

Deloitte.

A year of connection,
action and impact

DELOITTE CANADA
2021 IMPACT REPORT

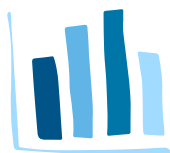


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At a glance

Consolidated list and links to environmental, social, and governance highlights

Although Deloitte Canada and Deloitte Chile operate as one entity, this report reflects only Deloitte Canada's work and results, with some examples from Chile where noted. Chile's 2021 Impact Report can be accessed online at [Deloitte.ca/impact](https://www.deloitte.ca/impact).

Land acknowledgement

We acknowledge that Deloitte offices reside on traditional, treaty, and unceded territories of Turtle Island (North America), which are still home to many First Nations, Métis, and Inuit peoples.





Executive message

As we move confidently into the future, it's important to reflect on the countless ways our people stepped up over the past year. By working together in unity, we made a lasting impact on our communities when it mattered most.

From helping businesses stay afloat, to establishing and implementing vaccination programs, to providing thought leadership and counsel to healthcare providers, our teams worked diligently throughout the pandemic to save both lives and livelihoods. This comes as no surprise—resiliency is embedded in our firm's DNA. Our contributions during COVID-19, coupled with a record year for performance, will be a highlight for years to come.

Following turbulent times, we enter an era of transformation. Our clients face a series of pressing questions: What should the future of work look like? How do we create an equitable society that works for everyone, not just the privileged few? And, possibly most urgently,

how do we halt climate change and ensure our planet is livable for future generations?

As we've proven time and again, our teams at Deloitte have the talent, passion, and ingenuity to build a better foundation to help our people, clients, communities and countries to thrive.

We are working to dismantle the systemic barriers faced by Canadians and Chileans. In 2020, the world reached a moment of awakening following George Floyd's murder, and our firm is committed to embodying what it means to be an anti-racist organization. We signed on to the BlackNorth Initiative Pledge, which outlines our

commitments to confront racism. We launched our Black Action Council, tasked with bringing our inclusion and anti-racist vision to life. And, recognizing that we can't do this alone, we published the Black in Canada report, urging other organizations to go beyond empty statements and take real, measurable actions to become anti-racist.

Let me be clear: words matter. But to fulfill our purpose of making an impact that matters, our words must be coupled with actions.

That's why we released an update to our Reconciliation Action Plan, the first of its kind in corporate Canada, and committed to taking concrete steps to walk alongside

Indigenous Peoples and help build a better country where everyone can thrive. The ongoing confirmations of unmarked graves at former residential schools across Canada this past year continues to expose a dark truth overlooked by many Canadians for far too long. By investing in Indigenous communities and businesses, Deloitte is not only supporting one of the fastest growing business sectors in Canada, we are following through on our promise to embed reconciliation in everything we do.

Chile is entering its own moment of transformation. As the country rewrites its constitution, our teams have provided thought leadership and guidance to stakeholders to help chart a new path forward. Our people are quite literally rewriting history and speaking up to shape the future.

As the Intergovernmental Panel on Climate Change pointed out this summer, the window to stop global warming before it's too late has shrunk, and co-ordinated, international effort is needed now. Our firm has embraced *WorldClimate*, our global climate strategy,

with an aim to achieve net-zero emissions by 2030. We want to lead by example in hopes that our actions will be replicated by organizations serious about reversing the harmful effects of greenhouse gas emissions.

Leading by example also means ensuring that our workspaces and organization are accessible for everyone. That's why, in January, we launched our AccessAbility Action Plan, designed to create an environment that is truly inclusive. This plan includes hiring people with disabilities, providing education opportunities across our firm, and leading by example with our clients. When we do this, we can level the playing field for all our people.

This report explores how our people, our firm, and our global network are responding to this historic moment of transformation. By working in unity, we can build a future that is healthier, more inclusive, and more sustainable. Looking back on our accomplishments over the past year, I am both inspired and optimistic about our future.

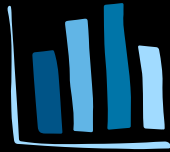
Sincerely,

A handwritten signature in black ink, appearing to read 'AV', with a stylized flourish at the end.

Anthony Viel
CEO
Deloitte Canada

Measuring the impact

Throughout the past year, Deloitte found new ways to maintain and strengthen connections, quantify our global impact, and advance societal progress. This report measures the firm's impact across four pillars.



Business

Adapting and innovating to meet our clients' needs.



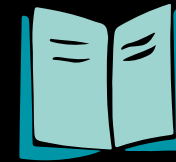
Environmental

Monitoring and mitigating our environmental impact.



Social

Helping our people and communities to be their best.



Governance

Ensuring effective oversight and responsible business practices.

Business





Introduction

To succeed, every organization has to be nimble. In unpredictable times, the abilities to learn and adjust have become even more highly valued. Success in the future will require organizations to anticipate, identify, and capitalize on opportunities.

During a challenging year, we too adapted quickly to serve our clients' needs. Our response was enabled by the technology we invested in, the relationships we built, and the innovation we nurtured.

Throughout the year, Deloitte developed new ways of meeting client requirements by using our skills, innovation, and connections. All to help clients be resilient, recover, and flourish.



Revenue and full time employees

Headcount



936
partners

11,085
professionals



12,021
total headcount

Revenue

CAD in thousands (000's)



FY21
\$2,778,219

- Consulting**
FY21 \$1,222,332
- Audit & Assurance**
FY21 \$561,648
- Tax**
FY21 \$435,722
- Financial Advisory Services**
FY21 \$293,243
- Risk Advisory**
FY21 \$287,000



Recognition for our talent

For 2021, we earned four national and two regional awards related to talent. These external honours recognize our commitment to be a top employer, and the impact that our people make.

Canada

- Report on Business Best B2B Brand
- LinkedIn Top Companies
- Forbes Canada's Best Employers
- Universum Canada's Most Attractive Employers

Regional (Americas)

- Employee Workflow Partner of the Year
- Transformation Partner of the Year



Supporting Canada's COVID-19 vaccine rollout

To protect the public and begin emerging from the pandemic, the federal government needed to meet an urgent challenge: getting vaccines to all eligible Canadians. Deloitte Canada's client teams jumped at the opportunity to support this critical effort.

In January 2021, the Government of Canada engaged Deloitte with two major projects. One, make the Public Health Agency of Canada's surveillance and coverage information technology systems more functional. Two, manage the rollout, administration, tracking, and reporting of the COVID-19 vaccine in Canada.

Together, this work would build out the digital infrastructure for, and enable the seamless distribution of, COVID-19 vaccines.

Why did we bid on these assignments? It wasn't the size of the contract, but the impact this work would have on Canada's future. We had the experience, skilled professionals, capabilities, and resources to get the job done. This was the right thing to do, and we met the responsibility.

In short order, the firm assembled an incredible 150-plus person team to work diligently on a vaccine platform. They delivered it in a matter of weeks with core functionality, and continue to enhance and operate it today.



Every professional on the project team, and across the firm, was personally invested in the success of this initiative. They knew it would bring us closer to ending a pandemic that has caused so much hardship, suffering, and loss in Canada and across the globe.

The vaccine-related projects aligned with our shared values and our ultimate business goal of contributing to a healthy, prosperous, and thriving Canada for all. We knew that this work would have a positive impact on the lives of all Canadians.





Building a greener future

As key advisors in sustainability, we know that helping our clients on their journey to a greener future is a long-term project. It's also one of the most pressing challenges facing businesses today—one that impacts all of Canada. When one longstanding Deloitte client wanted to tackle its greenhouse gas (GHG) emissions, they turned to us to help.

This North American energy company, with a multi-billion-dollar capital program, relies heavily on fossil fuels. Addressing climate change and decarbonizing high GHG emitting industries are global priorities. Companies are increasingly navigating expectations across key stakeholders to effectively manage the risks and opportunities of climate change, including physical and transition risks.

How could we help this energy client address transition risks and understand how to achieve a net-zero future? We'd have to ask them tough questions, rallying skills and capabilities across their business.





We helped the company identify commercially-viable solutions, optimize the capital portfolio, and determine effective GHG reduction projects.

All to establish an intensity-based target towards their

net-zero

by 2050 goal

To help do so, we employed Deloitte's Decarbonisation Solutions™ tool. It allowed us to bring together diverse information and data to present multiple scenarios of future emission projections. This was all based on their strategies and plans. We provided the first ever detailed look at this company's forecasted carbon emissions, aligned with their corporate strategy.

Deloitte experts charted the company's potential carbon exposure, including carbon pricing scenarios, to understand their financial vulnerabilities in multiple jurisdictions. We offered a strong business case for action, modelling possible futures, and configuring different operational efficiencies and emerging technologies. What did this newfound data enable? We helped the company identify commercially-viable solutions, optimize the capital portfolio, and determine effective GHG reduction projects. All to establish an intensity-based target towards their net zero by 2050 goal.

Our approach uncovered the information this company needed to confidently communicate their net-zero plans to investors, and launch a corporate-wide energy transition effort.

Imagining the future, and the strategic factors required to meet tomorrow's needs, can be complex. Deloitte's engagement turned those scenarios into operational and financial actions for today.



Environmental





Introduction

Sustainability is a firm priority and a tangible example of how we live our purpose.

In 2020, Deloitte launched *WorldClimate*. That's our strategy to drive responsible climate choices within our organization and beyond. Our ultimate goal is to address the world's urgent climate crisis. We're doing so with achievable, measurable, and science-based actions.

In parallel, we're empowering clients through our Centre for Climate Action, helping them to determine their pathway to net-zero.

Together, these initiatives amplify our impact. With our clients and communities, we are rethinking and reinventing business for a more sustainable economy.



WorldClimate



Cut emissions

Net-zero by 2030



Embed sustainability

Address internal policies and practices



Empower individuals

Educate and inspire Deloitte people to act on climate change



Engage ecosystems

Engage with ecosystems to address climate change

Actions we take

Deloitte is committed to align with the 1.5°C decarbonization pathway because anything less is just not enough. Our WorldClimate carbon reduction goals are validated by the [Science-Based Targets initiative](#).

We significantly reduced all forms of travel during FY2021. Changes necessitated by the COVID-19 pandemic—combined with our ability to continue delivering value to clients remotely—caused us to reexamine how our business operates.

Deloitte Canada has implemented a hybrid model that redefines where and how our people collaborate. It includes our commitment to smart, purposeful travel, which has a positive impact for our travel emissions. That's only part of the story. Learn more about Deloitte's greenhouse gas emissions and progress in our [Global Impact Report](#).



Decarbonization, using science-based approaches, is paramount to our strategy. When we set a goal of net-zero emissions by 2030, we knew achieving it would require a reduction of emissions as well as carbon removal through market mechanisms, including offsets. As we transition, Deloitte has chosen to compensate for unabated emissions through high-quality offsets.



Net-zero greenhouse gas emissions by 2030

- 1 Reduce** Deloitte's business travel emissions by 50% per full time equivalent from FY2019 levels
- 2 Offset** 100% of operational and business travel emissions in FY2020 (FY2021 offsetting is underway)
- 3 Source** 100% renewable energy for Deloitte facilities
- 4 Engage** Deloitte's supply chain to set science-based emissions reduction targets
- 5 Invest** in meaningful market solutions to compensate for remaining emissions



Actions we encourage our people to take

One of the most powerful ways to promote action on climate change is through our people. We strive to enable them to make positive climate choices at home and at work, amplifying these actions through their personal networks.

That's happening through learning and communication. In April 2021, Deloitte launched the #iAct campaign. It sheds light on the impacts of travel, food, home, and purchasing decisions, recommending positive climate actions our people can take today.

Actions we take within our ecosystem

While our operations and people can play a big role in the climate response, we can also make a significant impact beyond our organization.

Deloitte is actively engaging ecosystems to increase demand for responsible products and services. We're also working to remove roadblocks that get in the way of enacting change to create innovative climate solutions at a systems and operations level.



Centre for Climate Action

Deloitte works with clients to turn their net-zero promises into meaningful action. Helping clients to become low-carbon organizations and reach their sustainability potential is critical to meeting Canada's climate commitments.

Our Climate Change and Sustainability offerings span five main areas:

1. Energy Transition and Decarbonization
2. Climate Risk and Adaptation
3. Clean Technology
4. Policy and Compliance
5. Reporting and Disclosure

These are all incorporated into what we call Net-Zero Transformation—a five-phased approach designed to guide our clients through their journey.

The transformation is supported by a multidisciplinary, technology-focused team of advisors, and by the Deloitte Decarbonization Solution™. This technology asset analyzes carbon pathways, determines abatement options, and portfolio manages all opportunities. This allows clients to understand their most cost-effective pathway to net-zero.

At Deloitte, we believe net-zero is a true transformation we can facilitate from end-to-end. For more information, visit our [Centre for Climate Action](#).



Social





Introduction

Individuals, institutions, and the world are all under great pressure. The pandemic, along with multiple societal issues, have magnified the challenges. We've seen increased stress due to health concerns, new ways of working, career and family demands, economic anxiety, race matters, inequities, politics, and climate change.

While challenges were rising, many opportunities were decreasing—to socialize, travel, volunteer, and keep our communities connected. That only exacerbated the problem. We tapped into the desire to do better.

Inside Deloitte, we provide a nurturing workplace where our people can be their best. More broadly, we are using our resources and insights to support thriving and caring communities. Helping everyone to fulfil their aspirations and potential is the right thing to do.



Our people





Purpose and shared values

Our purpose helps to explain why we exist, while our shared values define the expected behaviours we have for each other at the firm. The two go hand-in-hand. Bringing them to life in a meaningful way in a post-pandemic world—for our people, clients, communities, and country—remains a priority for us.

Purpose

Make an impact that matters. This is our purpose: a guiding star that unites Deloitte globally. With the help of our people and clients, we have further defined a distinctly Canadian and Chilean way of expressing our purpose:

- We exist to inspire and help our people, organizations, communities, and countries to thrive.
- Where we are headed: a better future, built by accelerating and expanding access to knowledge.



Shared values

Deloitte's roots are deep, going back to 1845. What accounts for our longevity and enduring impact? Both can be linked directly to our commitment to live our shared values every day.

That guides everything we do at Deloitte. Our values provide common ground and solid ground. Upon them, we can unite, articulate the foundational behaviours we expect as we interact, helping us to earn the trust and respect of our key stakeholders.



Lead the way

Deloitte is not only leading the profession but reinventing it for the future. We're also committed to creating opportunity and leading the way to a more sustainable world.



Serve with integrity

Deloitte has earned the trust of clients, regulators, and the public for more than 175 years. Upholding that trust is our most important responsibility.



Take care of each other

We look out for one another and prioritize respect, fairness, development, and well-being.



Foster inclusion

We are at our best when we foster an inclusive culture and embrace diversity in all forms. We know this attracts top talent, enables innovation, and helps us deliver well-rounded client solutions.



Collaborate for measurable impact

We approach our work with a collaborative mindset, teaming across businesses, geographies, and skill sets to deliver tangible, measurable, and attributable impact.

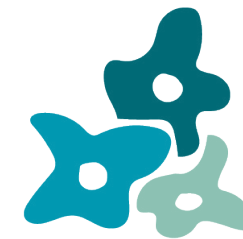


Our purpose and shared values are more than words. They're expressed in our choices and actions, and shape our collective mindset. When we live them, we inspire and empower each other to do our best work every day.





Benefits that put our people first



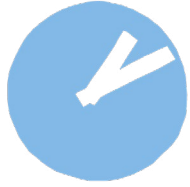
The pandemic has changed how we work. That continues as we operate under varying levels of restrictions across our offices and markets.

The impacts have been varied. We've seen some positive changes, particularly as more people realize they can work effectively remotely, with more flexibility. At the same time, we've seen the boundaries between our personal and professional lives breakdown, taking a toll on our people's wellness and work-life balance.

It was important to understand how our people were managing these changes in real-time. So we quickly introduced regular pulse surveys. These gave our people a voice, helping us shape our decisions, identify new ways to support them, and put their changing needs first.

Based on what our people told of us were most important to them, we designed several new programs that built on our robust total rewards offerings. The following are new initiatives we launched in 2020 and 2021, which we continue to offer our people.





More time to recharge and focus

- Nine additional paid 'Deloitte Days' to create more long weekends and holiday shutdowns
- Slowdown periods during the summer and winter to encourage larger, planned periods of being off together
- New guidelines and support tools anchored on the practice of Disconnecting with Confidence
- New standard practice of creating meeting-free Friday afternoons, allowing for more time to accomplish focused work, and alleviate the pressure heading into the weekend



Support to take care of mental and physical health

- People Gratitude Program to recognize inspirational people who are exemplary models of our purpose and shared values
- Additional paid COVID-19 hours to provide the flexibility to step away from work as personal situations require
- Covering the full cost of increases to benefit premiums
- A virtual platform that provides 24/7 access to healthcare professionals, via secure video from a mobile or web app



New tools to help our people grow and be more efficient at work

- Team Pledge to empower deliberate conversations about boundaries, development goals, and preferred ways of working—all to foster a team approach to supporting one another to succeed and be happy
- MyAnalytics (personalized data and insights on how our people spend their time) to improve work-life balance through healthier work habits; reclaim time to focus on top priorities; and develop positive collaboration habits



Employee resource groups

Deloitte employee resource groups (ERGs) play an important role in helping to foster a more inclusive work environment. Through ERGs, people from all services, levels, and geographies form a network based on shared interests and/or affinities. Anyone at the firm can join an existing ERG, start a regional chapter of a national group, or create a new one.

See the full list [here](#).





Learning experiences

We invest in our people's ongoing development, to help them expand their knowledge, cultivate their skill set, take their career to the next level, and better serve our clients.

Our Learning & Development team made our experiences 100% virtual this year. They delivered over 650 learning days that reached approximately 80% of our people. The programs range from onboarding to leadership, with many offerings focused on inclusion and diversity. We also launched a new program aimed at raising awareness around unconscious bias and how it can impact performance and decisions.

As we began preparations for our Next Normal, we also focused on providing programming for coaching and facilitation around a hybrid work environment.



>650

learning days delivered that reached approximately 80% of our people





Towards Next Normal

Deloitte's Next Normal brings a new hybrid work model.

Work is changing. Our people told us they wanted more flexibility—and we listened. The result is Deloitte Canada's Next Normal, our hybrid work model.

At its core, our Next Normal is about the power of choice. This is part of a new era of routines and expectations, grounded in trust and client collaboration. Our people will determine how and where they work, whether in the office, at the client site or from home.

The goal remains achieving the most valuable outcomes for clients and communities, with an increased focus on our employees' own well-being.

This is also about making choices that reinforce our commitments to sustainability and our *WorldClimate* strategy. We'll see lower levels of travel, and less

emissions used in daily operations. A hybrid work model will help to drive deliberate and responsible climate choices within our organization.

Our Next Normal is not a rigid model—it's a framework for us to explore and apply to our business. We expect the choices we make to be an ongoing conversation between our teams and clients.

Ultimately, our people will choose a work model that creates more value for our clients, and more productive results for the firm. And that promotes happier, healthier and more meaningful lives for themselves and their families.

Learn more about [Deloitte Canada's Next Normal](#), a hybrid work model rooted in flexibility and choice.





Advancing diversity, equity and inclusion (DEI)

At Deloitte, we understand that prioritizing diversity, equity, and inclusion is both the right and the smart thing to do. Right, because DEI is about fairness, respect, and empowerment. Smart, because DEI success also drives greater collaboration, innovation, and productivity.

Over the past year, we have continued our journey to advance DEI within our firm and with our clients. For instance, we aspire to build a workforce reflective of the diversity of contemporary society. We are also committed to creating a culture where everyone has an equal opportunity to grow, develop, and succeed.

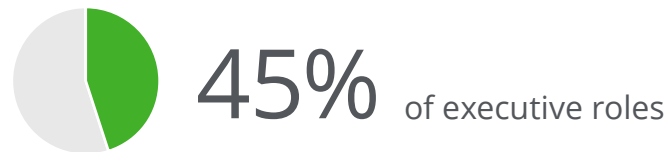
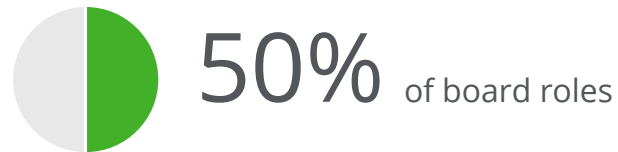
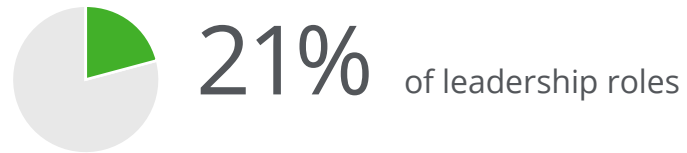
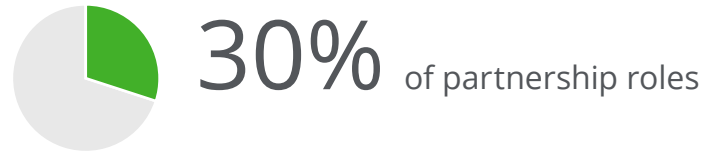
DEI best practices are embedded throughout our processes, including;

- Broadening our relationships with external organizations to strengthen our pipeline of diverse talent
- Revitalizing our digital presence so potential candidates can see themselves reflected in our talent branding
- Collaborating across teams to set diversity hiring goals and measure progress
- Modernizing our systems and tools to identify, accommodate and track diversity in our talent pool
- Partnering with leaders to develop capacity and resources to enable diversity hiring

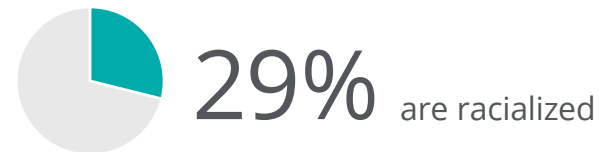


In the past, Deloitte Canada has made significant investments and focused efforts specific to women and racialized people. We've seen progress.

Women now comprise:



This year's partner class included 54 equity partners and 84 income partners—in total 138 inspiring Canadian and Chilean new leaders via internal promotions at the firm. Of the new partners promoted from senior manager or director to partner:

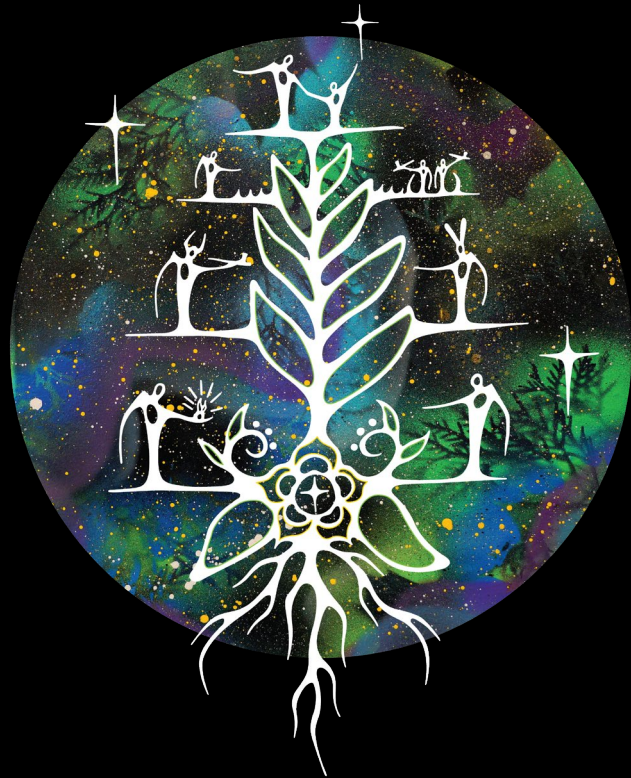


As we continue to build a more diverse and inclusive workforce, we know we must go even further to realize our aspirations. That's why we're introducing new initiatives to sponsor and promote leaders—particularly women and racialized people—at every stage of their career, and to hire more diverse talent at every level.

Fostering DEI is a value that's woven throughout our culture and owned by all of our people at every level. We're at our best when we make Deloitte a place where everyone can be their best and truest selves.



Reconciliation Action Plan



In June 2021, Deloitte Canada released its *Reconciliation Action Plan (RAP) update: [Continuing on the shared path for reconciliation](#)*. It tracks our progress since launching the RAP—the first of its kind in corporate Canada. In most cases, we’ve exceeded our goals. However, we know that reconciliation is a journey. The road ahead is long, and at times may be bumpy. Here’s how we’ve done against the four pillars of education, inclusion, employment, and economic empowerment.

1. Inclusion

Deloitte Indigenous has developed several educational resources, including tool kits for allies, and a guide to writing and sharing land acknowledgements. These are now common practice across the firm.

Our internal Indigenous and Allies Community offered monthly webinars that reached over 1,000 Deloitte professionals. Topics ranged from living the seven sacred teachings, to recognizing Orange Shirt Day on September 30th (which opens the doors to conversations about residential schools).





2. Education

Building greater awareness of Indigenous issues and history is a foundation to drive action. We introduced a professional development training called *4 Seasons of Reconciliation*. The training was designed to fill gaps in education, and encourage our people to embrace their responsibility to understand the history of this land. The training is mandatory and firm-wide.

In the spirit of reciprocity and co-learning, Deloitte and Reconciliation Education contributed four informational resources for teachers, students, and employees of Six Nations of the Grand River.

Education outreach takes other forms. Through our collaborations and investments with communities, we've also reached more than 5,000 Indigenous youth with pro bono and volunteer initiatives. These have included financial literacy and cybersecurity workshops, mentoring, and career exploration discussions.



Through our collaborations and investments with communities, we've reached more than

5,000

Indigenous youth with pro bono and volunteer initiatives



3. Employment

We focused on reviewing and amending our talent-acquisition processes and policies to prioritize Indigenous recruitment and retention efforts. We also continued to build meaningful relationships with key organizations that empower the next generation of Indigenous leaders.

Deloitte is proud of our alliance with Indspire, a national charity whose vision is to enrich Canada through Indigenous education and by inspiring achievement. We expanded this relationship, providing additional scholarships and supporting year-round programming. Our professionals volunteer as mentors for Indspire students. They raise awareness about career options in professional-services firms, and inspire future talent pools by sharing their own journeys.

4. Economic empowerment

To engage Indigenous communities and businesses in sustainable economic opportunities, we remain an ongoing supporter and sponsor of the Canadian Council for Aboriginal Business (CCAB). Deloitte also participates in CCAB's Progressive Aboriginal Relations program, which certifies corporate performance in Indigenous relations (we've been certified at the committed level).

Our procurement team launched an Indigenous-supplier website, to allow our stakeholders to identify and select certified Indigenous businesses. For 2021, we're on track to meet our goal of 5% local spend with Indigenous suppliers.

Our alliance with the software-testing company PQA Testing, and its visionary initiative PLATO Testing, has led to more than a dozen client opportunities in six provinces. The goal is to integrate more Indigenous talent in the technology sector. Together, we're providing meaningful employment to Indigenous peoples, often without the need for candidates to leave their communities to pursue a career.



For 2021,
we're on track
to meet our goal of

5%

local spend with
Indigenous suppliers





Confronting anti-Black racism

We want to create a safer, more inclusive workplace, in which all can flourish and participate in our collective achievements. One way to do that is by working to dismantle the systemic barriers faced by members of the Black community.

This is a long-term commitment to learning, growing, and remaining accountable. It involves both internal and external stakeholders, who can help us bring about lasting change. The movement to support Black lives and eradicate anti-Black racism in our communities continues. As it does, Deloitte is driving discussions to gather insights, share experiences, and work toward developing meaningful solutions in the workplace and beyond.



Launched a report called *Black in Canada: Acknowledging our past, owning our present, and changing our future*



We keep working diligently to understand and address structural barriers and inequities, including ones that exist within our own firm. This has included:

- Participating in the BlackNorth Initiative Pledge, whose mission is to end anti-Black systemic racism throughout all aspects of our lives by using a business-first mindset
- Establishing an internal Black Action Council, co-chaired by our CEO
- Launching a new report called *Black in Canada: Acknowledging our past, owning our present, and changing our future*

- Increasing education and resources within the firm to drive awareness of the mechanisms, processes, and accountabilities for addressing racism and reporting incidents of bias and racism
- Reviewing practices to ensure greater representation and inclusion of Black and diverse people in the firm and leadership
- Developing recruitment and sponsorship programs to increase the number of Black leaders at the firm
- Launching our inaugural Deloitte Canada Black Student Scholarship to award selected students a \$5,000 scholarship towards eligible school expenses, and an opportunity to complete a work term at one of our Canadian offices



Our inaugural Deloitte Canada Black Student Scholarship awards selected students a

\$5,000

scholarship towards eligible school expenses





Improving accessibility

We believe that hiring people with disabilities benefits all. It's important to recruit from the widest possible group of candidates and gain the unique skills and perspectives that people with every background bring to the job.

Since 2018, Deloitte has supported recruitment programs with national disability partner organizations. These include Ready, Willing and Able; the Canadian National Institute for the Blind; auticon Canada; and the Special Olympics.



Special Olympics
Olympiques spéciaux
Canada



In January, 2021 Deloitte launched its first [AccessAbility Action Plan](#) to reinforce our commitment to advance accessibility and the inclusion of persons with disabilities. The plan has four guiding pillars, each with specific and measurable actions:

- **Inclusive environment:** Deloitte seeks to create a safe and welcoming workplace for persons with disabilities. We are committed to building an inclusive culture in everything we do
- **Education and awareness:** Deloitte understands the importance of educational awareness regarding accessibility. We will provide learning opportunities to educate our people
- **Employment:** Deloitte will continue to hire, engage, and empower current and future employees with disabilities so they can achieve their full potential
- **Marketplace:** Deloitte will work to create a positive impact, by helping and inspiring our clients, and by supporting businesses owned by persons with disabilities

Deloitte also provided funding towards scholarships for law students with disabilities through the Legal Leaders for Diversity and Inclusion (LLD) scholarship fund. Nine law students from across Canada were awarded scholarships by the LLD Scholarship program in 2020, and ten were awarded a scholarship in 2021. The scholarship provides support and opportunity on an annual basis to students with physical, mental, intellectual or sensory disabilities who are pursuing undergraduate or graduate studies in law in Canada.



Funding towards scholarships for law students with disabilities through the Legal Leaders for Diversity And Inclusion (LLD) Scholarship Fund



Our communities





Becoming WorldClass

At Deloitte, we are committed to helping people fulfill their aspirations and find meaningful work in the new economy. Those in traditionally underrepresented communities can use an extra boost. That's why we embarked on our WorldClass initiative three years ago, to open up access to education, skills development, and opportunities.

Despite a year of uncertainty and lack of in-person connections, we continued to find ways to lend our professional capabilities and experiences to organizations that share these goals.



Globally, Deloitte has a goal of impacting

100 million

futures by 2030





Through WorldClass, Canada is committed to empowering

2 million

individuals by 2030



In FY21,
we reached

434,795

individuals. That brought
our total to 1.1 million lives
impacted by
WorldClass to date

In May 2021, Deloitte announced the launch of the WorldClass Education Challenge. This initiative invited educators, entrepreneurs, and innovators to work alongside Deloitte professionals—all to advance access to a quality education for more of the world's students. The primary focus was on solutions in Africa and Asia, where the majority of the world's children and youth will live and learn over the next decade.

In collaboration with the World Economic Forum's UpLink platform, Deloitte aims to discover, fund, and scale novel educational approaches that have proven successful during the pandemic.

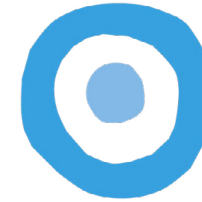
We are excited to have selected a group of innovators to join a yearlong cohort program through which Deloitte will invest up to US\$1 million through pro bono and financial support to scale their solutions. To see the list of the chosen top innovators, go to: [Education Challenge Top Innovators](#).

The Education Challenge is part of Deloitte's WorldClass initiative to provide better access to quality education and skills opportunities.



Impact Every Day

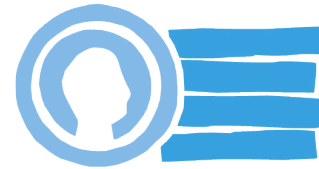
How do you create an *Impact Every Day*? That's the name of Deloitte's model for sustained, meaningful volunteering. We encourage our people, year-round, to connect and engage with their communities. They can use their skills and experiences to make a tangible difference. And we provide support through volunteer opportunities, resources to help our people lead their own impact projects, and firm-paid time.



A total of
20,169
community impact hours
completed by
Deloitte people



The pandemic has only widened education inequities, unemployment levels, and skills gaps—for students and adults. Deloitte practitioners have been difference makers. We've helped in need grade one students improve their reading levels through a virtual reading program. We've served as mentors to university students and young adults around employability skills. And we've assisted older adults with digital literacy, technology training and staying connected during the pandemic. These are just a few examples of how our people deliver *Impact Every Day*.



6,151

hours volunteered to skills-based initiatives



1,077

Deloitte people participated in a community impact opportunity





Pro bono engagements

Through our pro bono portfolio, we use our greatest resource—the professional skills and capabilities of our people. Their contributions advance the mandates of community organizations, showcase the services of our firm, and highlight our commitment to social impact.

Additionally, our pro bono program provides our people with meaningful development opportunities. Stretch roles and cross-service assignments engage our talent in work they are passionate about.

Deloitte's society partnerships are multi-year relationships with select organizations, where we help them overcome business challenges and operate more efficiently and effectively—just as we do for our clients. Our Social Innovation Fund supports pro bono engagements that will positively impact a significant number of lives, tackling some of society's biggest education- and employment-related problems.



In FY21, Deloitte contributed more than \$2.2 million of pro bono services to non-profit organizations across Canada. Here are three examples.

Junior Achievement of Canada

Deloitte has supported Junior Achievement (JA) Canada's national digital journey for several years through our Society Partnership. The pandemic disrupted education for children and youth right across the country. Our collaboration to implement JA Canada's digital platform supported virtual programming around financial literacy, entrepreneurship, and career readiness. In addition, Deloitte supported the digitization and enhancement of key program materials to help get more content into the hands of Canada's students.

Since early 2020, more than 50,000 young people have learned directly through the JA Campus digital platform, or through in-class programming facilitated by the portal.

Friends of Ruby

This Toronto organization is dedicated to the well-being of LGBTQI2S youth (aged 16-29), through mental health services, social and employment services, and housing. Friends of Ruby was looking to scale up quickly and have an exponential impact on the community, even with limited resources.

Deloitte helped them to develop a forward-looking operating model, rooted in the Future of Work, and worked hand-in-hand to define the future employee experience. That included a structure blueprint for the team level, internal governance, a framework for agile ways of working, and leader/team maturity models and upskilling paths.

Friends of Ruby had waitlists for all of its services. However, with our help they expect to double the number of participants served to an additional 800 young people annually, with continued growth in the years ahead.



Since early 2020, more than

50,000

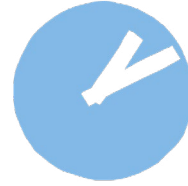
young people have learned directly through the JA Campus digital platform, or through in-class programming facilitated by the portal



East Preston Empowerment Academy

In Nova Scotia, the East Preston Empowerment Academy (EPEA) seeks to empower and equip members of its community with the necessary skills, tools, and confidence to fulfill their lifelong dreams. In collaboration with the BlackNorth Initiative, Deloitte's pro bono team completed a social and economic impact study. It included a quantitative analysis of the economic contribution, and an assessment of the broader socio-economic benefits of EPEA's activities from 2016 to 2020.

The findings demonstrated that the EPEA's programs help address regional historical inequities from an education and labour market perspective, and provide long-term community and economic benefits. This has given EPEA valuable analysis as they seek funding, look to expand their work, and foster a more just and equitable society.



9,478

hours contributed through
pro bono projects



Deloitte contributed more than
\$2.2 million

of pro bono services
to non-profit organizations
across Canada

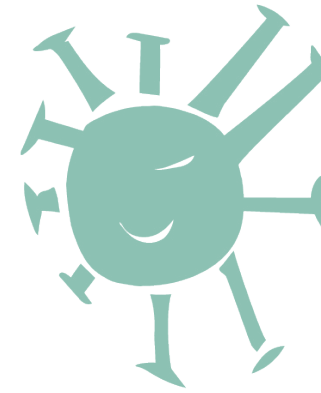
Our Social Innovation Fund supports pro bono engagements that will positively impact a significant number of lives, and tackle some of society's biggest education and employment-related challenges.





Global response to COVID-19

Deloitte has devoted significant resources toward fighting COVID-19 on a global, national, and local scale. For example, Deloitte piloted an initiative with the government of India's Haryana state to help provide health care in rural communities. The aim was to provide those impacted by the pandemic with the information and support they needed to recover at home, thereby freeing hospital capacity to treat the critically ill. Deloitte Africa is engaging with international donor organizations, ministries of health, the private sector and non-governmental organizations (NGOs) to understand local challenges and how Deloitte can help. And Deloitte Brazil worked closely with community organizations to provide food for more than 10,000 vulnerable families experiencing food security and hunger as a result of the pandemic.



These efforts will advance health equity in our communities and support better health care outcomes where they are needed most.

For more information on our global response visit: [Aiding communities affected by the pandemic.](#)



Donations | giving

Financial support



\$7 million

in donations raised,
including firm donations
and contributions
through our annual
Workplace Giving Campaign



\$3.3 million

in value of volunteer
and pro bono hours



\$17,782

In-kind
(COVID-19 restrictions impacted
our in-kind donations in FY21)





Future of Canada Centre

How can our nation become the best place to live and work? The Future of Canada Centre, established in 2015, leads Deloitte Canada's efforts to answer this question. We conduct original research, develop thought leadership, and prepare public policy analysis that elevates discussion and decision-making on critical issues that affect Canada's future.

COVID-19 has reinforced the need for focused insights on how we can achieve more prosperity for all Canadians. In response, the Future of Canada Centre has launched a series under the *Catalyst* banner. It includes a detailed report with recommendations about how Canada can build a better future for our people, industries, and societal systems. Along with that, specific policy briefs address timely and relevant challenges, including how to ensure Canada is the best place to age by 2030.

Deloitte's *Catalyst* research, projections, and public policy recommendations are based on macroeconomic modelling and informed by conversations with Canadians from students to business leaders. This series allows Deloitte to drive dialogue and action with the business community on how to build back better, as well as engaging governments across Canada on our path forward as a nation.



As we approach a post-pandemic new normal, Deloitte will continue to speak up through the Future of Canada Centre. We welcome the opportunity to shape issues that have an impact on Canadian growth and prosperity, with original research and policy analysis that uses Deloitte's unique perspective. This is core to our firm's purpose of making an impact that matters—not just for our clients and our people, but also for our country.

Our impact in practice:



[A vision for a thriving Canada in 2030](#)—Deloitte's analysis of the challenges we have to overcome in the next decade, and the bold actions needed now to set us on the right path.

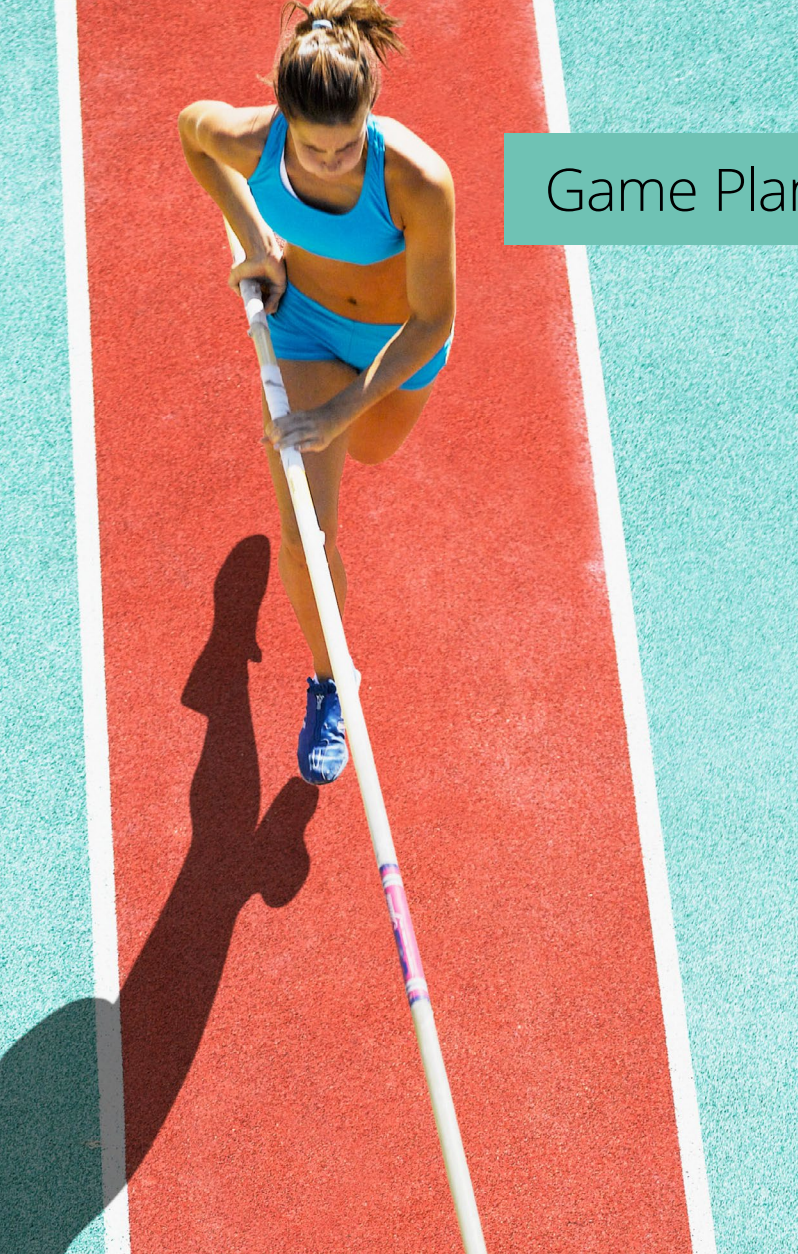


[Making Canada the best place in the world to age by 2030: a senior-centric strategy](#)—Seniors have been disproportionately affected by the pandemic, and this document highlights Deloitte's vision for a new aged-care ecosystem, focused on putting the needs of seniors first.



[Federal Budget 2021: Insights for a thriving Canada](#)—Our analysis highlighted the choices that the federal government has made post-pandemic, and how the initiatives laid out in the budget will support a more prosperous Canada in the post-pandemic world.





Game Plan sponsorship

Deloitte has been a proud supporter of the Canadian Olympic Team since the Vancouver 2010 Games. This support highlights our commitment to diversity, inclusion, education, and opportunity through the power of sport in Canada.

To expand on that, Deloitte is proud to be the founding partner of [Game Plan](#), a high-performance-athlete wellness and transition program. This partnership has enabled Deloitte to collaborate with Game Plan in developing events, hiring athletes and building technology capabilities to sustain program scalability. In the past year alone, 1,778 athletes participated in Game Plan programming for a total of 5,481 engagements.

“All athletes embark on a journey to change their identity after sport. Game Plan is one of the few constants throughout an athlete’s transition.”

Rob Denault,
Business Analyst, Monitor Deloitte
Program participant





87
Athletes



23
Clients



23
Internal participants

Game Plan Day in Canada is an annual event that gives Canada’s Olympians, Paralympians, and National Team athletes a valuable platform. Through it, they can connect with one another, explore new career paths, expand their professional networks, and obtain valuable tools to build confidence for the next stage of their careers. This year’s virtual event drew 133 participants.

The Game Plan work experience program, powered by Deloitte, provides athletes the opportunity to transition into a second career. They get hands-on experience in a business environment, where they might discover a new passion that builds on the skills developed in their sporting careers. This past year, six athletes completed the 16-week program. At the conclusion, four received offers of full-time employment with the firm (the other two returned to post-secondary education).

“As I started my transition to my post-athletic career, many advisors and mentors would remind me that my sport skills were transferable. But beyond the ability to work hard, I hadn’t fully realized how much sport had prepared me for a career at Deloitte,” says Thea Culley, a Consultant, Human Capital.

“Sport taught me that I am good at taking feedback, that I work well in a team, and that I’m used to managing competing priorities,” she continues. “If it weren’t for the Game Plan program, it wouldn’t have been as clear. The program has given me greater insight into my own strengths and growth areas.”

We can help Canadian athletes during, before and after their high-performance careers to build a better future—for themselves and their communities. With this commitment, we believe we have an impact that matters, by promoting a healthier and more active Canada where excellence in sports translates to success in life.



Commitment to the U.N. Sustainable Development Goals



The United Nations' Sustainable Development Goals (SDGs) call on governments, societies, and businesses to commit to addressing the world's 17 most critical issues by 2030. Deloitte Canada is committed to advancing five key SDGs:



Governance



Maintaining ethics and transparency

Our [Global Code of Conduct](#) guides our ethical compass and everything we do at Deloitte. Likewise, our [Global Supplier Code of Conduct](#) sets out the principles and expectations for third parties with whom we do business.

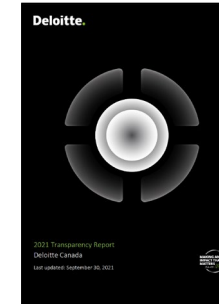
We continue to strengthen our strong ethical culture by increasing awareness and transparency. In our 2021 ethics survey, 97% of respondents said they believe Deloitte is an ethical workplace.

Deloitte provides a number of channels for its partners, people, and third parties to raise issues or concerns about possible misconduct. That includes the [Deloitte ethics helpline](#), where people can make reports anonymously.

All Deloitte practitioners are required to complete training on ethics, anti-discrimination, anti-harassment, and anti-corruption. Additionally, Deloitte encourages our people to speak up when they experience or observe something that is inconsistent with the firm's Code of Conduct.

In FY21, we received 111 reports through our ethics reporting channels. It shows that our people are aware of and open to using trusted systems of escalation.

Of these reports, 82 related to allegations of ethical misconduct. The remainder were inquiries or non-ethics-related matters. We reviewed all ethics-related matters in detail. Approximately half of these allegations were substantiated. Actions were taken, either to address substantiated breaches of our Code of Conduct or policies, or to address other concerns identified over the course of an investigation.



The Deloitte Canada transparency report provides an overview of our legal structure, governance, ethical and independence principles, and quality control procedures. It also outlines the actions we've put in place to continually advance audit quality, and support our commitment to upholding the public trust and leading the profession. [Download the report here.](#)



Managing independence and risk

Maintaining professional skepticism and objectivity is one of the most powerful ways that Deloitte serves our clients' and society's best interests.

With each business engagement, relationship, and new development, Deloitte's people fulfill the requirements of the firm's independence program. Our people learn the importance of upholding both professional and personal independence through coaching, mentoring learning programs, year-round compliance reinforcement, and annual compliance checks.

At Deloitte, achieving audit quality consistently is another core conviction. We report on our evolving view on what constitutes audit quality, current actions to achieve our audit quality objectives, enhancements to our processes, and the future of our profession.



At a glance



FY21 Environmental, social and governance (ESG) highlights

Collective action for WorldClimate



Committed to align with the 1.5°C decarbonization pathway, in line with the Science Based Targets initiative.



100% renewable energy purchased toward our 100% goal



Offset 100% of operational and business travel emissions in FY2020; FY2021 offsetting is underway

Ethics and transparency



In our 2021 ethics survey, **97%** of respondents said they believe Deloitte is an ethical workplace.

Revenue



\$2,778,219 CAD FY21
CAD in thousands (000's)

Headcount



936 partners
11,085 professionals
12,021 total headcount

Diversity, equity and inclusion



This year's partner class included 54 equity partners and 84 income partners—in total 138 inspiring Canadian and Chilean new leaders via internal promotions at the firm. Of the new partners promoted from senior manager or director to partner:

45% are women
55% are men
29% are racialized



Women now comprise:
30% of partnership roles
21% of leadership roles
50% of board roles
45% of executive roles

WorldClass



Through WorldClass, Canada is committed to empowering **2 million** individuals by 2030

434,795 individuals reached through WorldClass

1.1M individuals reached toward our 2M WorldClass goal to date

Learning



>650 learning days that reached approximately 80% of our people

Community



>5,000 Indigenous youth reached through pro bono and volunteer initiatives



\$5,000 Deloitte Canada Black Student Scholarship



Funding towards scholarships for law students with disabilities through the Legal Leaders for Diversity And Inclusion (LLD) Scholarship Fund

Donations | giving



\$7 million in donations raised, including firm donations and contributions through our annual Workplace Giving Campaigns



\$3.3 million in value of volunteer and pro bono hours
\$17,782 in-kind

Pro bono engagements



9,478 hours contributed through pro bono projects



\$2.2 million of pro bono services to non-profit organizations across Canada

Impact Every Day



1,077 Deloitte people participated in a community impact opportunity



A total of **20,169** community impact hours completed by Deloitte people

Game Plan Day



Participants
87 athletes **23** clients **23** practitioners





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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