

Deloitte.

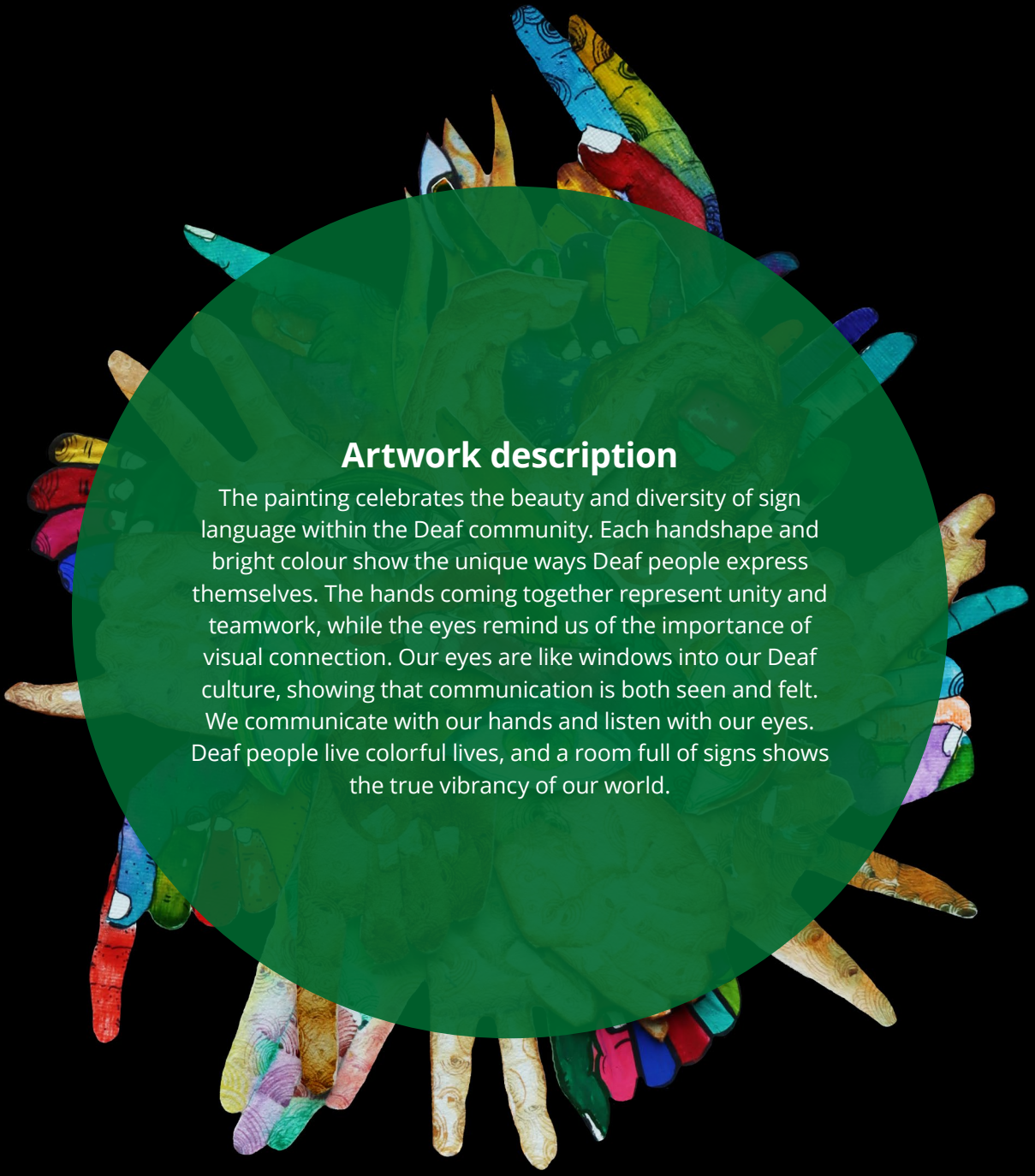


Advancing accessibility together
The next chapter



Territorial land acknowledgement

We acknowledge that Deloitte offices stand on traditional, treaty, and unceded territories now known as Canada. We recognize that Indigenous Peoples have been the caretakers of this land since time immemorial, nurturing its resources and preserving its natural beauty. We acknowledge this land is still home to many First Nations, Inuit, and Métis Peoples, who continue to maintain their deep connection to the land and its sacred teachings. We humbly acknowledge that we are all Treaty people, and we commit to fostering a relationship of respect, collaboration, and stewardship with Indigenous communities in our shared goal of reconciliation and environmental sustainability.



Artwork description

The painting celebrates the beauty and diversity of sign language within the Deaf community. Each handshape and bright colour show the unique ways Deaf people express themselves. The hands coming together represent unity and teamwork, while the eyes remind us of the importance of visual connection. Our eyes are like windows into our Deaf culture, showing that communication is both seen and felt. We communicate with our hands and listen with our eyes. Deaf people live colorful lives, and a room full of signs shows the true vibrancy of our world.

Artist biography



Maryam Hafizirad is an international award-winning Deaf Canadian Persian painter and sculptor. She is a freelance visual artist, art curator, teacher, mentor, and advocate for Deaf artists. A graduate of Isfahan University of Fine Arts (2002), her exhibitions have been featured in Iran, China, Germany, Malaysia, India, Canada, and the United States. Maryam's Persian classical early works were dark in subject and colour, with women's faces and bodies forbidden. When she moved to Malaysia and settled in Canada, her work transformed. She began painting using Persian and Deaf View Image Art (DeVIA) metaphors with strong contrasting colours, textures and incorporating Deaf experience and values. Pomegranates were symbols of hidden love released, fish in water represented sincere human beings in her silent world of pure visual beauty and birds embodied her newfound freedom as a Deaf woman in this new country.

Accessibility feedback

Questions and feedback

We want to hear from you! We welcome your feedback and are available to answer your accessibility questions, assist with any barriers to accessibility, or provide alternate formats of the content, as needed.

You may contact the Accessibility team using any of the following methods:

Email: caaccessibilityteam@deloitte.ca

Telephone: 416-601-6150

Please ask to be connected with someone from the Diversity, Equity, Inclusion and Accessibility team.

Mail: Diversity, Equity, Inclusion and Accessibility team, 8 Adelaide Street West, Suite 200, Toronto, Ontario M5H 0A9

A note on language: Deloitte recognizes the varying ways individuals identify or describe themselves within the disability and neurodivergent communities (i.e., person-first language such as “people with disabilities” or identity-first language such as “neurodivergent people”). This report leverages both options interchangeably without judgment to respect the varying preferences of the disability and neurodivergent communities.



Deloitte Canada's Accessibility Action Plan 2025-2028

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Messages from our leaders

At Deloitte, we take care of each other. This shared value guides everything we do – including our commitment to build an accessible future where everyone can thrive. Together, we can be a catalyst for positive change and make a difference in the lives of our people, clients, and communities.

Building an accessible future means taking action. We are dedicated to breaking down barriers and ensuring that everyone has equal opportunities. By embracing accessibility, we can tap into the unique strengths and talents of our people. We want all individuals to feel comfortable bringing their authentic selves to work, as we recognize that diversity drives innovation and success.

To further our mission, we are proud to publish our latest Accessibility Action Plan, *Advancing accessibility together*. This document builds on the accomplishments of our previous plan while setting new ambitions toward creating an even more accessible workplace. By sharing and publicizing this report, we hold ourselves accountable to our goals and ensure transparency. We have also made new promises, including understanding neurodivergence and addressing the challenges faced by neurodivergent individuals in the workplace. It is through this accountability that we can make meaningful advancements and continue building on our progress.

Reflecting on our journey so far, we are immensely proud of everything we have accomplished. None of this would have been possible without the dedication and contributions of our people and leaders. By working together and staying true to our vision, we can continue to make Deloitte a place where everyone feels valued, respected, and empowered.

Anthony Viel

Chief Executive Officer



I am so proud of our latest Accessibility Action Plan, *Advancing accessibility together*. In developing it, we've taken what we learned through our first plan and have enhanced our understanding across many of the original commitments. We've listened to employees within our firm and have also been guided by industry standards as well as our partners and clients. We recognize there's still much to do, but we're driven to keep moving forward in making our workplace "work" for all. We are excited to publish it externally, hoping that some of our learnings might help our clients, partners, and other firms contemplating pulling together their first Accessibility Plan.

Since stepping into my role, one thing that has helped me learn more was to pull together a Neurodivergent Listening Circle. Participants from all levels, from analysts up to partners, join our calls to discuss what's working well and what could be "even better if". We brainstorm solutions and support each other in implementation. I have to admit, these are some of the most heartfelt and lively calls on my calendar! This group helps me imagine a future where our neurodivergent colleagues lead, with AI becoming more prevalent and their ability to embrace the new technology to be successful.

I've also learned so much from our Accessibility committee. This inspiring group, including members from IT, Facilities, Accommodations, and other teams, is passionately driving accessibility forward at Deloitte.

Much of our thought leadership in this space comes from our amazing Employee Resource Group (ERG), AccessAbility. We've realized that our focus on accessibility benefits not only employees with disabilities or neurodivergence but also their coaches, peers, and leaders. Basically, it makes Deloitte better for all!

Hilary McVey

Managing Partner
Diversity, Equity, Inclusion and Accessibility



Our commitment to Diversity, Equity, Inclusion and Accessibility

We strive for everyone to feel like they belong at Deloitte, and to create a place where everyone is given a chance to succeed. We do this by fostering a workplace culture that builds on a foundation of respect and appreciation for diversity in all its forms, challenges the status quo, decolonizes our practices, creates equitable processes, and embeds inclusive behavior within our everyday actions.

Deloitte will reflect contemporary society as defined by the Statistics Canada census and Labour Market Availability data.

We aim to promote and harness the power of diversity to bring forward innovative solutions for our clients and communities.

Deloitte will treat all our people fairly to ensure equitable opportunities.

We aim to ensure equitable processes and opportunities. We believe the path to equity requires recognition of biases and privileges, as well as increased cultural and interpersonal awareness.

Deloitte will empower our people to be their authentic selves by creating an inclusive environment.

We aim to ensure a safe, respectful, and inclusive workplace environment where everyone feels included, feels like they belong, and can choose to be their authentic selves. We recognize English and French are Canada's official languages, and we make sure to respect this linguistic diversity to support our practitioners in being their authentic selves at work.

We humbly acknowledge our commitment to the original peoples of this land, outlined in our [Reconciliation Action Plan](#).



Reflections on our first Accessibility Action Plan

Building an inclusive workplace

Deloitte has made significant strides in implementing our first Accessibility Action Plan to build a more inclusive workplace. However, the journey has not been without challenges. As we worked toward our aspirational targets, we discovered the complexities of accessibility and the opportunities for further advancement within Deloitte and our network of partners, clients, and communities we support.

Our experience has underscored the critical role of collaboration. Accessibility cannot be achieved in isolation. By sharing our successes and setbacks, we aim to support a broader movement across Canada.

Embedding a disability lens across policies

One of the most impactful changes has been embedding a disability and neurodivergence lens across our policies. By reviewing policies with a focus on accessibility, we are gradually weaving diversity, equity, inclusion, and accessibility (DEIA) into the fabric of our organization.

Building trust and accessibility with resources and community support

The formalization of our accommodations process has been a success. Establishing guidelines and creating a feedback loop has encouraged more employees to disclose their disabilities and neurodivergence, and request support.

In addition, our AccessAbility Network ERG has played a vital role in cultivating a sense of community, offering mentorship, and raising awareness. Launching an internal accessibility hub has enhanced connectivity and centralized resources and guidance for employees seeking accommodations and accessibility-related support.

Raising awareness through communication and training

Our campaign to raise awareness and promote inclusion has resonated with employees, laying the foundation for challenging ableist norms. Alongside accessibility training through e-learning and workshops, we've shared resources internally, ensuring employees have ongoing access to relevant information. We've also hosted panel discussions with speakers from the disability and neurodivergent communities, sparking open conversations and empathy. Our Neurodiversity Awareness Month celebrates diverse perspectives across Deloitte, bridging understanding between neurodivergent and neurotypical employees.

Cultivating relationships and diversifying the talent pipeline

Deloitte's relationships with organizations such as the Canadian National Institute for the Blind (CNIB) have deepened our employees' understanding of accessibility and inclusion, and the unique strengths of candidates from the disability and neurodivergent communities. We're able to engage with talent from these communities through Lime Connect, the largest network of high-achieving students and professionals with disabilities. Our Deloitte programs like the Bloom Scholarship and Elevate further support our goal to bring in talent from diverse backgrounds.

To cultivate a supportive environment, we equip leaders with knowledge of our accommodations process, backed by a dedicated team striving for seamless onboarding and ongoing support. While we have made significant strides, our commitment to expanding and sustaining these efforts remains vital. According to the Deloitte Disability Inclusion @ Work 2024: A Global Outlook report, more than half of respondents report that workplace accessibility needs and expectations are often unmet outside Deloitte¹. This survey is the largest of its kind and informed our commitments below.

Creating marketplace opportunities

Deloitte's commitment to accessibility goes beyond internal efforts. We've developed a service offering to help clients conduct accessibility assessments and create their own accessibility plans, establish governance models and support the building of inclusive cultures.

¹ Reference inaugural [Disability Inclusion @ Work 2024: A Global Outlook](#) of 10,000 people with disabilities, chronic health conditions, or those who are neurodivergent in workplaces across 20 countries.

Areas of opportunity and lessons learned

Rick Hansen certification

Some offices received gold certification for accessibility, but constraints around rented and heritage buildings prevented full certification across all locations. Learning from the challenges we faced, we are continuing to evolve our strategy for achieving barrier-free workplaces, and we will continue to assess and address accessibility issues throughout our office spaces.

IT accessibility challenges

Progress on internal IT accessibility has been challenging due to limited resources, tools, and our reliance on third-party vendors. We are now onboarding the required resources and tools, which will help us mature our process and ensure we can support digital accessibility at scale. Deloitte continues to advocate for improved accessibility features from all our software vendors with an enhanced accessibility questionnaire integrated into our new technology onboarding process.

People with disabilities aspiration of 5%

We missed our aspiration of 5% employment of people with disabilities, though we made progress by nearly tripling the number of people with disabilities that are employed. Underreporting of disabilities and neurodiversity alongside cultural hiring biases were key obstacles. Varying levels of self-identification among Deloitte Canada employees mirror a broader trend of non-disclosure among workers outside Deloitte, as highlighted in our global survey².

We remain focused on recruiting more people with disabilities and neurodivergent people while ensuring that once people join Deloitte, they feel comfortable being open about who they are. Our goal is not only to increase representation but to create an environment where all employees, including those with disabilities and neurodivergence, feel supported and valued.

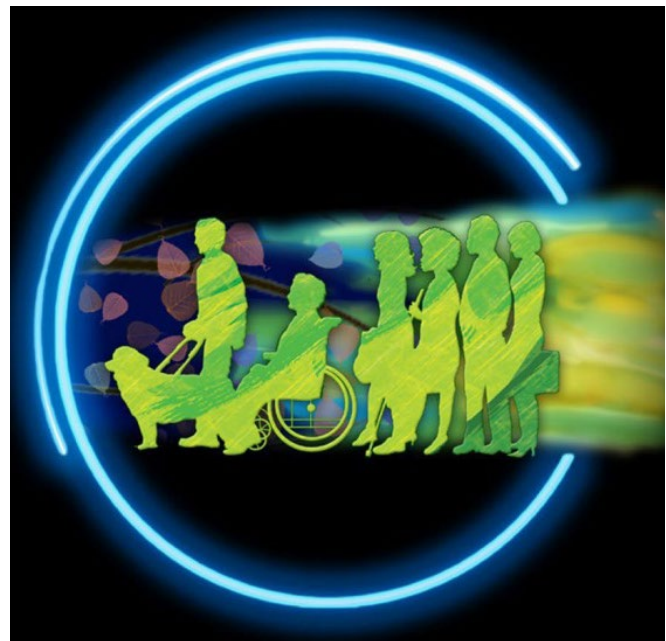
At the same time, we are working with our business leaders to develop hiring plans that align with our goal of reflecting contemporary Canadian labour market availability, and we'll keep them updated on their progress.

Business spend with neurodivergent and disability-owned vendors

Though we aimed to increase business spending with neurodivergent and disability-owned vendors, the limited market of certified vendors prevented us from reaching this goal. In reassessing our strategy, we recognized opportunities to support these vendors in their growth journey, helping them scale to meet the needs of large organizations like Deloitte and other major suppliers.

Career development mentorship for people with disabilities and/or neurodivergence

While employment tracking was initially a goal, we recognized that simply measuring numbers didn't fully serve the best interests of people with disabilities or neurodivergence. Instead, we shifted our focus to mentorship and sponsorship for their career development, which we believe provides more personalized and impactful opportunities for growth.



² [Disability Inclusion @ Work 2024: A Global Outlook](#)

Our vision, approach, and guiding principles for accessibility

Our vision for accessibility

At Deloitte, our vision for accessibility is to build a firm where people with disabilities, neurodivergent individuals, and everyone can thrive. We aspire to be a recognized leader with an inclusive and psychologically safe workplace where individuals of all abilities can have fulfilling, successful careers, reach their full potential, and feel safe being their authentic selves in the workplace.

Our renewed Accessibility Action Plan, *Advancing accessibility together*, is both our continued commitment to creating an accessible and inclusive environment at Deloitte for people with disabilities and neurodivergent individuals, and our commitment to inspiring our clients and others to do the same.

Our approach

Our guiding principles shape how we approach accessibility and inclusion at Deloitte, guiding our decision-making and strategy. These principles are evolving as we learned from implementing our first Accessibility Action Plan.

Create a positive, barrier-free experience for all

We want to ensure that every interaction—from picking up your Deloitte cell phone or accessing a digital space to attending an event, office, or meeting—should be free of barriers for everyone. It's not just about disabilities; temporary or situational challenges, like injuries or being a new parent, can create physical or logistical barriers. By focusing on accessibility for all, we aim to improve the experience for everyone.

Leverage the power of our ecosystem

Everyone at Deloitte, from partners to analysts, has an active role in advancing accessibility and inclusion for people with disabilities, neurodivergent individuals, and anyone with accommodation needs. Beyond Deloitte, we should all consider accessibility in our daily lives to help create a more inclusive society.

Lead the way to inspire the market

We aim to share our journey—including our progress and lessons learned. By sharing openly with corporate Canada, Canadians, and the disability and neurodivergent communities, we aim to raise awareness and inspire others to advance accessibility.

Listen and respond to the needs of our people

We believe the voices of our people, especially those with lived experience of disability or neurodivergence, are essential. Their feedback should continuously inform our processes, plans, and actions to ensure our approach to accessibility reflects the experiences of those it impacts most.



Our guiding pillars

Our four accessibility pillars define the goals of our action plan. Each pillar outlines specific commitments and measurable goals that will help us break down barriers and increase accessibility across Deloitte and beyond.



Inclusive environment

We are dedicated to building a safe, welcoming, and fully inclusive workplace for people with disabilities and neurodivergent people. This pillar involves integrating accessibility into everything we do at Deloitte.



Education and awareness

We believe that education is key to removing barriers. This pillar focuses on providing learning opportunities that raise awareness of the challenges people with disabilities and neurodivergent people face, empowering employees at all levels to be informed and proactive.



Employment

Deloitte is committed to hiring individuals with disabilities and neurodivergent people and empowering them to reach their full potential. This pillar drives our goal of creating a workforce that reflects diverse abilities and talents.



Marketplace

We aim to influence greater accessibility across industries. This pillar involves inspiring our clients and working with businesses owned by individuals with disabilities and neurodivergent people.



Perspectives on our progress

Inclusion is not just a buzzword; it exemplifies the value an organization places on every individual's potential and experiences. I have always believed that when we embrace the strengths and perspectives of those who have historically been underrepresented, like people with disabilities and those who are neurodivergent, we unlock a level of innovation, collaboration, and creativity that will benefit us all.

I have personally witnessed the challenges those who are marginalized face simply because they're "different." Those experiences have shaped my understanding of the importance of representation and advocacy. It's why I'm so committed to ensuring that Deloitte doesn't just participate in this critical conversation, it leads it. We want to be an organization that not only sets ambitious accessibility goals but also actively works to dismantle barriers and open doors for everyone.

As we launch our latest Accessibility Action Plan, *Advancing accessibility together*, our goal is to push for more than incremental progress in this space. We're aiming for systemic change, driven by bold actions and an unrelenting commitment to equality.

We're committed to expanding opportunities for people with disabilities and neurodivergent individuals and providing them with the support systems they need to thrive. We want to ensure that everyone feels empowered and valued in our organization.

As we look to the future, I encourage all of us to continue building a workplace where everyone's voice is heard and talents are recognized. Because when we unite to champion inclusivity, we build not only a stronger organization but a brighter future for all.

Duncan Sinclair

Chair of Deloitte Canada



As we launch our renewed Accessibility Action Plan, *Advancing accessibility together*, I've been reflecting on our journey thus far. We've built a strong foundation by making intentional changes to the way we approach accessibility, we've generated meaningful progress towards being a barrier-free workplace, and we've supported our clients and communities to do the same. I'm incredibly honoured to be leading this work and witness the evolution of accessibility at Deloitte, which reflects a personal and professional passion of mine. Our goal is to push for more than incremental progress in this space. We're aiming for systemic change, driven by bold actions and an unrelenting commitment to equality.

We're committed to expanding opportunities for all, including people with disabilities and neurodivergent people, by providing them with the support systems they need to thrive. We will continue to remove current and future barriers and ensure that everyone feels empowered and valued in our organization. I'm grateful for the team we have built, along with champions and leaders who continue to push through adversity as they understand accessibility is not an afterthought, but a business imperative.

As we look to this next chapter, I encourage all of us to continue building environments where everyone's voice is heard, and talents are recognized. When we know better, we can do better, and everyone has a role to play in creating a more accessible and inclusive world. If we truly champion inclusivity, we build not only a stronger organization but a brighter future for all.

Carole Mendonca

National leader
Accessibility



Highlighting our AccessAbility Network Employee Resource Group

The AccessAbility Network ERG at Deloitte is a volunteer-led group focused on creating an inclusive and accessible workplace, especially for employees with disabilities, neurodivergence, or those who are allies. The ERG shapes Deloitte's culture by offering regular programs, workshops, and events that raise awareness and provide practical tools to improve accessibility.

Over the past three years, the ERG has played a key role in initiatives like Neurodiversity Awareness Month, hosting panel discussions that highlighted both the challenges and strengths of neurodivergent individuals.

They also launched a webinar series to empower practitioners with the knowledge to advance accessibility in their roles.

More than a support group, the ERG is a critical part of Deloitte's accessibility strategy. Members, many of whom have lived experience with disability or neurodivergence, provide invaluable feedback on the firm's accessibility plans, ensuring that commitments are practical and impactful. This feedback has driven the creation of a new, separate ERG, NeuroConnect, focused on neuro-inclusion. The passion of these members for making a difference drives the ERG's efforts, helping Deloitte become a leader in accessibility and inclusion.



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Neuro-inclusion story

Kasha Paprocki

Lead

NeuroConnect ERG

Hurdles and tools for neurodivergent success

“Neurodivergent people often struggle to navigate school and work environments because of hurdles—like missed social cues, noisy spaces, or rigid work schedules.”

“While I’m autistic, my curiosity, drive to understand deeply, and ability to build relationships have helped me find my way. Still, navigating office politics and social cues remains challenging. Mentors and AI tools make a huge difference, as do clear instructions and transparency.”

Unlocking potential with a neuro-inclusive approach

“As NeuroConnect ERG lead, I’m focused on making workplace navigation easier for neurodivergent employees. Splitting from the AccessAbility Network ERG allows us to dedicate efforts to awareness, representation, and targeted support.”

“Neurodivergent people bring unique perspectives, innovative problem-solving, and deep focus—qualities that can drive transformative solutions, yet they often lack the tailored support they need to thrive.”

Aligning roles and support for neurodivergent success

“Misaligned roles and non-inclusive structures can leave neurodivergent potential untapped, with HR sometimes mistaking support needs for performance issues. Many feel pressured to hide their neurodivergence, while those who disclose can face exclusion from projects or even dismissal for ‘underperformance.’”

A fear of discrimination was a common reason for non-disclosure and requesting workplace accommodations among respondents in Deloitte’s survey, *Disability Inclusion @ Work: A Global Outlook*³.

“When performance issues arise, we should first assess role alignment with the individual’s strengths, ensure neuro-friendly processes are in place, and explore alternative roles before seeking disciplinary action.”

Neuro-inclusion through skills-based roles and education

“A neuro-inclusive workplace begins with assessing all processes—from hiring to team assignments—to ensure true support.”

“Skills-based assessments identify strengths rather than diagnoses, allowing us to align roles better. For example, a team with strong creative skills but lacking administrative skills can use this assessment to create balanced teams where everyone contributes effectively.”

From report to reality: Embodying neuro-inclusive change

“This action plan must go beyond words—it needs to shape daily experiences. Systemic change is essential to address the social, sensory, and structural challenges neurodivergent employees face.”

“We don’t need to start from scratch—many groups, including women and Black professionals, 2SLGBTQIA+ and disability advocates, have pioneered inclusivity efforts. Building on their insights can pave the way to a truly neuro-inclusive workplace.”

³ [Disability Inclusion @ Work 2024: A Global Outlook](#)

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Our commitments (2025-2028)

Inclusive Environment commitments

Deloitte is dedicated to creating an inclusive environment by enhancing accessibility across events, communications, digital assets, and office spaces. Key actions include allocating budgets, establishing guidelines for accessible communications, building an in-house assessment team, and remediating identified issues wherever possible.

Commitment	Target	Timeline	Responsibility
Assess and improve on current accessibility standards and practices for internal and external events	<ul style="list-style-type: none"> Continue to learn and implement leading practices for making events accessible to and inclusive of people with disabilities and neurodivergent people Dedicate budgets to increase accessibility elements within each event experience Track accessibility improvements across events and use insights to develop playbook 	2025	<ul style="list-style-type: none"> Culture and People office Central Business Services
Publish inclusive communication guidelines to guide best practices for both internal and external communications	<ul style="list-style-type: none"> Publish and promote best practices for posting on social media, sending emails, creating accessible documents Regularly review these resources and continuously promote and encourage adoption throughout our firm 	2025	<ul style="list-style-type: none"> Accessibility committee Culture and People office Executive communications
Organize and conduct accessibility assessments for digital assets and create a remediation plan for accessibility barriers	<ul style="list-style-type: none"> Develop an in-house team to conduct digital accessibility assessments Develop a program to support efforts towards a more inclusive digital experience for all users, internally and externally, in addition to complying with global accessibility standards 	2025 – 2028	<ul style="list-style-type: none"> Deloitte Technology office Culture and People office
Perform accessibility assessment across all major offices and remediate found issues where possible, specifically review for neuro-inclusive office practices	<ul style="list-style-type: none"> Work with an evaluating team to assess our offices for accessibility and inclusion and remediate issues where possible Complete assessments of our offices exploring accessibility of the spaces for neurodivergent people 	2025 – 2028	<ul style="list-style-type: none"> Central Business Services Culture and People office

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Accessibility story

Shiri Ohayon

Digital accessibility and accommodation lead
Deloitte Technology

Inspired to build an inclusive future

“Accessibility has always been a part of my life. My aunt, a Paralympic gold medalist who had polio as a child, has been a constant inspiration. Growing up in a neurodivergent family, I saw how my mom struggled with dyslexia, labelled as ‘stupid’ in the 1950s. As a mom of neurodivergent twins, I see how much has changed in education, but there’s still work to do. By the time my kids join the workforce, I hope accessibility accommodations will be standard practice—a core value for every company. Everything we’re doing is for a more inclusive future.”

Launching a global digital accessibility community

Shiri launched the Global Technology Accessibility Community of Practice, uniting Deloitte practitioners globally.

“We have about 30 members from 14 countries, including HR, consulting, and IT. We meet regularly to discuss digital accessibility and drive innovation.”

One major win has been pushing for better use of native accessibility features.

“Through the Community of Practice, I worked with the Windows 11 team to enable accessibility features by default, allowing people to use features like speech recognition without disclosing anything.”

Raising the bar for technology accessibility

Shiri developed a more rigorous onboarding process for technology vendors.

“Previously, it was just a checkbox exercise—‘Are you compliant?’ Now, we ask deeper questions like, ‘Is the product or platform accessible for screen reader users? Is it accessible by keyboard?’”

The power of storytelling

“Bias often stems from ignorance. At a Community of Practice session, a blind speaker shared how inaccessible PDFs force her to ask her neighbour to read her credit card statement. Imagine the loss of privacy! Fixing this only takes running a quick accessibility checker before sending.”

Scaling digital accessibility requires three key elements

“Scaling accessibility requires education (including training and raising awareness), experienced people to ensure quality assurance from a disability perspective, and automated tools for efficiency and to scale.”

Deloitte Technology is building a Digital Accessibility Centre of Excellence to unite these elements and ensure accessibility from the design stage.

Progress over perfection

Shiri sees accessibility as an ongoing journey, not a destination. Shiri encourages continuous improvement: “Small steps matter. Asking questions and pushing for change will move the needle forward.”

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Education and Awareness commitments

Deloitte is committed to advancing education and awareness of accessibility to ensure a positive experience for people with disabilities and neurodivergent individuals. Key initiatives include evaluating training programs for accessibility and universal design best practices, and providing training on disability inclusion, neurodiversity, and the accommodations process to increase empathy and understanding among all staff.

Commitment	Target	Timeline	Responsibility
Incorporate universal design and accessibility standards into new virtual and face-to-face learning programs developed by our firm and review standards regularly	<ul style="list-style-type: none"> All new, locally developed, learning programs to embed universal design and accessibility best practices to ensure a positive experience for professionals with disabilities and neurodivergent people Assessment of existing Tier 1 “Onboarding” and “Milestone” programs for accessibility and universal design Assessment and remediation of existing Deloitte Facilitator Excellence program for accessibility and universal design Influence development of Deloitte Global learning programs to include universal design and accessibility best practices 	2025 – 2028	<ul style="list-style-type: none"> Culture and People office
Provide on-going targeted trainings and focused workshops to initiate a dialogue about disability inclusion, neurodiversity and accessibility for our people	<ul style="list-style-type: none"> Launch updated accessibility eLearning and new disability inclusion and neuro-inclusivity eLearnings Consolidate resources specific to supporting neurodivergent individuals and publish documentation for creating an inclusive work environment for neurodivergent people Provide our people with various planned opportunities to learn more about and better empathize with the experiences people with disabilities and neurodivergent people 	2025 – 2028	<ul style="list-style-type: none"> Culture and People office ERGs
Increase awareness of accommodations process amongst leaders and all staff	<ul style="list-style-type: none"> Embed information on accessibility, inclusion and accommodations process into our Power of Partnership course Educate and empower employees to understand the accommodations process and options through multiple internal communication channels, striving to reframe how people perceive accommodation 	2025	<ul style="list-style-type: none"> Executive communications Culture and People office

Employment commitments

Deloitte aims to build a workplace that reflects Canada’s diversity by actively hiring and developing people with disabilities and neurodivergent employees. Key actions include collaborating with organizations to recruit diverse talent, strengthening retention through mentorship and ERGs, reducing stigma through education, and encouraging self-identification and allyship to build a more inclusive culture.

Commitment	Target	Timeline	Responsibility
Strive to reflect contemporary Canada for people with disabilities and neurodivergent people working at Deloitte	<ul style="list-style-type: none"> • Implement a program for sourcing, hiring and developing neurodivergent employees • Continue working with our external disability relationships including, but not limited to CNIB and Lime Connect to drive culture, learning, and sourcing • Explore and onboard a new relationship specifically to work with neurodiverse talent pool • Explore collaboration with an academic institution to pilot a recruitment program for neurodiverse students and students with disabilities across various service lines and functions • Educate and support teams to reduce stigma surrounding hiring people with disabilities and neurodivergent people 	2025 – 2028	<ul style="list-style-type: none"> • Culture and People office
Create a psychologically safe workplace where employees feel comfortable self-identifying as people with disabilities or neurodivergent people	<ul style="list-style-type: none"> • Launch NeuroConnect ERG • Execute storytelling campaign aimed at promoting a better understanding of neurodiversity at Deloitte • Run campaign to encourage leaders to join AccessAbility Network and NeuroConnect ERGs as allies and monitor success • Create a mentorship program for people with disabilities and neurodivergent people offering both regular and reverse mentoring to contribute to a sense of community and belonging • Tie all internal accessibility and inclusion socialization campaigns to encourage self-identification • Drive analysis and insights to shape future processes, practices, and policies to increase the attraction, sourcing, retention and promotion of people with disabilities and neurodivergent people 	2025 – 2028	<ul style="list-style-type: none"> • Culture and People office • ERGs

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Accessibility story

Isma Nasim

Disability recruitment program lead
Talent Acquisition

Personal passion driven by lived experience

"Living with low vision, I've faced countless barriers throughout my career. Advocating for myself and proving my abilities, despite my disability, has been a constant battle. These experiences drive my passion to help others with disabilities overcome similar obstacles and find their place in the workforce."

Representation leads to inclusion

"True change happens when people from diverse backgrounds are included in decision-making. Diverse groups like people with disabilities, women, and Indigenous communities need representation in shaping the future of any organization. That's how we build a culture of belonging and inclusion. When candidates feel seen and heard, they're empowered to succeed and contribute in meaningful ways."

Overcoming unconscious biases

Hiring people with disabilities remains a challenge, largely because of unconscious biases that prevent hiring managers from seeing the value of a diverse workforce.

"Even I, with low vision, have faced moments of uncertainty when encountering disabilities I wasn't familiar with."

"That's why direct engagement is so crucial. When hiring teams meet candidates face-to-face at events and networking opportunities, they begin to see past the disability and recognize the potential. In fact, many candidates present their own solutions, showing how they can not only succeed, but thrive."

Education and support are key drivers

Education and awareness are critical in driving inclusivity. Isma's openness about her own disability reassures candidates that Deloitte provides real support.

"I share my own experiences in which Deloitte hasn't just talked about accommodations, but actively provided them."

She also works closely with recruiters and hiring managers, offering guidance, and creating a safe space for their questions.

"Recruiters and hiring managers can feel unsure of what to ask or how to approach a candidate with a disability. By addressing their concerns directly, we help recruiters and hiring managers support candidates confidently."

Collaborating with disability employment organizations

Deloitte collaborates with disability employment organizations to match candidates with roles and ensure an inclusive hiring process.

"We share opportunities with these organizations, and they notify us when candidates apply. An integral part of my role is to ensure candidates have all the information they need about our culture, work environment, and available accommodations, so they feel confident in their journey."

Building momentum for the future

"Progress might feel slow, but it's steady and meaningful. We're shifting mindsets and helping people overcome the fear of the unknown. Once that happens, the rest falls into place."

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Marketplace commitments

Deloitte is committed to advancing accessibility and inclusion within our marketplace by encouraging suppliers and partners to commit to accessibility, expanding support for businesses owned by people with disabilities and neurodivergent individuals, and enhancing our Supplier Diversity Program. Key actions include expanding outreach, training, and mentorship for diverse suppliers and increasing their presence in our supply chain.

Commitment	Target	Timeline	Responsibility
Empower existing suppliers and partners to publicly commit to accessibility and disability inclusion by responding with an organizational accessibility road map	<ul style="list-style-type: none"> • Increase awareness of our accessibility commitments amongst our existing suppliers • Continue to encourage our markets and clients to strive towards inclusion 	2025 – 2028	<ul style="list-style-type: none"> • Culture and People office
Enhance our Supplier Diversity Program by implementing targeted outreach, education and training, and mentorship programs to actively support and increase participation of businesses owned by people with disabilities and neurodivergent people	<ul style="list-style-type: none"> • Increase the number of businesses owned by individuals with disabilities and neurodivergent people in the firm's supply chain • Establish KPIs for all procurement categories through the line partners and category owners to drive accountability across the firm • Enhance the success rate of diverse suppliers by equipping them with education and training programs, resources, and support, to enable their integration within the firm's supply chain 	2025 – 2028	<ul style="list-style-type: none"> • Operations office
Enhance our procurement process to reflect our commitment to accessibility and disability inclusion for existing and future suppliers	<ul style="list-style-type: none"> • Assess and recommend changes for Deloitte's people with disabilities and neurodivergent suppliers' portal and supporting technology to comply with global accessibility standards where applicable • Ensure the experience provided for people with disabilities and neurodivergent suppliers is accessible (e.g., contracts, invoices) 	2025 – 2028	<ul style="list-style-type: none"> • Culture and People office • Operations office
Continue to collaborate with external contributors and like-minded organizations to support and strengthen Canada's accessibility journey	<ul style="list-style-type: none"> • Host a minimum of two sessions connecting our people, Canadian organizations and subject matter experts, aimed at advancing accessibility, disability inclusion and neurodiversity inclusion within our firm and our community 	2026 – 2027	<ul style="list-style-type: none"> • Accessibility committee • Culture and People office

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Accessibility story

Juan Olarte

Founder and Chief Executive Officer
Digita11y Accessible

Juan, founder and CEO of Digita11y Accessible, supports organizations like Deloitte to ensure their digital content is accessible.

From personal adversity to professional advocacy

Juan, who is visually impaired, grew up in Columbia when accessibility support was limited.

“When I came to Canada, I knew nothing about assistive technologies, but someone directed me to the Canadian National Institute for the Blind (CNIB). This changed my life, opening the door to programming and web development.”

While working as a web developer, Juan was invited to help with his firm’s accessibility compliance, marking the beginning of a new career advancing inclusive design.

Bridging the knowledge gap

“A big challenge in implementing accessibility across industries is that, despite good intentions, many lack the knowledge to comply with complex standards like ISO and WCAG and the technical skills to make digital content truly accessible.”

“Education plays a critical role in overcoming these challenges. Helping teams understand the “how” and the “why” of accessibility inspires them to become advocates, bringing accessibility into all their projects.”

“Another key aspect is recognizing that accessibility needs are diverse. Accessibility means serving a range of disabilities, from visual to cognitive and motor impairments. This inclusive approach aligns with legal requirements and makes strong business sense, as accessible products reach a wider audience.”

Partnering for impact

Juan, who has completed multiple accessibility projects with Deloitte, values the organization’s commitment to going beyond compliance.

“It’s not just about ticking boxes to meet legislative standards. Deloitte genuinely cares about the empathy side of accessibility—understanding the real lives of the people who use their digital products.”

As a small organization, collaborating with Deloitte has amplified Juan’s impact.

“Deloitte’s support has been powerful—not just from a business perspective but because it aligns with our purpose: empowering more people by creating accessible digital spaces.”

AI enabling a new era of accessibility and inclusion

Juan sees AI as a game-changer for accessibility.

“We’re on the brink of transformative changes—not just in technology but in how AI can support people with disabilities.”

Reflecting on the internet’s impact, Juan notes that while it opened new possibilities, inaccessible websites also created new barriers. Now, Juan envisions AI breaking down these barriers and advancing inclusion.

“I believe AI will enable people with disabilities to adapt to their needs and allow them to participate and contribute to society in ways we haven’t seen before.”

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Embracing neurodiversity at Deloitte

Neurodivergent individuals often bring unique strengths to the workplace, especially when their environment is supportive and inclusive. While our first Accessibility Action Plan did not reference neurodiversity, awareness around conditions like Autism Spectrum Disorder (ASD), Attention Deficit Hyperactivity Disorder (ADHD), and Dyslexia has since grown. At Deloitte, more employees are now coming forward to share their neurodivergence.

The needs of neurodivergent people are often less visible than those with physical disabilities, and the support they require can vary significantly. They may process faster in certain types of roles, prefer clear communication, or benefit from flexible work arrangements that accommodate for different ways of working.

Our aim in incorporating neurodiversity into *Advancing accessibility together* is to enhance education and awareness, ultimately leading to a more inclusive workplace. We are committed to creating open dialogue, encouraging leaders to understand and support neurodivergent employees. By addressing the nuances of neurodivergent identities, we ensure everyone feels seen, valued, and supported.

Commitments to neurodiversity inclusion

Between 2025 and 2028, we commit to taking the following actions to create a neuro-inclusive environment at our firm:

- Review and update our best practices for internal and external events to ensure neuro-inclusivity
- Publish guidelines that include best practices for neuro-inclusive communications
- Conduct audits of our office spaces to better understand and implement neuro-inclusive office practices
- Embed universal design in our locally developed learning programs to improve the participation experience of neurodivergent people
- Launch eLearning on neuro-inclusion, and share widely along with other resources that support the creation of an inclusive workplace for neurodivergent people
- Implement a program for sourcing, hiring and developing neurodivergent employees
- Collaborate externally to pilot a recruitment program for neurodiverse students
- Launch the NeuroConnect ERG and run a campaign to encourage leaders to join
- Create a mentorship program for neurodivergent talent
- Provide our people with various opportunities to learn about and better empathize with the experience of neurodivergent people, as well as to reduce the stigma around hiring neurodivergent people, through events, storytelling and more



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Neuro-inclusion story

Stephen Glynn

Partner

NeuroConnect ERG executive sponsor

Stephen knows firsthand the challenges neurodivergent individuals face in the workplace.

“As an autistic person, I understand how hard it can be to maintain a job and get the support needed to succeed.”

From struggle to success through acceptance

Before joining Deloitte, Stephen’s previous employer knew of his autism and offered support, but his first six to nine months were difficult, leading to a written warning for performance.

A turning point came when a leader recognized and embraced his neurodiversity, allowing Stephen to excel on his own terms. This acceptance led to seven promotions over nine years, eventually leaving as a vice president.

Breaking the silence on neurodiversity

Stephen believes in the importance of transparency. He lets attendees know he is autistic to set expectations around his communication style, which can be direct. However, not everyone responds well. In one case, a client complained, calling his disclosure unprofessional.

With about 10%⁴ of the population being neurodivergent, Stephen challenges outdated attitudes toward openness.

“If someone shares their differences, we should embrace it. Neurodivergent people are already in your workforce—what message are you sending by discouraging openness?”

Rethinking recruitment for inclusivity

Stephen points out that traditional hiring practices often disadvantage neurodiverse candidates.

“We’re excluding some of our best talent by subjecting candidates to five or six traditional interviews.”

He advocates for alternative interview methods that allow candidates to showcase their skills.

“Frequent job changes or résumé gaps shouldn’t be seen as red flags but rather understood as part of a neurodivergent individual’s search for an inclusive workplace.”

Driving awareness and acceptance

As the sponsor for Deloitte’s NeuroConnect ERG, Stephen has two main goals:

Building awareness through empathy

“We want everyone at Deloitte to feel this is something we’re embracing together. It’s okay to feel uneasy, and it’s okay to ask questions.”

The ERG has launched working sessions where leaders can learn about neurodiversity and share experiences.

“We’ve delivered these sessions to over 100 partners, leading to meaningful discussions about how we can better support neurodivergent colleagues.”

Embracing growth through discomfort

“Simple adjustments, like using clear, direct language and being mindful of sensory sensitivities, can make a significant difference for everyone.”

Deloitte’s commitment to change

Stephen’s journey and advocacy show the powerful role that acceptance and understanding can play in transforming careers and company culture.

“The fact that we’re addressing neurodiversity head-on is a major shift. By openly committing to doing better, Deloitte sends a strong message: we are genuinely dedicated to making this a better workplace for everyone.”

⁴ The estimate that approximately 10% of the population is neurodivergent is supported by various reports including: [ASD](#), [ADHD](#)

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Accountability

Governance model

Deloitte's managing partner of Diversity, Equity, Inclusion and Accessibility will be the executive sponsor of this plan. She has appointed chairs to oversee its execution. The chairs will lead the Deloitte Accessibility committee, which is comprised of Deloitte Canada professionals with disabilities and neurodivergent professionals, as well as those who are typically abled and neurotypical, from coast to coast. They are owners of this plan and are committed to the advancement of accessibility.

The Accessibility committee will collaborate with and leverage the expertise of the Deloitte Accessibility Centre of Excellence to achieve the successful execution of this plan.

The committee will meet regularly to provide progress on the commitments included in this plan and to work towards the completion of targets. To help with this, Deloitte's AccessAbility Network and NeuroConnect ERGs will provide regional assistance during events or programs to encourage our people to become more aware of and engaged with the firm's accessibility and inclusion initiatives.

Accessibility committee

Members of the committee, sitting across Canada, represent the following teams:

- Accessibility committee chairs representing the Culture and People office
- AccessAbility Network and NeuroConnect ERGs
- Business Operations
- Communications
- Deloitte Technology
- Diversity, Equity, Inclusion and Accessibility
- Events
- Learning and Development
- Office of General Counsel
- People Experience
- Procurement
- Talent
- Wellness



Acknowledgements

Thank you to our contributors

In building this plan, we collaborated with individuals and organizations across Canada who align with the vision of creating an accessible and inclusive country for people with disabilities and neurodivergent people.

Our collaborators consisted of professionals with disabilities and neurodivergent professionals, as well as those who are typically abled and neurotypical, to ensure distinct perspectives and expertise were captured in the development of this plan.

We would like to thank all of our contributors who supported the development of this plan and we look forward to celebrating its success together.

Thank you to the organizations who are supporting us on our accessibility journey.

- [Canadian National Institute for the Blind](#)
- [Lime Connect](#)
- [Digital11y Accessible](#)
- [Rick Hansen Foundation](#)
- [Disability:IN](#)
- [Spinal Cord Injury Canada](#)



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