

# Deloitte.



**Deloitte Canada 2018  
Corporate Responsibility Report**  
Making an impact that matters



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# Executive message

At Deloitte, we're driven by our clear purpose to make an impact that matters to our clients, our people, and our communities.

Advances in technology and digitization are transforming the ways in which we work, live, and learn. The skills people need to thrive within this new world economy are also changing. While these advances present incredible opportunity to both individuals and society at large, around the world, millions are being left behind.

It's in this context that we launched our reimagined corporate responsibility strategy in 2017, which we call **Tomorrow, Together**. With it, we aim to empower our people—our most valuable assets—to apply their skills and talent to contribute to and ultimately have a positive impact on society's most pressing issues.

In investing our time and professional skills, we aim to break down barriers, such as access to education and employment, with a view to build an inclusive and sustainable future for all. It's an approach that provides meaningful opportunities for our people to engage in ongoing skills-based volunteering and pro bono work. It's also the drive for long-lasting change people have come to expect from Deloitte. We promote a stronger society by serving the public interest, building a culture of purpose and inclusion, and inspiring leadership in others.

As you read through this impact report, I hope you will gain an appreciation for what we can accomplish when we apply our skills and knowledge towards building a bright future for our firm, our people, and broader society.

Sincerely,

**Blaine Woodcock**  
Chief of Staff  
Executive responsible for Corporate Responsibility



# Our roadmap to a bright tomorrow

The future of Canada as an inclusive and prosperous nation requires us to take action today to ensure the next generation has the opportunities, skills, and aspiration to become the leaders of tomorrow. For us, action starts with our corporate responsibility strategy, through which we aspire to create lasting value across four pillars:



## Community

These are our initiatives that aspire to build a brighter future for the next generation by using our professional skills to break down barriers to education, employment, and inclusion



## People

Our talent and inclusion initiatives that seek to contribute to a high-performance culture and prepare the leaders of tomorrow



## Sustainability

These include our efforts to monitor and mitigate our environmental impact



## The way we work

The policies and practices we follow to ensure our business adheres to the highest professional and ethical standards

This report highlights the corporate responsibility activities Deloitte Canada undertook in each of these areas during the 2018 fiscal year (FY18), the period from June 1, 2017, to May 31, 2018.

# About Deloitte

## Deloitte Canada people FY2018



## Revenue FY2018



# Alignment to the UN sustainable development goals

Deloitte is a patron supporter of the Global Compact Network Canada, which is dedicated to helping Canadian organizations advance the United Nations' Sustainable Development Goals. The firm focuses its efforts on advancing the following goals:



## Doing well by doing good

Deloitte is proud to be included on Fortune Magazine's *Change The World* list, which recognizes companies that have had a positive social impact through activities that are part of their core business strategy. Deloitte is featured

on this annual list for our efforts across our global network of member firms to prepare our clients, our people, and broader society for the technological changes of the fourth industrial revolution.



## Collaboration across borders

Across the global Deloitte network of member firms, our people are involved in initiatives that seek to solve the most challenging social issues of our time. Reaching across borders, Deloitte colleagues apply their skills to scale social innovation to, among

other examples, address the global refugee crisis and support the social entrepreneurship ecosystem. *The 2018 Global Impact Report* features the many ways our organization makes an impact that matters around the world.

2018 Global Impact Report  
A new mindset for action  
[www.deloitte.com/globalreport](http://www.deloitte.com/globalreport)



## Community

## Tomorrow Together

This year marked the start of an important shift in Deloitte's approach to maximizing impact in the community. Our refreshed corporate responsibility strategy, called Tomorrow, Together, empowers our people to effect positive change every day by using their professional skills to help break down barriers to **education, employment, and inclusion** to build a brighter future for all Canadians.

As part of this shift, we now consider our most important assets—our people's skills, experiences, and passions—as our primary currency for driving social change. We encourage our people to help community organizations address their challenges, just as we do for our clients. This amplifies our impact by improving the ability of these organizations to serve their constituents.

Our community efforts are channeled through three different areas: pro bono work, skills-based volunteering, and charitable giving.

# Measuring our impact

# 443,491

This measure represents a combined total of:

- a) individuals directly impacted through our in-person mentoring and coaching activities, and
- b) indirectly impacted through the work that we have done with our strategic community partners

## Giving athletes a career head start

Deloitte is proud to be the founding partner of Game Plan, Canada's total athlete wellness program that helps athletes on national teams prepare for their lives after their sporting careers. Through our development and ongoing involvement with Game Plan, we connect athletes with the tools and resources they need to succeed in life after sport. Now in its third year, the program consists of five core elements: career development, personal development, education, healthy minds and bodies, and networking.

Through Game Plan, we've helped to implement flexible education opportunities at 21 universities, scholarships for more than 2,000 Olympians and Paralympians, support for mental health, career transition programs, and formal mentorship programs. Sixty-five events and skills-development workshops are organized across Canada each year, as part of the program. Game Plan has directly reached over 3,000 athletes so far.



Individuals impacted in FY18 through our pro bono engagements and skilled-based volunteering initiatives, aligned to our national Tomorrow, Together strategy of breaking down barriers to education, employment and inclusion.

# Pro bono work

**ACT** - Advising the Community Together has long operated as Deloitte's volunteer-driven advisory services program. Building on the success of this initiative, the ACT program was re-launched in FY18 to encompass our full spectrum of pro bono services.

Projects range from a single day to longer-term undertakings through society partnerships. The pro bono portfolio is a deliberate shift in our community investment strategy that's intended to maximize the use of our skills.

Through the **ACT** pro bono program, Deloitte's people in Canada contributed **14,357** hours in FY18. That's a **1,782% increase** over the previous year.



## Amplifying social impact through pro bono work

A Deloitte pro bono engagement enhanced the ability of WoodGreen Community Services to provide access to housing and employment for refugees and newcomers to Toronto.

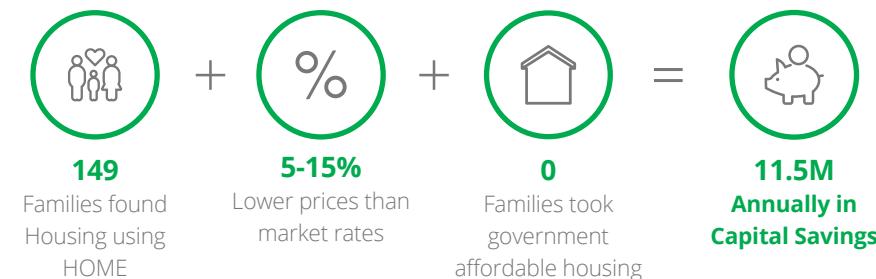
In late 2015, the Government of Canada announced plans to welcome 25,000 refugees in response to a pressing international need to provide safe haven for displaced peoples, especially in light of conflict in Syria.

The HOME portal—short for the Housing Opportunities and Marketplace Exchange—was developed in six weeks through

a pro bono investment by Deloitte, in cooperation with Vlocity and Salesforce. The platform is an online marketplace that provides refugees and other newcomers access to affordable housing, goods, and services to support their new start in Canada.

Through further pro bono investment in FY2018, the HOME portal now has expanded access to new user groups, such as veterans and the homeless, to help connect them to resources they need.

## Impact since HOME portal launch:<sup>\*</sup>



**1000+** community users, including **44** service agencies and **273** sponsors

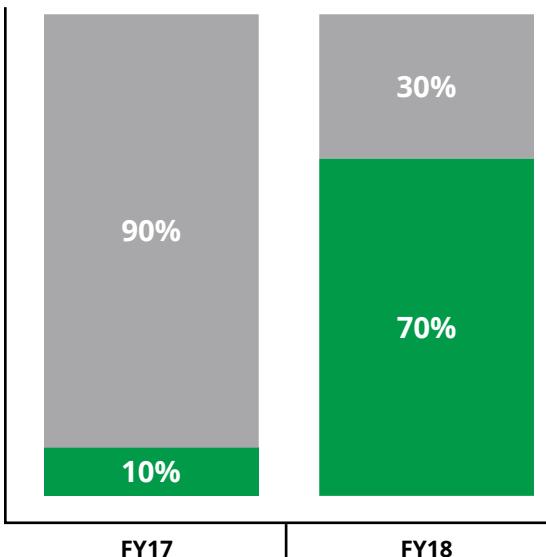
\*as of July 2018.  
\$77,500 in annual capital spend per home would have been required by municipal government to provide a unit at 80% of average market rent. (Source: City of Toronto Affordable Housing Open Door Program 2015)

# Skills-based volunteering

Impact Day is a proud Deloitte tradition. It's the firm's national day of service, in which our people in offices across Canada volunteer their time, professional skills and talents to benefit communities. This past fiscal year, we embraced the shift to making an **impact every**

**day**, taking a continuous approach to impact projects throughout the year. These may include anything from conducting hackathons and design-thinking workshops to "speed-mentoring" new Canadians to delivering in-school Junior Achievement programs.

**From FY17 to FY18 we increased our skills-based projects from 10% to 70% of all projects on Impact day.**



Traditional volunteering  
Skills-based volunteering

## IMPACT Day

# 49,095

hours donated to volunteering and pro bono projects throughout the fiscal year



# WorldClass

Education and skills-building initiatives to prepare 50 million futures for a world of opportunity

Work and business are changing rapidly, and people are struggling to keep up. By 2030, half of the young people in the world will lack the skills needed for future jobs. To prepare the millions of people at risk of being left behind from the Fourth Industrial Revolution, Deloitte is helping to identify and develop the key skills needed for the future.

Addressing the complex challenges facing society today has become a mandate for business, one that requires a new mindset from business leaders and decision-makers. Deloitte is taking action through

WorldClass, our global societal impact initiative to prepare 50 million futures for a world of opportunity by 2030.

Through **WorldClass**, we are applying our core skills, experience, and global reach to empower more people through education, skills development, and access to opportunity. This bold ambition exemplifies how we live our purpose, making an impact that matters, by addressing complex global challenges in society.



The firm positively influenced the futures of **67,475** people in Canada.



### **50 million futures, one tomorrow at a time**

The Tomorrow, Together strategy positions Deloitte to meaningfully and significantly contribute to WorldClass. In FY18, through education and skills-building initiatives, the firm positively influenced the futures of **67,475** people in Canada. This represents a combined total of individuals directly affected through one on one skills-building and mentoring activities, and indirectly impacted through our capacity building support of community organizations.

# Charitable giving

Our firm invests financially in the community through corporate donations from Deloitte and the Deloitte Foundation, in-kind contributions of resources, and workplace fundraising campaigns, powered by the generosity of our professionals, partners, and retired partners.

Corporate donations from Deloitte and the Deloitte Foundation totaled more than **\$3.55 million**.

Through the generosity of Deloitte partners, employees, and retired partners, we raised **an additional \$3.52 million** through our workplace giving initiatives for United Way and other causes.

Deloitte contributed over **\$176,000** in in-kind donations to community organizations such as the use of our event space.



## Green Dot Riders inducted into Ride to Conquer Cancer Hall of Fame

After raising \$715,000 for the Princess Margaret Cancer Foundation in 2017 and becoming the largest group ever to participate in its Enbridge Ride to Conquer Cancer, our Green Dot Riders team in Toronto was inducted into the organization's Ride Hall of Fame that same year. With 245 riders, Deloitte fielded the largest team in the ride's 10-year history.



## People

We recognize, as a professional services organization, our people's skills, experiences, and passions truly are our most important assets. Our commitment to our people encompasses an inclusive culture, leadership development, and health and wellness.

# Our commitment

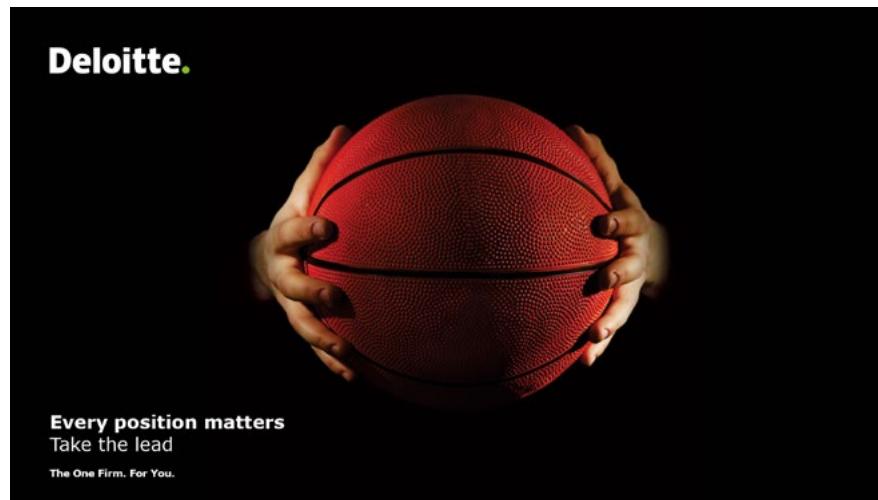
In FY18, we launched what we call the Talent Value Proposition. This is the formal commitment we make to our people about the experience they will have while working at Deloitte. It comprises three elements that we believe must form the foundation of everyone's talent experience at the firm:

**1. Leadership at every level:** We grow the world's best leaders so our people can achieve the impact they seek, and faster.

**2. Your work, your way:** We give our people the means and flexibility to work how and where they want—providing innovative spaces and the mindset to help them be wildly successful.

**3. Unite to include:** We create a deep sense of belonging so our people feel they can bring their great ideas and their whole self to work.

Above all, the Talent Value Proposition is about helping the people who choose Deloitte to be their best. That means it's woven into everything we do at the firm.



# Culture of inclusion

One of the critical ways in which we make an impact that matters is through inclusion. In fact, inclusion is so integral to who we are as a firm that our Managing Partner and Chief Executive also serves as our Chief Inclusion Officer. For us, inclusion is about creating a culture where we bring our whole self to work, feel a sense of belonging, and are inspired to solve the toughest problems with our clients and the community.

To further deepen our commitment to inclusion, the firm introduced an Inclusion Advisory Council in 2018. This group guides Deloitte strategy and priority initiatives to further advance our inclusion agenda not only within the firm, but also for Canada. Ultimately, the council will foster greater connections between what we're learning from our own internal inclusion journey and the commitment we've made in areas like thought leadership as well as how we advise our clients and lead in the marketplace.



Deloitte released a report in FY18 that encourages organizations to move past outdated approaches to diversity and inclusion.

Read *Outcomes over optics: Building inclusive organizations* for more information.

[www.canada175.ca/unitetoinclude](http://www.canada175.ca/unitetoinclude)



We've collaborated with, and invested \$300,000 in, nine external inclusion-related organizations to better foster our respective diversity and inclusion goals, challenge our own thinking, and become the most inclusive professional services firm in the market.

Ascend  
Canadian Board Diversity Council  
Canadian Business SenseAbility

Catalyst  
Egale  
Indspire

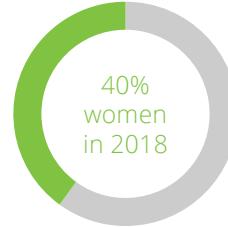
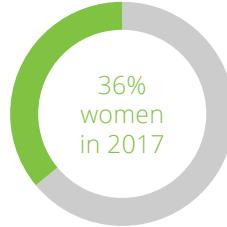
Pride at Work Canada  
30% Club Canada  
Women's Executive Network



And in November 2017, we committed publicly to the Catalyst Accord 2022, which sets and works toward targets for women's representation. The board and executive teams of the signatories pledge to help move Canada's companies collectively to increase the percentage of women executive officers and women on their boards to 30 percent. Pledging to adhere to the accord reflects our commitment to recruiting, developing, and advancing qualified women at all levels of our organization.

In recent years, Deloitte has made progress towards greater gender equality in leadership positions:

New partner admissions



Board of directors



Experienced hires

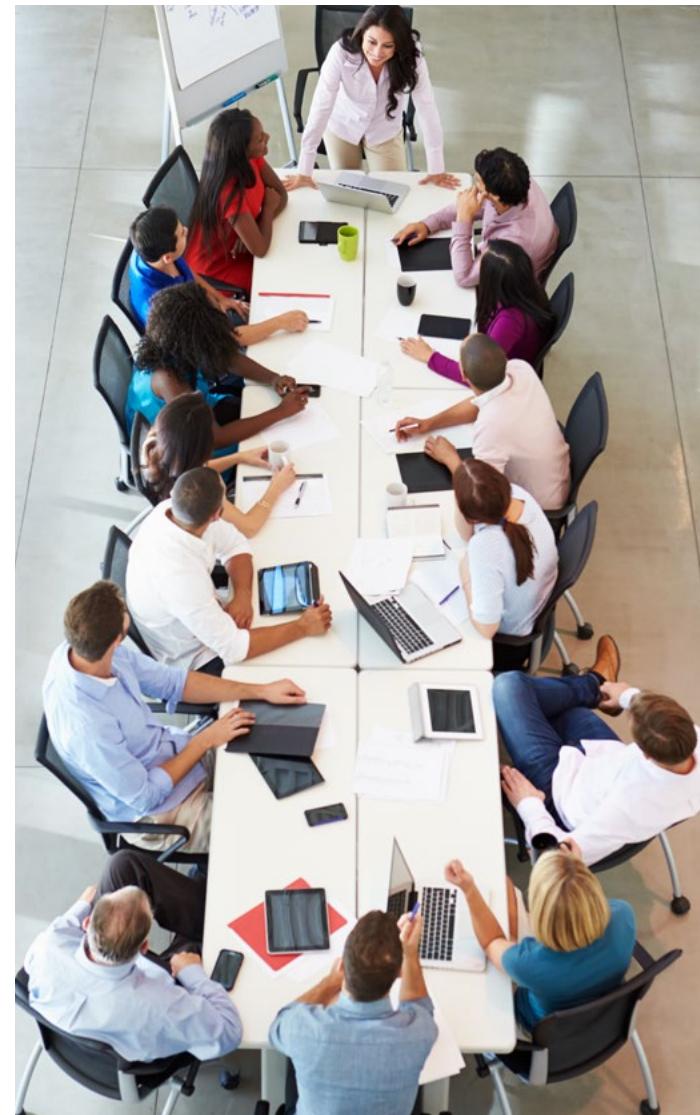


In FY18, over half of our experienced hires were women.

## Ready, willing, and able.

As a firm that connects people and organizations with their aspirations, we're proud of our collaboration with the Ready, Willing, and Able organization. Its goal is to break down barriers to employment for unemployed or underemployed individuals with intellectual disabilities and Autism Spectrum Disorder (ASD).

Our relationship with Ready, Willing, and Able work began as an Impact Day project in several of our offices across the country. The challenge was to help the organization expand its reach and better align its business outreach strategy to the needs of Canadian businesses, while at the same time helping Deloitte become a more inclusive workplace for its people with ASD or cognitive disabilities.



# Leadership development

More than a professional services firm, Deloitte is a leadership development firm. We consider how our people want to grow as individual leaders and then provide them with meaningful opportunities that will help develop their leadership capabilities to achieve the impact they seek. These opportunities can be found on the job, in the classroom, or even in the community.



## On the job

We work with our people to capitalize on their strengths and provide them regular leadership support along the way. Significantly, our people don't receive a single performance review once a year: we've created a coaching environment in which ongoing feedback is shared year-round. It's called Reinvented Performance Management.



## In the classroom

Leadership opportunities at Deloitte can begin even before people start their career with the firm. Each summer, undergraduate students at the top of their class from across Canada are invited to attend Deloitte National Leadership Conference, a three-day, invitation-only learning conference in Toronto. During the event, attendees participate in leadership development workshops and activities in our exclusive learning facility, Deloitte University North, and get the chance to network with current practitioners and partners to learn about life at Deloitte. More importantly, though, they're tasked to work with a local non-profit organization on a business case challenge to address the organization's needs, which provides the students with real-life experience.



## At Deloitte University North

Deloitte University North, which is open to both our people and our clients from across the country, is an exceptional leadership development centre located in our Toronto offices. It bridges real-world experience and learning to invest today in the leaders of the future.

In FY18, Deloitte University North expanded its programming in two important areas:

- 1) specific elements of trailblazing leadership issues related to the topic of diversity and inclusion, and 2) directly applying our insights about individual and team leadership to our clients' learning experiences.

For example:

- Aspects of Inclusion is a partner-level learning session that introduces an innovative approach to building a deep and relevant understanding of inclusive leadership behaviour. Through a technology that facilitates real-time feedback, participants have noted immediate results
- Deloitte leadership programming has been integrated into several sessions tailored to a range of audiences from client organizations, at the board level, audit and finance teams, and CEOs of emerging high-tech companies—to name a few

## Deloitte University North in FY18

Number of programs: **193**

Number of participating partners: FY17 906 | **FY18 985**

Number of participating employees: FY17 4497 | **FY18 5985**

To date, more than 90 partners have participated in the Aspects of Inclusion program. We plan to send over 200 more Deloitte leaders through it in FY19.

Deloitte has entered into a global partnership with One Young World as part of our WorldClass goal to prepare 50 million futures for a world of opportunity. One Young World is a non-profit organization that brings together the brightest young leaders from around the world and empowers them to create positive impact. It convenes an annual global summit, which is typically attended by 1,500 young leaders aged 18-30.



Forty of Deloitte's most promising young leaders from around the world will attend the One Young World 2018 summit in The Hague, Netherlands, including two from Canada and one from Chile. Beyond the summit itself, they will participate in a year-long leadership development experience: each will have an opportunity to contribute to our WorldClass objectives as local leaders and ambassadors for WorldClass, as well as through regional projects.



In FY18, over **1,300 university students** applied to the Deloitte National Leadership Conference. We selected 111 students, from 35 schools in six provinces, to attend the conference.



## Cultivating leadership through pro bono work



"This unique experience has helped me get an early start at developing my leadership, mentoring, and team management skills. I highly recommend participating in a Community Advisory Project to all young practitioners looking to make a difference in their community, all while taking on a stretch role and developing their professional skills."

**Jenna Destounis,  
Community Advisory Project lead for Montreal**



*2018 Deloitte millennial survey: Millennials disappointed in business, unprepared for Industry 4.0*

Millennials and Gen Z around the world are eager for business leaders to be proactive about making a positive impact in society

[deloitte.com](http://deloitte.com)

**Deloitte.**



2018 Deloitte Millennial Survey  
Millennials disappointed in business,  
unprepared for Industry 4.0

# Wellness and benefits

Deloitte's comprehensive wellness and benefits offering is designed to be as diverse as its people. Understanding that the roles of our practitioners and partners require them to execute at peak performance in a fast-paced environment,

A few of the resources we provide include:



Recharge Centre: An exclusive in-house fitness and wellness centre (with physical locations in Toronto and Montreal) that offers online and in-person programming for all our people



Total Health Index survey: A tool used to evaluate a person's four total health components—physical, mental, life, and work. Our people's anonymized results are helping us create targeted actions to help improve their overall wellness



Employee and Family Assistance Program: A voluntary confidential counselling and information service available to our people and their families 24 hours a day, seven days a week

We've also committed to implementing the National Standard of Canada for Psychological Health and Safety in the Workplace starting this year, which focuses on 13 factors that can affect mental health. The standard is a set of guidelines and processes intended to guide organizations in promoting mental health and

preventing psychological harm in the workplace. It is the first of its kind in the world, and implementing it at Deloitte means we're building an even better working environment, where all our people can truly feel and be their best.

Our Toronto Recharge Centre offers **28 fitness classes** each week, with **16 different types of classes**. With an average **class size of 10 to 15 people**, Recharge hosted over **40,000 visits in 2017**.



### On the road again

Travelling is a reality in our business, and being on the road requires resilience. As part of our commitment to mental wellness, we launched On the Road Again, a series of live-streamed sessions focused on the impact of business travel on mental health, and resources on how to keep well and mitigate the stresses.



# Sustainability

Sustainability is embedded into our operations across the firm—to us, it's part of what it means to contribute to a sustainable future for all. This includes understanding, measuring, and mitigating our impact on the environment. Our efforts at both the national and local levels focus on where we work, how we travel, what we buy and how we buy it, and how we dispose of what we use. We also believe we have a role to play in helping clients transition to sustainable business models.

# Operational sustainability

We maintain a “paper-light” work environment that is facilitated by an electronics record system, smart-board technology, and cloud printing. Our paper-light environment has also resulted in a reduction of off-site paper records storage, reducing not only paper use but also the greenhouse gasses involved in transport.

All Deloitte people receive a quarterly email on the status of their paper footprint, comparing their three-month print trend to previous months and years, to encourage personal accountability in our paper reduction strategy.



In FY18, we tracked a decrease in printing of more than **13 percent** year over year. Since the paper-light initiative launched at the start of FY16, we have reduced our printing by nearly **28.7 million printed pages**.

We also integrate sustainability considerations into our purchasing and procurement process for everyday items, in categories like coffee packaging, non-disposable cutlery, and energy-efficient electronics.

# Greening our buildings

Our *Orbis* workplace strategy integrates design with sustainability, and reimagines the way we work. In our newest offices, sustainable behaviour is encouraged by lessening the reliance on disposable items and introducing a three-stream waste disposal system. Responsive lighting helps to save energy. In addition to reducing the number of printers, providing dual monitors on desks and supplying laptops with annotation software helps break the habit of printing.

As we transform our office space, Leadership in Energy and Environmental Design (LEED®) certification is a priority. Whether we renovate an office or inaugurate a new one, we apply LEED® principles to minimize our environmental impact and promote a sense of well-being in our spaces.



**1858**  
BISTRO

## Cooking up sustainability in our kitchens

To fuel great thinking, we fuel our people with healthy food choices at Bistro 1858, our in-house eatery in Toronto and Montreal. We're able to do so with the support of great suppliers, whose environmentally sustainable business practices are at the forefront of their operations.

A reduced farm-to-table carbon footprint, produce sourced from local vendors, and Ocean Wise certification from those we purchase fish and seafood from are all ways that ensure we cook up impact responsibly every day and contribute to a sustainable future.

# Beyond the office

The highest-performing organizations embed sustainability in all they do because they know good sustainability practices help companies gain a competitive advantage in many respects.

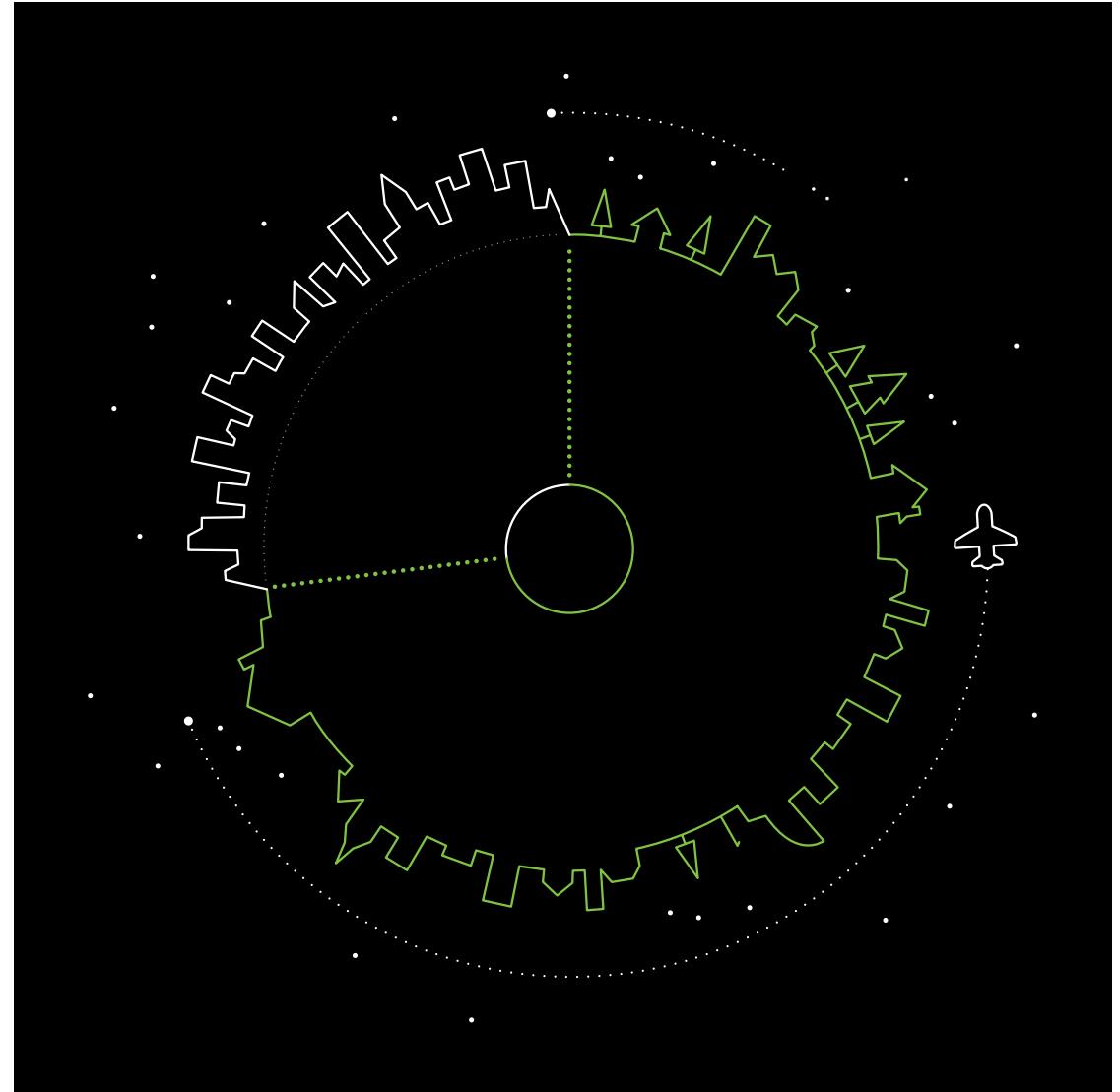
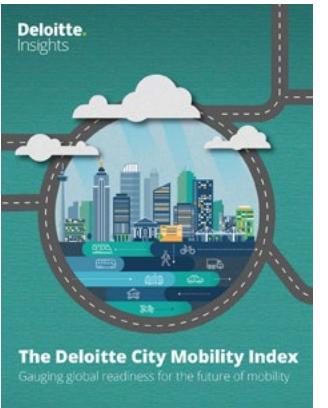
Deloitte's own Climate Change and Sustainability practice advises organizations on how they can reap and spread the benefits of sustainability in their own operations and how to

set up checks and measures to track their progress. We help companies improve their performance by helping them identify what their definition of sustainability is, how they can view sustainability beyond the philanthropic lens, and how they can report their sustainability activities.



What does smart urban mobility look like, city-by-city? How ready are global cities for the future of mobility? The *Deloitte city mobility index* is an in-depth review of transportation and mobility-related factors affecting cities around the world.

[deloitte.com](http://deloitte.com)





## The way we work

We believe we're only as good as the work we do. And the way we work is inseparable from the impact we make.

Deloitte's shared values shape the culture of the firm. As we include diverse identities, ideas, and disciplines in our talent, the values we share at Deloitte Canada—and with other member firms around the globe—unite us in an ethical commitment to each other and to our clients. Preserving and enhancing Deloitte's reputation for integrity is critical to the work we do.

# Innovating with integrity

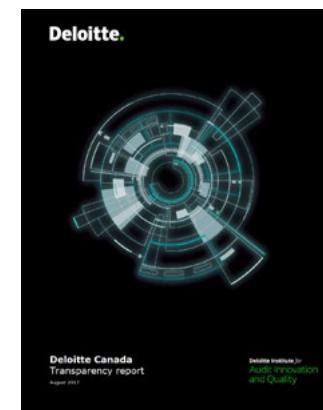
Deloitte significantly enhanced our ethics program in 2018 to raise awareness about ethical conduct and encourage our people to speak up about unethical incidents. New, immersive digital learning experiences address subjects like corruption and discrimination, while an annual survey assesses awareness of reporting channels. A formal, firm-wide stance of non-retaliation against people who act in good faith to report ethics concerns further demonstrates our

commitment to integrity as the keystone of Deloitte's values.

The Independence program sets clear expectations for the disclosure of financial and business relationships held by our people and our firm, which we monitor to ensure we meet regulators' expectations wherever we do business. Everyone at Deloitte in Canada completes comprehensive digital learning based on their role to uphold

the highest standards of professional objectivity. Enhanced digital tools provide our people with the resources to self-manage new and existing investments and business relationships, both personally and professionally, prior to a mandatory Annual Compliance Confirmation process and when necessary, a monitoring and disciplinary program updated in 2018.

In FY18, we strengthened our Confidential Information program to enhance our protection of clients' sensitive data. This program puts client and firm requirements for privacy to work, providing role-focused training and requiring participating professionals to confirm their understanding and commitment to follow specific information protection practices.



**Deloitte Canada: Transparency report**  
Learn how Deloitte's governance procedures ensure every audit engagement receives quality professional service.

[deloitte.ca](http://deloitte.ca)

# Big-picture thinking about risk

Determining which risks take priority and how we treat them requires a broad and informed perspective. Risks in our profession are often complex and responding to them takes careful planning, which we do through our enterprise risk framework. We collect our senior leaders' perspectives on risks facing our firm and organize these insights so we can

monitor and measure the most significant risks to the firm. The top risks are periodically discussed with the firm's board of directors, along with any treatment plans. To ensure that the risk framework is effective and incorporates leading practices, the framework is reviewed annually and we benchmark with other firms within the Deloitte network.

# Conclusion

Looking back at the initiatives we launched and the impact our people have made through Deloitte's corporate responsibility mandate over the past year, we feel proud of our progress. But we also recognize it is just that—progress toward a bright future for all, not the end of the journey. There is always more we can do to prepare for a better *Tomorrow, Together*. And we look forward to a new year of harnessing the talent, skills, and passion of our people to make an impact that matters to our firm, our clients, and society.

# Contact



**Sarah Chapman**

Director, Corporate Responsibility  
[sachapman@deloitte.ca](mailto:sachapman@deloitte.ca)



# Deloitte.

[www.deloitte.ca](http://www.deloitte.ca)

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