, cultural revival, academics, and business, to fighting climate change, and many other fields, Indigenous youth are leading the way and making remarkable contributions that we all should take notice of and celebrate.”

Dean Janvier
 Director
 Indigenous Prairies/BC and
 Government & Public Services
 Assurance Services



Commitment | timeline

Review and adapt current support systems and services to accommodate traditional Indigenous cultures and needs. | 2020-22

Update

In addition to our Indigenous and Allies Community, in January 2022 we launched an **Indigenous Professionals' Circle** to create a safe space for Indigenous professionals across our firm to connect, discuss their authentic experiences, and play active roles in our reconciliation journey.

The firm has also incorporated a new process of peer mentorship and coaching for all new hires who self-identify as Indigenous in order to welcome and help foster the Deloitte Indigenous community. Additionally, Deloitte people who wish to perform a ceremonial smudge in our offices may do so by notifying our building-services team in advance.

“Since the launch of the RAP, our understanding of the importance of safe spaces, community, and inclusion in the workplace has transformed significantly.

It became clear that we needed to differentiate between creating space and holding space for Indigenous peoples at the firm . Our Indigenous and Allies Community plays a crucial role in helping to create a safe and inclusive space where Indigenous voices and knowledge are amplified and supported by allies at every level. The launch of the Indigenous Professionals' Circle is our way of holding space for Indigenous colleagues so they can connect, share their stories, and ultimately help us shape how we move forward on our journey of reconciliation.”

Katie Goulet

Senior Specialist, Deloitte Indigenous Co-Lead, Indigenous and Allies Community



Education

Deloitte understands the importance of cultural-awareness education and will create ongoing learning opportunities to train and inform our people at all levels.



Commitment timeline	Update
<p>Communicate opportunities and resources for Deloitte people to participate in Indigenous cultural celebrations in order to advance meaningful and ongoing learning opportunities. Annually</p>	<p>Deloitte Indigenous launched a dedicated hub accessible to all Deloitte people that houses resources, guides, and other information about upcoming events. We continue to educate our teams through our internal communications channel, Yammer. Over the past year, posts to our Indigenous and Allies Community Yammer page had more than 13,000 views. It highlights important matters such as the ongoing confirmation of children’s remains at former residential school gravesites and includes posts that celebrate Indigenous peoples’ achievements and their contributions to climate action, arts, culture, business, and more.</p> <p>In 2021, in recognition of September 30—Orange Shirt Day and the first National Day for Truth and Reconciliation—the firm offered a variety of activities and opportunities for our workforce to get involved, learn more about our shared history, and take time for reflection. We also encouraged everyone to purchase an orange shirt from Indigenous-owned businesses, paid for by the firm.</p> <p>All our professionals and practitioners were offered three hours in which to participate in an Orange Shirt Day or National Day for Truth and Reconciliation event of their choice. Both initiatives were extended through the months of September and October to allow everyone the opportunity to take part. To date, the firm has reimbursed \$60,000 for the purchase of orange shirts and recorded more than 800 hours that our people have dedicated to participating in related events.</p>
<p>Continue to develop community partnerships to reach 5,000 Indigenous youth per fiscal year. Annually</p>	<p>In the last year, Deloitte has positively affected more than 5,000 Indigenous youth through volunteering and pro bono engagements. Some of the organizations with which we’ve collaborated include Indspire, Teach for Canada, Innovations for Learning, First Nations University of Canada, and the Rideau Hall Foundation.</p>



“I am proud to be part of a company who supports Orange Shirt Day as a way to visibly show our support for the survivors of Indian residential schools. We also wear our shirts in solemn remembrance of every child who never returned from these institutions meant to eradicate our cultures, languages, and ways of life.”

Jolain Foster
Partner

Prairies Indigenous Client Services Lead
Financial Advisory



“This past March, Grand Chief Sky-Deer of the Mohawk Council of Kahnawà:ke shared her wisdom with members of the Deloitte board and executive team. We also had the opportunity to listen to the stories and impactful words of her father, Ka’nahsóhon Kevin Deer. Their discussion about our deep connection with the earth and the need to repair components of our world that have become imbalanced inspired me and other Deloitte leaders in attendance. It is imperative that we continue our collective learning journey and do more to promote meaningful reconciliation across our organization and our country.”

Duncan Sinclair

Chair, Deloitte Canada and Chile

Commitment | timeline

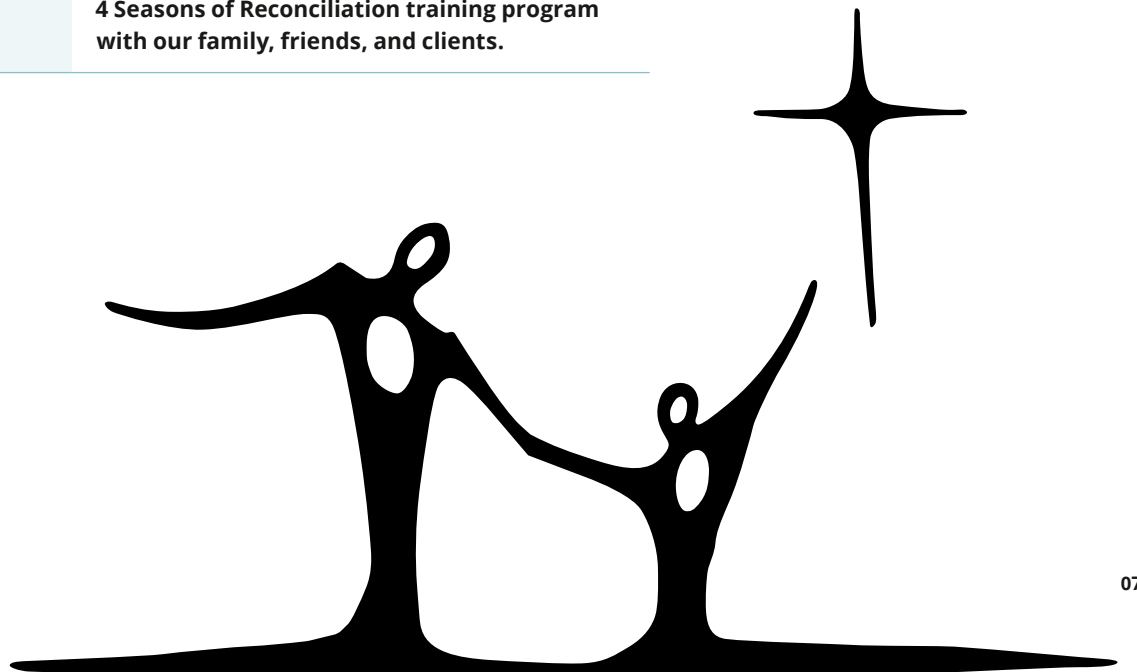
Update

Identify and deliver Indigenous cultural awareness training—phase 1: leadership team and board; phase 2: pilot training with 1,000 Deloitte professionals. | 2020-21

The 4 Seasons of Reconciliation training, a three-hour cultural-awareness e-learning program, has become a mandatory component of onboarding for all Deloitte professionals.

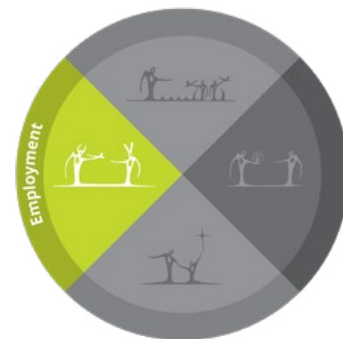
We continue to provide educational opportunities by inviting Elders, knowledge keepers, and traditional teachers to our meetings and conferences.

We recognize the significant knowledge gap in our shared history; additionally, to honour the confirmation of children’s gravesites at former residential schools, Deloitte invested **in an additional 30,000 licences to share the 4 Seasons of Reconciliation training program with our family, friends, and clients.**



Employment

Deloitte believes in the opportunity for our people to lead at every level. We will continue to engage and empower current and future Indigenous hires so they can realize the impacts they seek to make.



Commitment | timeline Update

<p>Review existing talent policies for opportunities across service lines and industries to prioritize Indigenous recruitment and retention efforts. 2020–22</p>	<p>In 2021, Deloitte updated our bereavement guidelines to accommodate cultural practices. Among other changes, paid bereavement days were increased from three to 10, relationship limits to be eligible for these benefits were removed, and the requirement for bereavement days to be taken consecutively within 365 days of the death was abolished.</p> <p>We revised the language in our campus and experienced-hire postings on Deloitte’s career and home pages to demonstrate our commitment to reconciliation.</p> <p>We also launched the inaugural Deloitte Canada Indigenous Student Scholarship program, which provides undergraduate students with a one-time \$5,000 scholarship and an opportunity to complete a work term at one of our Canadian offices.</p>
<p>Design and implement national- and local-office recruiting and talent strategies to increase the number of Indigenous professionals and practitioners to 5% of total new hires in each office. By 2025</p>	<p>In the last fiscal year, our firm developed a diversity dashboard to capture the degree of representation of diverse groups across levels and regions, based on self-reported data. It provides a snapshot of Indigenous tenure, promotions, and status across the entire firm. While we strive to mirror contemporary Canada, our current workforce shows 1% identify as First Nations, Métis, and/or Inuit.</p> <p>We are working to address this gap by creating an Indigenous-employment program that will have a dedicated team focused on attraction, recruitment, enablement, and retention.</p> <p>We continue to build key relationships with organizations that empower Indigenous peoples in their career journeys, such as the Rupertsland Institute Métis Centre of Excellence (especially via their job-fair events), Workforce Forward, Inclusivity, and Our Children’s Medicine. In the last year, we invested more than \$50,000 in Indigenous-employment conferences.</p>
<p>Attend career fairs in Indigenous communities to grow Indigenous talent pool for future success with Deloitte. 2020–25</p>	<p>In the last year, our talent team developed a targeted list of post-secondary institutions and Indigenous organizations to collaborate with and actively support. We continue to call upon Indigenous professionals and practitioners at our firm to run networking and career-development workshops with the help of their communities.</p>



“The fact that our new bereavement guidelines were put in place as a direct result of our Reconciliation Action Plan demonstrates to me very clearly how Deloitte feels about its people, how wholeheartedly our leadership stands behind the firm’s commitments, and how it is willing to take action. This is a significant, visible step—one that recognizes the importance of supporting people during some of the most difficult times of their lives. As an Indigenous person with culture-specific bereavement traditions, this speaks volumes to me.”

Fiona Kirkpatrick Parsons
Senior National Advisor/kā-nīkānīt
Deloitte Indigenous



“Applying for the Indspire scholarship pushed me to achieve the best possible grades I needed in order to achieve success in both school and for the scholarship. This led to me eventually joining the awesome firm of Deloitte and realizing a dream of working for a great organization that is committed to educating and understanding the history of Indigenous peoples. By Deloitte supporting Indspire, it proves the firm’s commitment to reconciliation but also proving that they are committed to becoming a leader in Canada.”

Byron Jackson
 Manager
 Prairies Indigenous Client Services
 Financial Advisory



“We’re happy to work with Deloitte as the organization continues to take a leadership role in corporate Canada toward reconciliation. Deloitte’s support will have a significant impact on Indigenous students and communities by allowing us to build educational capacity, help strengthen Indigenous youth identity, and, in the long term, increase economic sustainability and prosperity.”

Mike DeGagné
 President & CEO of Indspire

Commitment | timeline Update

Strengthen, nurture, and support relationships with organizations focused on Indigenous education and make use of these relationships to recruit Indigenous talent to join Deloitte. | 2020–25



Deloitte is proud to have signed our **first multi-year agreement with Indspire, for a sum of more than half a million dollars; we’re the first professional-services firm to be in this category of sponsorship.** For the next three years (to 2025), Deloitte will be the presenting sponsor for Indspire’s Soaring: Indigenous Youth Empowerment Gathering event and a supporting sponsor for the Indspire Awards, and will commit \$50,000 annually to the charitable organization’s Building Brighter Futures scholarship program. In the last year, we reached more than 2,000 Indigenous students through workshops, scholarships, and other related events.

Explore innovative hiring and talent initiatives with clients and Indigenous businesses. | Annually

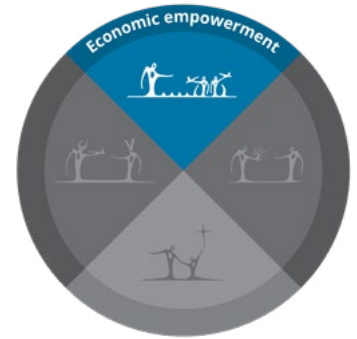


Deloitte is committed to providing meaningful employment opportunities for Indigenous peoples. We are currently exploring a joint venture with Indigenous organizations that promises to create an opportunity to upskill Indigenous peoples in technology so they can be placed on client engagements.

An example of innovative hiring initiatives is our relationship with PLATO Testing, an organization that provides training and employment for Indigenous software testers. PLATO and Deloitte have developed an impactful partnership, helping to provide critical experience and opportunity for First Nations, Métis, and Inuit technology hires across the country. Over the past year, our two organizations have worked together to deliver quality services to a number of Deloitte clients, and have trained more than **20 new Indigenous software testers that were then employed by PLATO—bringing the company’s total Indigenous-workforce count to more than 70 and providing almost \$1.5 million in direct salaries to Indigenous peoples.** Together, PLATO and Deloitte are providing an opportunity to Indigenous peoples in the technology sector and working toward meaningful economic reconciliation.

Economic empowerment

Deloitte seeks to support sustainable economic opportunities for Indigenous peoples and businesses to create a positive impact and drive value for their communities.



Commitment timeline	Update
<p>Maintain membership with the Canadian Council for Aboriginal Business (CCAB) and continue completing phases one and two of its Progressive Aboriginal Relations (PAR) program’s targets and devising a plan of action to achieve phase-three targets. 2021</p>	 <p>We are proud to share that Deloitte Canada has successfully progressed through all three phases of the CCAB’s PAR program—reaching the “committed” level—and is working toward achieving bronze certification. We continue to be an active CCAB Supply Chain Champion.</p>
<p>Develop a Deloitte Canada Indigenous supplier-tracking mechanism to profile and collect information on our Indigenous suppliers. 2021</p>	<p>On November 30, 2021, Deloitte’s procurement team launched an Indigenous-supplier portal, the first of its kind, for any Deloitte stakeholder to access when sourcing an external vendor. To date, 48 suppliers have been onboarded successfully, with more being added on an ongoing basis.</p>
<p>Identify Deloitte’s current Indigenous suppliers and conduct feedback sessions to improve experiences and identify ways to attract new Indigenous suppliers. 2021</p>	<p>Through the launch of our portal, the procurement team has identified current Indigenous suppliers and held one-on-one meetings to create portal profiles and receive feedback on our processes. We have also used the portal to find new Indigenous suppliers through referrals and networking.</p> <p>In May 2022, we launched a supplier diversity training program to help ensure Indigenous suppliers have a good understanding of Deloitte’s processes and requirements. We presented key elements of our procurement processes, as well as lessons learned and areas for opportunity that can enable success. A current Indigenous supplier also presented its experience with Deloitte, and then we engaged in discussions with our other suppliers to solicit further feedback.</p>



“The Truth and Reconciliation Commission’s call to action No. 92 directs corporations operating in Canada to adopt the UNDRIP [United Nations Declaration on the Rights of Indigenous Peoples] principles and provide economic development opportunities for Indigenous peoples. Having diversity in your supply chain is one way to enable and include businesses owned and operated by Indigenous peoples. Supporting strong Indigenous businesses is more than a transactional relationship; it has a social impact that raises the quality of life and provides meaningful participation of Indigenous peoples in our industries and the broader economy. Companies with procurement policies and criteria that help create certainty in the supply chain for Indigenous businesses are demonstrating their commitment to advancing reconciliation.”

Jason Rasevych

Partner

National Indigenous Client Services Leader

Financial Advisory



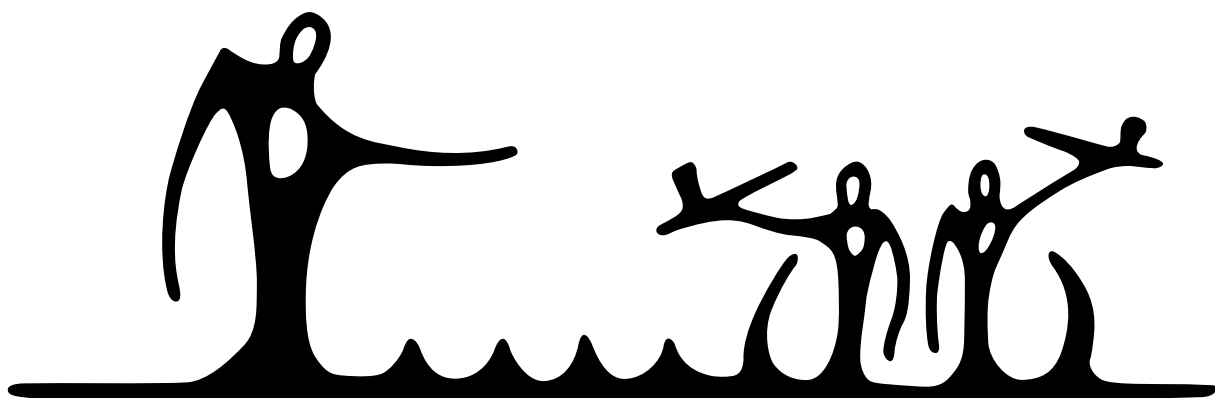
Commitment timeline	Update
<p>Conduct Indigenous procurement information session for Deloitte procurement practitioners and those of our clients and communities; explore and expand opportunities to source from Indigenous businesses. 2020-21</p>	<p>On June 2, 2021, Deloitte hosted (and provided sponsorship funds for) a webinar with the Canadian Council for Aboriginal Business, entitled Supply change: The impact of Indigenous procurement on Canada's economy.</p> <p>Based on the firm's total addressable supplier spend for FY2022, Deloitte achieved a 6% spend ratio with Indigenous suppliers in that fiscal year. This is a 20% increase from the 5% spend ratio we achieved with Indigenous businesses in FY2021. As we continue to develop our Indigenous-supplier program, we will strive to increase the aggregate spend ratio as well as Indigenous-business participation across all applicable procurement categories.</p>
<p>Increase business with Indigenous companies to increase overall Indigenous procurement spend with an aim to source 5% of local Deloitte offices' applicable procurement spend from Indigenous businesses. 2020-22</p>	<p>Our procurement team performs searches for all new engagement requests of more than \$50,000 to identify qualified suppliers for new opportunities. As part of the process, Deloitte's global supplier diversity lead then searches for qualified Indigenous-owned suppliers from the group. This procedure is followed for all new buying requests.</p> <p>We built a filter into our process such that new contingent-labour requests flow directly to our preferred list of qualified Indigenous suppliers. We encourage stakeholders to access our Indigenous-supplier portal and consider the organizations within for all their new engagements. We've continued to diversify our spend by building a section into our contracting templates where the suppliers we've engaged can disclose their Indigenous status.</p>

“As an Indigenous woman, a long-time audit partner, and a new member of the board of directors of Deloitte Canada and Chile, I am incredibly proud of the presence and growth of our team of Indigenous leaders nationwide across our firm. We have made so much progress over the past few years in advancing and realizing our goals and on our journey of reconciliation.”

Anne-Marie Ethier, FCPA, FCA

Partner

A&A Indigenous Services Lead, Audit



A continued path forward



Alexandra Biron
Senior Manager
Deloitte Indigenous

“There is a reason we refer to our plan as a journey: while we continue to make significant progress, there is still a long road ahead to decolonize our firm. I am committed to continuing on this path and ensuring we are Indigenous the way we think, the way we speak, and the way we act at Deloitte Canada.

Chi-mijgwetch to the inspiring Indigenous leaders and allies who continue to help break down barriers and ensure we are focused on the following goals:”



Increase awareness of Indigenous history and cultures by creating an environment of curiosity and continual learning.



Build meaningful relationships with Indigenous communities to help create trust as well as opportunities for positive results and meaningful alliances.



Promote and sustain economic opportunities for Indigenous businesses, and lead in economic reconciliation.



Encourage Deloitte professionals and practitioners to participate in the reconciliation journey through learning and awareness, as well as through involvement in Indigenous cultural events.



Create an inclusive workplace that honours the history of Indigenous peoples, celebrates Indigenous cultures and traditions, and supports our Indigenous colleagues.



Focus on attracting Indigenous professionals, practitioners, and clients to Deloitte for future collaborations, community initiatives, and employment opportunities.

Leadership in action

New report says understanding Indigenous responsibilities to land will help partners in climate change mitigation

Windspeaker.com

Jason Rasevych, Partner, National Indigenous Client Services Leader, Financial Advisory

The only road to net-zero runs through Indigenous lands: The key to energy projects is early participation and ownership by Indigenous peoples

IndianCountryToday.com

Jolain Foster, Partner, Prairies Indigenous Client Services Lead, Financial Advisory

Here’s how some Canadian companies are marking the National Day for Truth and Reconciliation

CBC

Alexandra Biron, Senior Manager, Deloitte Indigenous

Deloitte Canada commits \$175,000 annually for three years to Inspire to invest in Indigenous education

Newswire

Promises, promises: Living up to Canada’s commitments to climate and Indigenous reconciliation

Deloitte.com

Jason Rasevych and Fiona Kirkpatrick Parsons, Senior National Advisor/ k̄-n̄k̄n̄it, Deloitte Indigenous

This is our year-two progress report.



The Deloitte Canada Reconciliation Action Plan (2020)



Year-one progress report (2021)



About Deloitte

Deloitte provides audit and assurance, consulting, financial advisory, risk advisory, tax, and related services to public and private clients spanning multiple industries. Deloitte serves four out of five Fortune Global 500® companies through a globally connected network of member firms in more than 150 countries and territories bringing world-class capabilities, insights, and service 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.

Our global Purpose is making an impact that matters. At Deloitte Canada, that translates into building a better future by accelerating and expanding access to knowledge. We believe we can achieve this Purpose by living our Shared Values to lead the way, serve with integrity, take care of each other, foster inclusion, and collaborate for measurable impact.

To learn more about Deloitte's approximately 330,000 professionals, over 11,000 of whom are part of the Canadian firm, please connect with us on [LinkedIn](#), [Twitter](#), [Instagram](#), or [Facebook](#).

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