

Deloitte.

Continuing on the shared
path for reconciliation

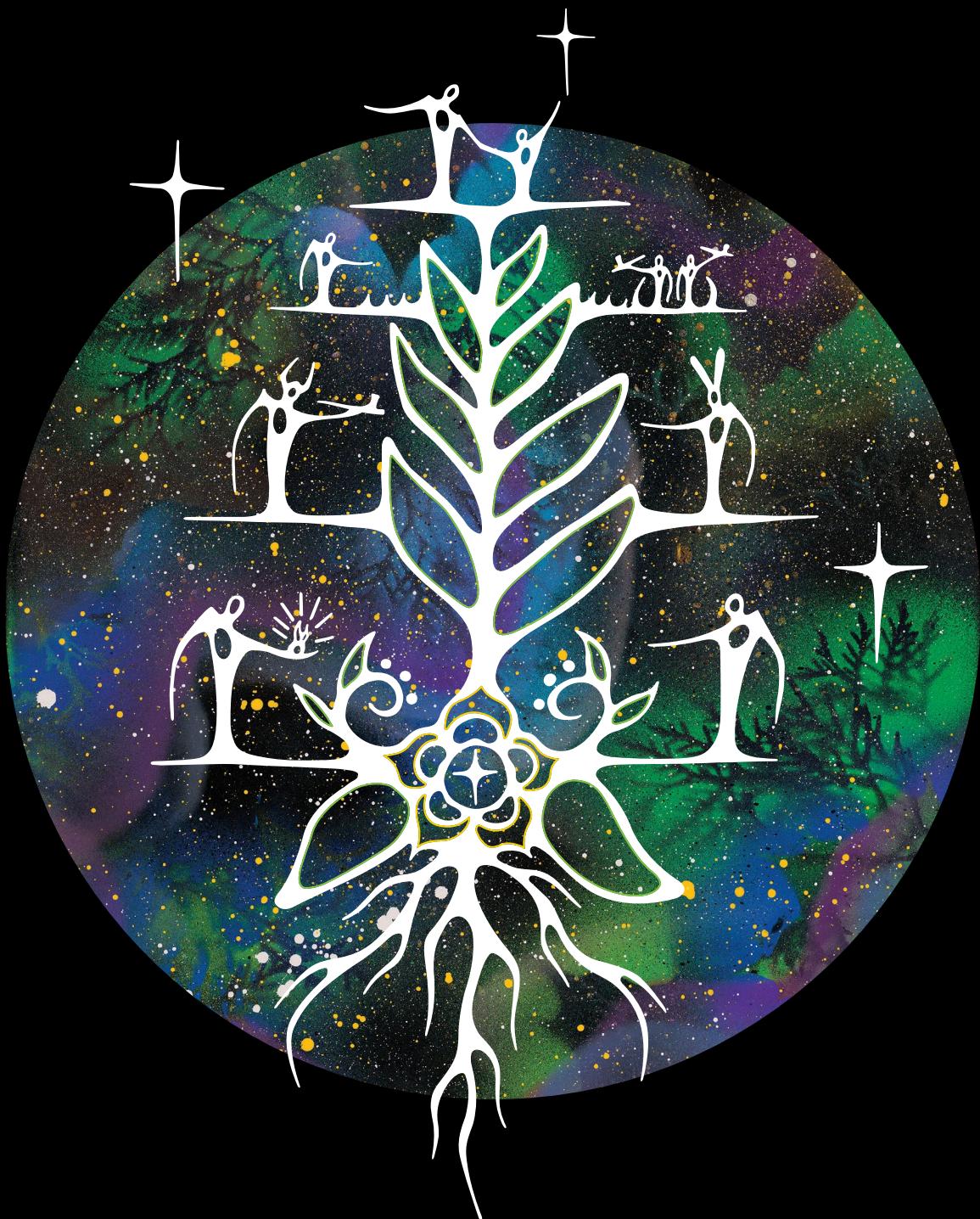
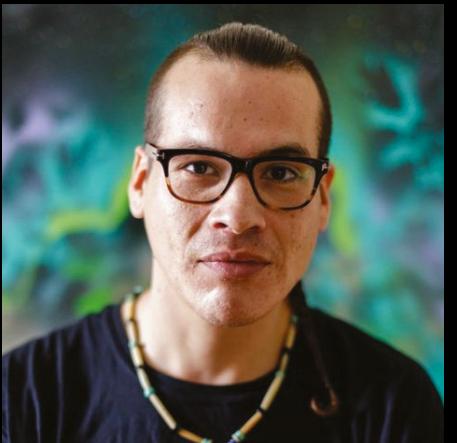


Table of contents

Messages from our leadership	04
Introduction	07
Progress report: year one	
Education	08
Inclusion	12
Employment	14
Economic empowerment	16
A path forward	18

About the artist



Nyle Miigizi Johnston is an Anishinaabe artist and visual storyteller from the great lakes territory. Originally from the Cape Croker First Nations, his work often takes inspiration from Ojibwe woodland art, combining his cultural traditions with universal messages of love, kindness, fairness, and care for Mother Earth, as well as more personal themes of identity and healing.

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.



Anthony Viel

Managing Partner and Chief Executive Officer
Deloitte Canada and Chile

Since Deloitte's Reconciliation Action Plan was launched one year ago, we've taken significant steps to strengthen trust and rebuild relationships between Indigenous and non-Indigenous peoples. We've hosted network-wide educational seminars, hired more Indigenous leaders, invested in Indigenous-led businesses, and participated in events to empower Indigenous youth. Still, we know we must go further.

Our purpose at Deloitte is to make an impact that matters by helping our communities thrive, but that can happen only when Indigenous peoples are seen, heard, and included at every level. I'm confident we can provide more opportunities for learning, talent development, and reflection over the next year. By keeping reconciliation at the heart of all our decisions, we can help build an equitable organization—and an equitable Canada—for everyone.



Roberta Jamieson

Independent Director
Deloitte Canada and Chile Board of Directors

Deloitte has taken vital and concrete first steps to answer call to action #92 of the Truth and Reconciliation Commission of Canada's report, the recommendation that appeals to business leaders to help rectify the legacy of Canada's residential schools and help advance reconciliation. With courage and commitment, Deloitte is engaged in cultural competency training at all levels of the organization and an ambitious work plan with key milestones under the purview of its board of directors has been approved—all helping to ensure that our lines of business are engaged in the journey to reconciliation.

As I witness Deloitte's efforts in the areas of recruitment, procurement, and the creation of new collaborative relationships with Indigenous organizations, I'm energized by our potential to foster meaningful positive change in Canada and around the world.



Duncan Sinclair

Chair
Deloitte Canada and Chile Board of Directors

While there's much to celebrate on the first anniversary of Deloitte's Reconciliation Action Plan, we must remain mindful that reconciliation is never complete—it's a continuous journey toward everlasting unity, advocacy, and respect between Indigenous peoples and all others who are fortunate to call Turtle Island our home.

As chair, and speaking on behalf of the board of directors, I can attest that we remain wholly committed to strengthening relationships and building bridges with Indigenous communities for the benefit of all who live in what is now known as Canada. Together, we aim to co-create opportunities, drive positive results, and explore how our organization can contribute to achieving thoughtful and lasting reconciliation, prosperity, and peace for all.



Alexandra Biron

Manager
Deloitte Indigenous

To consider how far Deloitte has come on our path of reconciliation in the last year is remarkable, especially in a pandemic, when everything has been shifted virtually. While the intent was to launch our Reconciliation Action Plan as an internal initiative, our goal ultimately was to inspire others and, as such, I'm proud of the organizations that have joined us on the journey.

It's an honour and privilege to be leading this plan as an Anishinaabe Ojibway woman. My ancestors grew up as hunters, trappers, and fishers living off the land of Turtle Island; they also suffered from colonial measures such as the Indian Residential School system. As intergenerational trauma is carried down in my family, I'm determined to be a voice and advocate for Indigenous peoples in corporate Canada.

I'm committed to furthering both reconciliation and innovation in support of making a measurable impact in Canada for Indigenous and non-Indigenous peoples. Yes, we're still at the beginning of our journey, but I'm hopeful for the future.

Ken Fredeen

Retired Senior Partner
Deloitte Indigenous

A year ago, we set out on our path of reconciliation by publishing our Reconciliation Action Plan. It was our answer to the call to action to Canadian corporations—put forth in the Truth and Reconciliation Commission of Canada report—urging these companies to lead us to a better and more inclusive place. It was my honour as senior partner for Deloitte Indigenous to sponsor the plan, and it has been a remarkable year. I want to acknowledge and encourage my team of Indigenous leaders to continue with their incredible work: Alexandra Biron, who took the lead on implementing our Reconciliation Action Plan, and Fiona Kirkpatrick Parsons, who focused on how Deloitte can better serve Indigenous businesses and communities.

I would also like to recognize the support and leadership of the board and the executive team, as well as the engagement of our team members and people, and to thank the many incredible Indigenous leaders who have been so welcoming and giving of their time, including our very own board member Roberta Jamieson.

It has been a remarkable year. I couldn't have capped off my tenure at Deloitte in a more meaningful and impactful way and I thank my colleagues for allowing me to serve the firm in this way. I wish my successor, Charles Perron, and my team the very best. Thank you.

Introduction

One year ago, Deloitte Canada answered the Truth and Reconciliation Commission's call to action to Canadian business leaders by launching a Reconciliation Action Plan (RAP), called *Shaping a shared path for reconciliation*. It was the first of its kind in corporate Canada, and of that we're proud. Our hope was to draw our people into a discussion of what reconciliation means and why it's important for the future of Canada.

Our RAP has four pillars: education, inclusion, employment, and economic empowerment. As you'll see in this report, we've made progress under all four tenets. While we have in most cases exceeded our goals, we know that reconciliation is a journey and that the road ahead is long and, at times, may be bumpy.

Thank you for taking the time to read this first annual report on our progress. We welcome your feedback and suggestions.



Please email your suggestions to indigenous@deloitte.ca

Education

Reconciliation starts with understanding the truth: the history and cultures of Indigenous peoples on Turtle Island; the impact of colonization, based on European and Canadian policies; and the practices imposed on Indigenous peoples, including the residential and Indian Day school systems, and their impact. Most Canadians didn't learn any of this in school. There's still much work and learning to be done.

We started by introducing a mandatory, firm-wide professional-development training on Indigenous awareness: a multimedia course called "4 Seasons of Reconciliation." It's part of the Reconciliation Education training initiative produced by Productions Cazabon—an award-winning media and online publishing company—in collaboration with First Nations University of Canada.

This course allows for engaging and transformational learning, opening non-Indigenous peoples' eyes to recognizing themselves as settlers and to embracing the personal responsibility they have to understand the history of this land. It also helps fill the gap in education for many Deloitte professionals, allowing them to understand why our RAP is so important to the prosperity of this country.



The launch of "4 Seasons of Reconciliation" training at Deloitte has been a monumental step in our organization's journey of reconciliation. Many of our people have told us that it's their favourite of Deloitte's e-learning tools; for some, it's even been life-changing. This powerful course has continued to bring an awareness and understanding of the truth of our country to a new level.

In the spirit of reciprocity and co-learning, and through our licensing and use of the "4 Seasons of Reconciliation" training, Deloitte and Reconciliation Education contributed four informational resources for teachers, students, and employees of Six Nations of the Grand River. These included versions for secondary and post-secondary schools, and two for the workplace. Deloitte and Six Nations will make our way through these resources in parallel and with a shared educational goal.

"It's very interesting and important learning. It helped me realize that I had a very imperfect and incomplete understanding of treaties, residential schools, colonization, and all the topics covered in the e-learning program. It was great to hear from a wide range of specialists on the topic."

Karen Higgins
Partner, Audit & Assurance, and Deloitte Canada and Chile Board of Directors member

"It opened my eyes to the historical implications and need for reconciliation. The course was well-constructed, with real visuals and interviews, and focused on the comparisons between what was in the history books and what really happened, the intergenerational trauma, and the positive impact that Indigenous peoples can have on the economy if given the right opportunity."

Anup Kumar
Manager, Omnia AI, Consulting

"Excellent training with lots of content/substance. I was actually embarrassed by how little I knew about our important history and why reconciliation is so critical. Very important training and a must from my perspective."

Terry Hatherell

Managing Partner, Alumni Experience

Deloitte has also sponsored various learning activities with our people, including presentations by several of our Indigenous leaders. The Deloitte executive team participated in the **KAIROS Blanket Exercise** program (which explores the relationship between Indigenous and non-Indigenous peoples in Canada) and hosted Indigenous knowledge keepers at board and executive leadership meetings; every such forum now begins with a personalized land-acknowledgement statement. Throughout the year, we issued numerous internal communications to engage the curiosity and quench the interest of our practitioners and professionals to enhance their learning journey. The degree of uptake of these learning opportunities and the resulting engagement have been breathtaking.

"I just wanted to take a moment to thank Deloitte for the 4 Seasons of Reconciliation learning program put together for us. Not only did I enjoy the learning aspect, but the program highlighted for me just how much I didn't know and wasn't aware of about the history of Indigenous peoples here in Canada and elsewhere. I'm grateful to now be better informed and look forward to learning more and being a more active part of reconciliation."

Annelise Trott

Manager, Business Operations



Our education pillar includes outreach, investment, collaboration with communities, and volunteer initiatives to improve educational outcomes for Indigenous youth. We estimate that in the past year, we've reached more than 5,000 of these young people through our pro bono and volunteering initiatives, including:

- Volunteering across Canada with the online literacy program TutorMate over the past three years; during this time, Deloitte participants helped thousands of young students learn to read through weekly one-on-one virtual tutoring sessions. This year, Deloitte expanded its alliances to reach more than 50 Indigenous youth at Wasse-Abin Junior School and Biidaaban Kinoomaagegagamik school. With our support, Innovations for Learning (the organization behind TutorMate) and Wiikwemkoong Board of Education leaders have been working with Sagamok Anishnawbek First Nation, Whitefish River First Nation, and M'Chigeeng First Nation to integrate the Anishinaabemowin language into new stories for young readers
- Making an ongoing impact with First Nations, Métis, and Inuit students through our relationship with the charitable organization Indspire (see more under the employment pillar)

Inclusion

Embedding the principle of reconciliation in our organization requires a culture shift to ensure we view the world through an Indigenous lens and that there's Indigenous representation in all that we do. This starts with truth and reconciliation, acknowledging the land on which we reside.

In the last year, Deloitte Indigenous developed several educational resources, including tool kits and learning-journey initiatives for allies. Our land-acknowledgement guides have paved the way for what's now a common and accepted practice across Deloitte when beginning internal and external meetings and events.

Since we launched our RAP, we've built and nurtured relationships with external stakeholders and like-minded organizations to collaborate on opportunities that support Canada's reconciliation journey. We've teamed with organizations such as Sodexo, Catalyst, Volunteer Canada, Dalhousie University, and the Deloitte Podium Club of Canada to produce webinars and round tables, with presentations to public-company directors on the importance of Indigenous participation on boards.

Not only have we committed to spreading awareness externally, but we've also strengthened our internal Indigenous and Allies Community (IAC), an employee-resource group that focuses on reconciliation and is active in cultural-awareness education and in helping to deliver on Deloitte's RAP. The IAC is composed of Indigenous and non-Indigenous team members who are dedicated to creating an inclusive and welcoming working environment for Indigenous employees by learning from our experiences and our shared history on Turtle Island

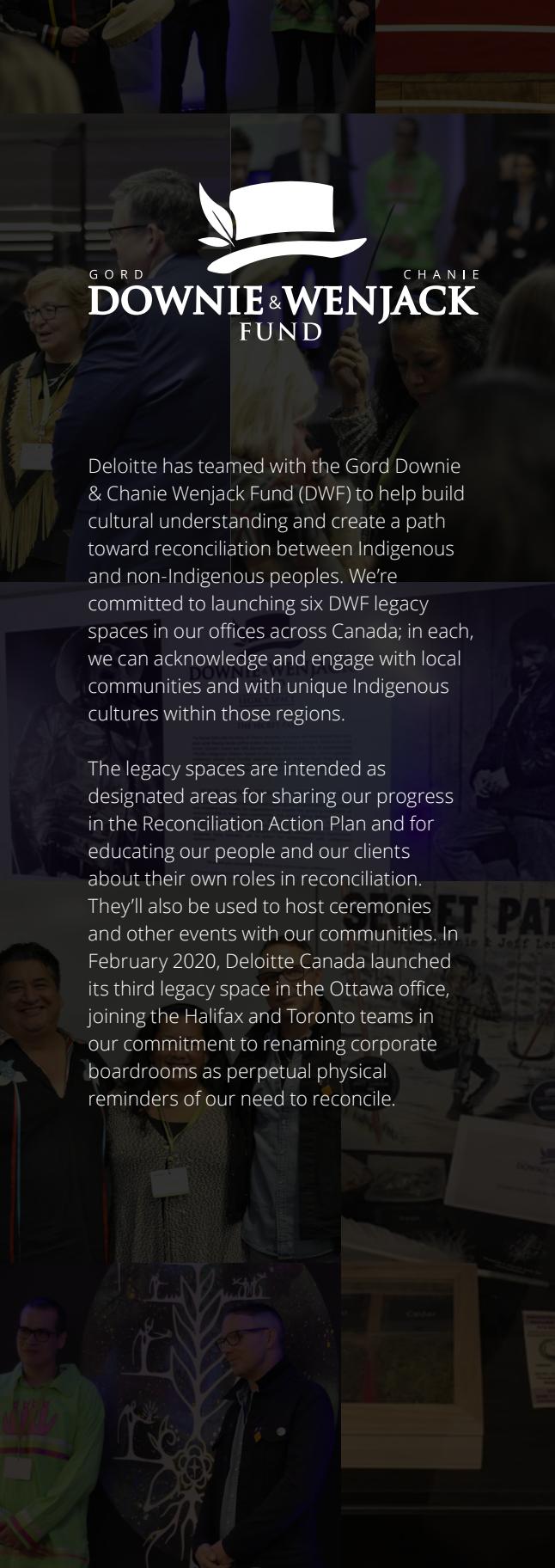
Due to in-person meeting restrictions throughout the past year, we expanded our learning platforms through IAC to include monthly webinars shared from coast to coast. These sessions covered a variety of topics, such as living the seven sacred grandmother teachings (i.e., adhering to life's guiding principles and morals); learning about Deloitte's alliances, such as that with the Gord Downie & Chanie Wenjack Fund (DWF); and hearing from people who identify as two spirit. More than 1,000 Deloitte professionals across many regions, service lines, and levels have attended these webinars.



Phyllis Webstad

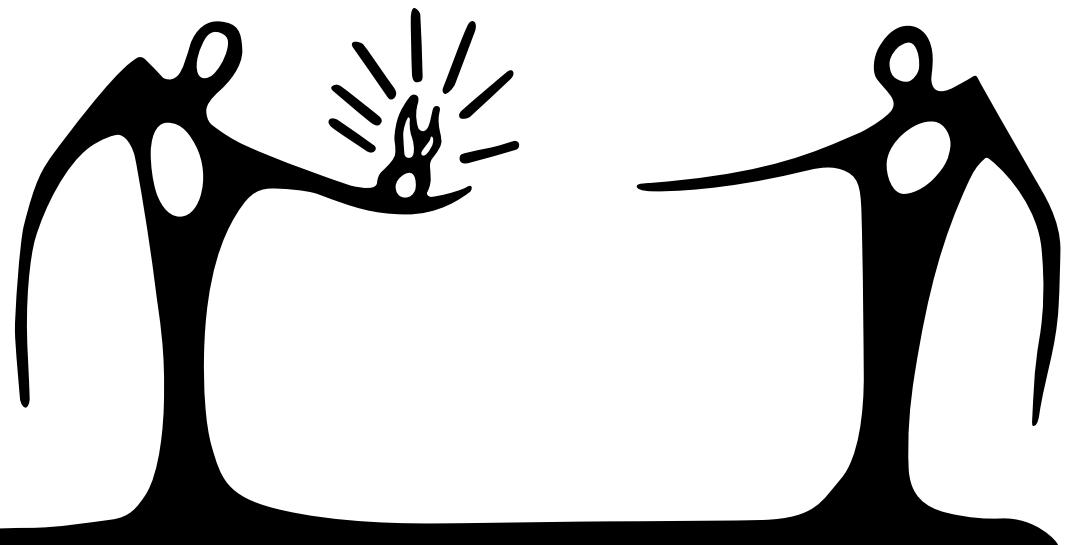
We also acknowledge that certain dates and events deserve special recognition. Orange Shirt Day is one such occasion, for which we recognize the terrible impact residential schools had on Indigenous peoples. In September 2020, we commemorated Orange Shirt Day with a special webcast, in which our guest, Phyllis Webstad, spoke about her experiences in residential schools and why she initiated the Orange Shirt movement. Phyllis called upon us to listen with an open heart to stories of survivors and their families, and to remember those who perished, reaffirming that survivors' experiences matter—and that every child matters (#EveryChildMatters), even after they reach adulthood. The significance of the orange shirt is highlighted in the following quote about Phyllis: "After she showered, they gave her different clothes to wear. She didn't like them. The nuns put Phyllis in a chair and cut her hair short. She asked for her orange shirt back, but they told her that she wouldn't be allowed to wear it anymore. Phyllis cried, 'Give it back. It's not yours, it's mine. My granny bought it for me!' but no one would listen."

Hearing first-hand from a survivor was incredibly impactful. Phyllis is a courageous leader who has written several books to educate people on the residential school system.



Deloitte has teamed with the Gord Downie & Chanie Wenjack Fund (DWF) to help build cultural understanding and create a path toward reconciliation between Indigenous and non-Indigenous peoples. We're committed to launching six DWF legacy spaces in our offices across Canada; in each, we can acknowledge and engage with local communities and with unique Indigenous cultures within those regions.

The legacy spaces are intended as designated areas for sharing our progress in the Reconciliation Action Plan and for educating our people and our clients about their own roles in reconciliation. They'll also be used to host ceremonies and other events with our communities. In February 2020, Deloitte Canada launched its third legacy space in the Ottawa office, joining the Halifax and Toronto teams in our commitment to renaming corporate boardrooms as perpetual physical reminders of our need to reconcile.



Progress report: year one

Employment

Our central goal as an organization is to mirror the workforce of contemporary Canada, aiming for First Nations, Métis, and Inuit peoples to comprise at least 5% of our practitioners and professionals. We're approaching this commitment with careful consideration—we want to ensure that employment is not just about hiring, but also about retention, future opportunities, and potential for promotion.

This past year we focused on reviewing and amending our talent-acquisition processes and policies to prioritize Indigenous recruitment and retention efforts. Among other things, we updated our bereavement-leave guidelines; revised the language in our campus and experienced-hire postings on Deloitte's career and home pages to demonstrate our commitment to our RAP; and identified Indigenous-specific job boards in order to expand our candidate pool. We're continuing to develop hiring strategies to find Indigenous candidates; in one such action plan, our recruiters took part in several virtual hiring events. We'll soon be welcoming a national program lead for our Indigenous Recruitment team, whose goals will be to drive our inclusion strategy forward and continue to establish a presence in Indigenous communities.

We acknowledge that we have work to do. We understand the importance of building Deloitte's brand awareness within our communities. We continue to build meaningful relationships with key organizations that empower the next generation of Indigenous leaders. Since 2017, Deloitte has supported Indspire's scholarship and bursary program, Building Brighter Futures, from which 56 Indigenous students directly benefitted. The initiative provides funds to First Nations, Métis, and Inuit students from remote, rural, and urban communities across Canada who are attending post-secondary institutions to study business administration, accounting, or finance, and who are in financial need.

These honours help Indigenous youth advance their educations and fulfill their dreams and aspirations. In 2020, we expanded our alliance with Indspire by providing additional scholarships, sharing job-board information with the charity's student network, and supporting its year-round programming, such as Soaring: Indigenous Youth Empowerment Gathering and the Indspire Awards, which acknowledge outstanding achievement.

Deloitte professionals also understand the value of mentoring. For example, when a notice seeking volunteer mentors for an event with Inspire students was posted, our people responded so quickly that all spots were reserved within minutes. With functions such as these, Deloitte professionals are introduced to students through Indspire's programs, meeting potential hires for virtual coffee chats and speed-mentoring events, during which they can raise awareness about career options in professional-services firms and inspire future talent pools by sharing their own personal journeys.

Because Deloitte serves Indigenous clients, we built a marketplace leadership team, more one-third of whom identify as Indigenous. We later welcomed Jason Rasevych, who is Anishnaabe from Ginoogaming First Nation, a James Bay Treaty #9 signatory, as a partner in our Financial Advisory practice, the national leader of Indigenous Client Services, and a key member advancing Deloitte's marketplace leadership. Overseeing our Indigenous Trust Services unit, this team helps First Nations across

Canada manage over \$500 million in wealth, which is invested in community infrastructure, social and health programs, and other priorities. Many First Nations have renewed their commitments to working with Deloitte, citing high-quality services and strong relationships with our team members—some of whom have come to be considered part of the First Nations' extended families. One Indigenous trust was renewed for an additional five years beyond its original commitment, extending our financial relationship to 15 years. Another trust doubled its investment portfolio and allocated more than \$30 million to community infrastructure and social programming in the last decade—this allotment aligns with the economic-empowerment commitments detailed in our RAP.

Jason joins Jolain Foster, a successful Gitxsan and Wet'suet'en leader, who, as a new Deloitte partner, heads our Prairies Indigenous practice from her office in Calgary. Jolain, who has 25 years of executive experience working with Indigenous clients across the industry, academia, and public-sector fields, works directly with Indigenous businesses and communities, advising on organizational strategic planning, governance, and operations. In addition to her client-leadership role with Deloitte, Jolain has been instrumental to the success of our RAP and has been an invaluable leader on our Indigenous Marketplace Leadership team.



Jason Rasevych
Partner



Jolain Foster
Partner



Progress report: year one

Economic empowerment

The overarching goal of our RAP's economic empowerment pillar is to actively seek and engage Indigenous communities and businesses in sustainable economic opportunities. Deloitte is a proud corporate member of the **Canadian Council for Aboriginal Business** (CCAB), which works to foster sustainable relations between Indigenous and non-Indigenous companies by offering diverse programming; providing tools, training, and network-building opportunities; granting major business awards; and organizing national events. We participate in CCAB's Progressive Aboriginal Relations (PAR) program, which certifies corporate performance in Indigenous relations across four levels of excellence: committed, bronze, silver, and gold. PAR verifies corporate initiatives and outcomes in four key performance areas: leadership actions, employment, business development, and community relationships. Deloitte has thus far been certified at the committed level, with active participation in CCAB's programs, including as part of a group of high-profile corporations committed to increasing opportunities for Indigenous businesses and thus actively participating in their supply chain. The firm is an ongoing supporter and sponsor of CCAB's national events, such as its Business Recovery Forum.

We're exploring multiple avenues to improve procurement experiences and to identify ways to attract new Indigenous suppliers. The procurement team is launching an Indigenous-supplier website that can allow us to identify and select certified Indigenous businesses and then to quickly share this information with Deloitte stakeholders seeking suppliers for internal or client-facing projects. The intent is that our stakeholders will be able to search the website for other project requirements that can be fulfilled by these suppliers. This online tool aims to help us increase the amount we spend with Indigenous suppliers, so that we can achieve our goal of 5% of the local addressable spend to

which our RAP commits us. The team also implemented a supplier-tracking mechanism to help highlight the amount we dedicate to Indigenous businesses, and found that, in the first year of RAP, we spent more than 1% of the allotted budget on these organizations. Currently we're on track to meet our 5% target for 2021, but we plan to diversify our Indigenous supplier base so that we can increase spending this year and beyond.

"Deloitte recognized us as an Indigenous firm and explored ways to promote us. Deloitte has been proactive and has been reaching out, connecting us to others within their organization. In my experience, everything is being done proactively and in a timely manner. Deloitte has taken the initiative."



ID Fusion Software

A Winnipeg-based Indigenous-owned-and-operated company that develops custom software solutions, one of the five largest Indigenous IT organizations in Canada

Finally, we believe that procurement within our organization is not enough. Though this step is important, our vision is for Deloitte to play a critical role in leading and facilitating overall economic reconciliation and pairing with other organizations to do so. A great example is our alliance with software-testing company PQA Testing and its visionary initiative PLATO. Deloitte has been working with PLATO, which trains and hires First Nations, Métis, and Inuit peoples, to deliver quality services to clients together.

Since launching the Reconciliation Action Plan, our two organizations have been building a close alliance and have collaborated on more than a dozen client opportunities in six provinces, with the end goal being the integration of Indigenous talent in the technology sector. Together we're providing meaningful employment to Indigenous peoples, in many cases without the need for any of the candidates to leave their communities to pursue a career.



A path forward

This past year, we started our reconciliation journey. We have no illusions that this will be easy; in fact, we recognize that, at times, it will be very difficult. After all, this is about addressing hundreds of years of history, colonization, and exclusion; the legacy of residential and Indian Day schools; and legislation and policies designed to assimilate Indigenous peoples, to their communities' detriment.

Though we cannot change the past, we can chart a different course for the future. As such, our Reconciliation Action Plan—including the wonderful accompanying artwork of Anishinaabe artist and visual storyteller Nyle Miigizi Johnston—will guide us through our journey. We hope that we'll inspire others to join us as we focus on these goals:



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



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



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



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



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



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



Leadership in action

Opinion: Corporate Canada must be more accountable in the journey to reconciliation with Indigenous people

The Globe and Mail
Ken Fredeen, Fiona Kirkpatrick Parsons, and Alexandra Biron [Deloitte Indigenous team]

Statement on the recent Mi'kmaq fishery crisis in Nova Scotia

LinkedIn
Anthony Viel, Managing Partner and CEO

Equity for Indigenous Businesses With Tabatha Bull

Courage Inc. podcast
Deloitte Canada and Tabatha Bull, president and CEO of Canadian Council for Aboriginal Business (CCAB), interviewed by Duncan Sinclair, Chair of Deloitte Canada and Chile

Indigenous Business Recovery

Aboriginal Business Report [CCAB]
Andrew Brooks [featuring Deloitte Canada CEO Anthony Viel and manager Alexandra Biron, Deloitte Indigenous]

Fiona Kirkpatrick Parsons named by *Atlantic Business* magazine as one of "Atlantic Canada's 25 most powerful women in business" for 2021

Her role as Deloitte Indigenous National Advisor / kā-nikānīt (Cree for the lead/the one in front) includes helping guide the organization's efforts in providing services to Indigenous businesses and communities, and acting as a champion of Deloitte's reconciliation efforts for both internal and external communities.

Deloitte.

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](#).

© Deloitte LLP and affiliated entities.

Designed and produced by the Agency | Deloitte Canada. 21-3963852