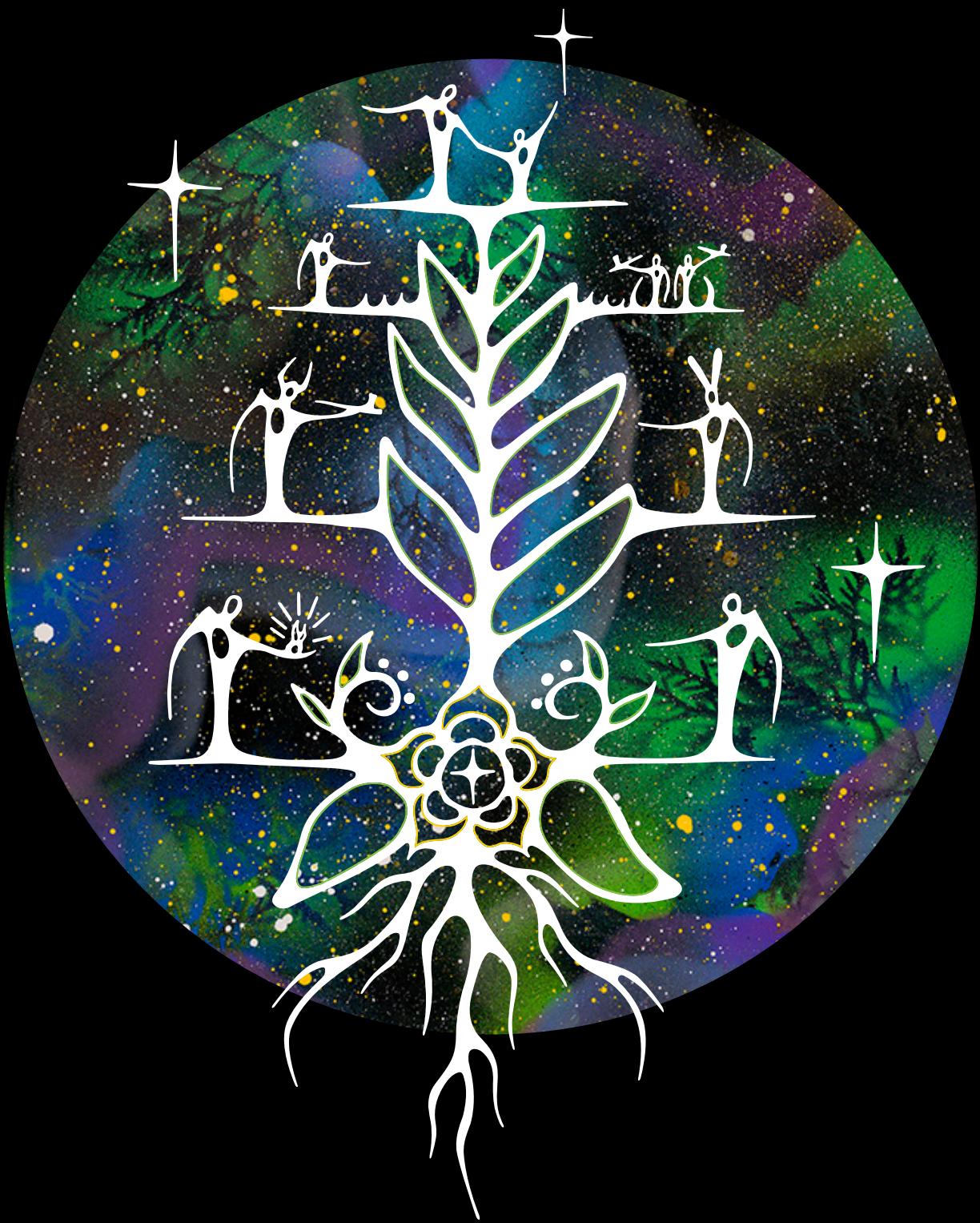


Deloitte.

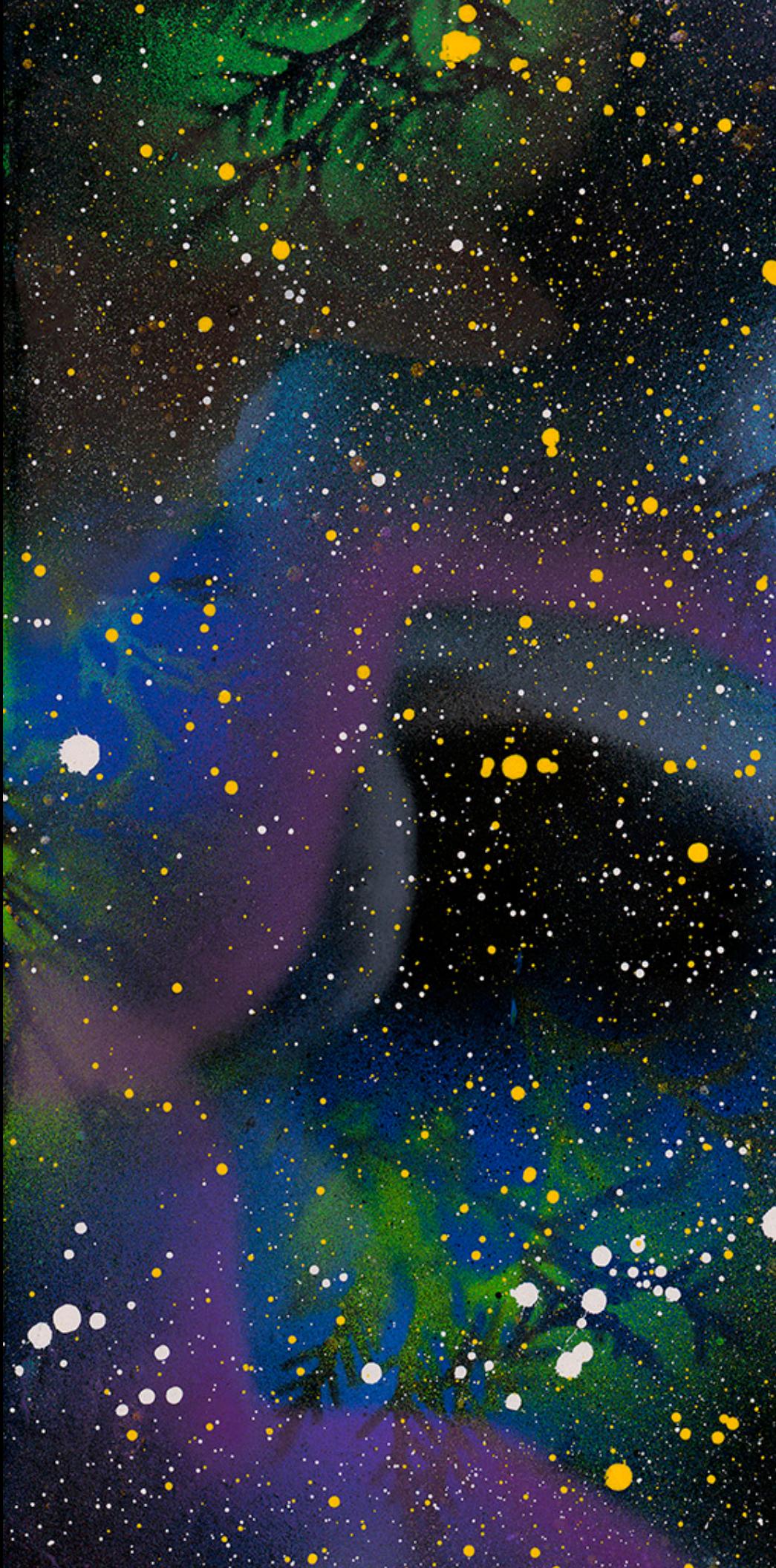


Shaping a shared path for reconciliation
The Deloitte Reconciliation Action Plan



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.





Messages from our leadership	2
The reconciliation imperative for Canada	3
Call to action: Business and reconciliation	4
Our approach	6
Our vision for reconciliation	6
Our goals	7
Where we are now	9
How we participate	10
Our guiding pillars for leadership	12
Reconciliation actions planned: by the pillar	15
Governance and accountability	20
How we'll get there:	
Our governance and reporting structure	21
Join us on the path	23





"The image that you see before you is a *Saemauh*, a tobacco plant. It is done in the Ojibwe pictography style, a style used to carry our legacy of storytelling down through the generations. The seven leaves represent the seven morals and codes that the Anishinaabe people use to walk in balance with all of creation; these are love, courage, truth, respect, humility, wisdom, and honesty. Deloitte's reconciliation action plan has four pillars so, within the tobacco plant, you'll see four tiers to represent this; these are inclusion, education, employment, and economic empowerment."

Nyle Miigizi Johnston

Messages from our leadership

As a major Canadian organization, our purpose is to help our communities and all Canadians thrive by expanding their access to knowledge. We are also clear about our path to build a more inclusive Canada. The reconciliation process to restore trust and rebuild our relationship with Indigenous peoples is one way in which we are helping to make a positive impact on our country. We know we need to do more in a deliberate way. Our reconciliation action plan therefore sets out measurable tasks under four pillars—inclusion, education, employment, and economic empowerment—that we have committed to do ourselves and with our communities over the next few years. We are taking action and we ask others to join us.

Anthony Viel

Managing Partner and Chief Executive Officer



For too long Canadians have looked the other way on the state of Indigenous peoples. Our ignorance made it easy to blame them or others. The Truth and Reconciliation Commission's final report laid bare the truth and challenged each of us to play our part in reconciliation. Deloitte can and must play a leadership role. This is our plan and we will be held accountable for delivering on what we have committed to. We hope others will lead with us.

Kenneth J. Fredeen

Senior Partner, Deloitte Indigenous



The reconciliation imperative for Canada

For thousands of years, Indigenous peoples—distinct nations with different cultures, traditions, and languages—have lived on the land now defined by Canadian boundaries. When Europeans began to arrive in the early 16th century, the relationships of these original inhabitants with the French and English newcomers grew through trade agreements, military alliances,¹ and sometimes peace accords; the Great Peace of Montreal in 1701, for example, put a formal end to almost a century of war between the French and the Haudenosaunee and set the terms for coexistence.²

Many of the earlier partnerships between the European colonists and Indigenous peoples were based on mutual benefit and cooperation. The Royal Proclamation of 1763 should have paved the way to nation-to-nation relationships,³ but over the decades, a rising number of European arrivals looking for land to settle and increasingly paternalistic policies by the colonial government shifted the power dynamic.⁴ For example, the Indian Act of 1876 gave the federal government, among other powers, responsibility to educate First Nations.⁵

The government's view of this mandate is illustrated by Canada's first prime minister in an address to the House of Commons in 1883, in outlining the purpose of the residential school system:

"When the school is on the reserve the child lives with its parents, who are savages; he is surrounded by savages, and though he may learn to read and write his habits, and training and mode of thought are Indian. He is simply a savage who can read and write. It has been

*strongly pressed on myself, as the head of the Department, that Indian children should be withdrawn as much as possible from the parental influence, and the only way to do that would be to put them in central training industrial schools where they will acquire the habits and modes of thought of white men."*⁶

—Sir John A. MacDonald

In conjunction with churches, the government began in the early 1880s to establish residential schools across the country. More than 150,000 Indigenous children attended residential school over the next century, government records indicate; the last school closed in 1996. Thousands of students suffered physical, mental, and sexual abuse, as well as loneliness and forced separation from their families. Many never returned home. The legacy of the damages inflicted by these schools continues to this day.⁷

The Truth and Reconciliation Commission (TRC) of Canada was established in 2008 as part of the Indian Residential Schools Settlement Agreement. Its mandate was to document the history and impact of the schools and to lay the foundation for lasting reconciliation across Canada.⁸

In 2009, the TRC began the process of listening to survivors, their families, communities, and others affected by the residential school system. The statements, documents, and other materials it collected are now part of the permanent archive of the National Centre for Truth and Reconciliation in Winnipeg.

In 2015, the TRC released its reports as well as 94 calls to action to rectify the legacy of the schools and to advance reconciliation. This paper concerns recommendation #92,⁹ which calls upon business leaders to act.

Call to action: Business and reconciliation

Why Canada needs to reconcile with Indigenous peoples

For Canada to prosper in this century and beyond, we must establish a new and respectful relationship between Indigenous and non-Indigenous peoples. All Canadians must understand the history and the truth of this land, and begin the process of reconciliation. To create a more equitable society, we must start by closing the social, political, and economic gaps Indigenous peoples face. We must fully support the revitalization of Indigenous education and lessons, and the preservation of the rich tapestry of Indigenous cultures.

The text of the TRC's call to action for the business community appears below. Deloitte has answered, acknowledging the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as an international human rights framework that recognizes and protects the unique and collective rights of Indigenous peoples around the world.¹⁰ Our Reconciliation Action Plan is fact guided by the declaration's purposes and principles.

Call to action #92

We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples, their lands, and resources. This would include, but not be limited to, the following:



Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.



Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.



Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

—Truth and Reconciliation Commission of Canada: Calls to Action, 2015.



"Here you see two figures. One holds a tobacco offering and the other is reaching to receive it. Before we do any work within the community, we pass that tobacco. If the person accepts, then [our] ask must be fulfilled. That tobacco opens the doors. To me, this represents inclusion. It represents people coming together, using and learning about the customs within those nations to include that community."

Nyle Miigizi Johnston

Our approach

A Reconciliation Action Plan, or RAP, is a strategic framework that enables an organization to support and advance the national reconciliation movement through tactical commitments and leadership. We hope other organizations will join us in creating their own unique plan.

The purpose of Deloitte's RAP is to contribute to strengthening relationships between Indigenous peoples and non-Indigenous peoples in Canada. It details the practical commitments that will demonstrate the firm's support for reconciliation with our people, the communities in which we operate, and the clients we serve.

Our plan was developed by a working committee whose members were drawn from across Canada. Through several engagement sessions that included Indigenous community stakeholders, the committee created a set of commitments to advance reconciliation efforts at the firm with the intention of creating positive, meaningful, and sustainable change for Indigenous and non-Indigenous peoples alike.

Every two years, the working group committee will meet to evaluate and refresh the RAP. In the meantime, to track our progress, the committee will monitor our activities and measure our success against objectives each year. An update on our progress will be shared in an annual report.

Our vision for reconciliation

With more than 11,000 professionals in 52 offices across Canada providing a wide variety of professional services in numerous industries, we aspire to live up to our purpose: making an impact that matters, with our people, our clients, and our communities.

Our vision for reconciliation is that we can work collaboratively with Indigenous peoples, clients, and communities to foster meaningful and sustainable change for the benefit of all, and that by doing so, our nation is stronger and more inclusive for Indigenous peoples. It is our responsibility as Canadian citizens and active business leaders to make a commitment to reconciliation. We look forward to being a part of this nationwide journey.

Our goals

Over the next three years, we aim to fulfill the following goals:



1. Increase awareness of Indigenous cultures in our firm by educating our people about the histories and rights of Indigenous peoples and communities.

2. Build meaningful relationships with Indigenous peoples and communities to create trust and opportunities for positive impact.

3. Promote and sustain economic opportunities for Indigenous businesses.

4. Encourage our people to participate in the reconciliation journey through learning, awareness, and participation in Indigenous cultural events.

5. Create an inclusive workplace that honours the history of Indigenous peoples, celebrates their culture and traditions, and supports our Indigenous professionals.

6. Focus on attracting Indigenous communities and clients to Deloitte for future partnerships and employment opportunities.



"Here are the figures of Aepungishimook, the spirit of the Western direction, and his son Nanaboozhoo. Their story is one of huge conflict [and] Nanaboozhoo could have destroyed his father, but at the last minute decided not to. The spirit of the West was so happy with the actions of his son that he passed the pipe and the tobacco to Nanaboozhoo and told him to take those gifts back to the Anishinaabe people. When there's conflict, the Anishinaabe people will come together and pass the tobacco as an act of reconciliation, a way for communities to move forward."

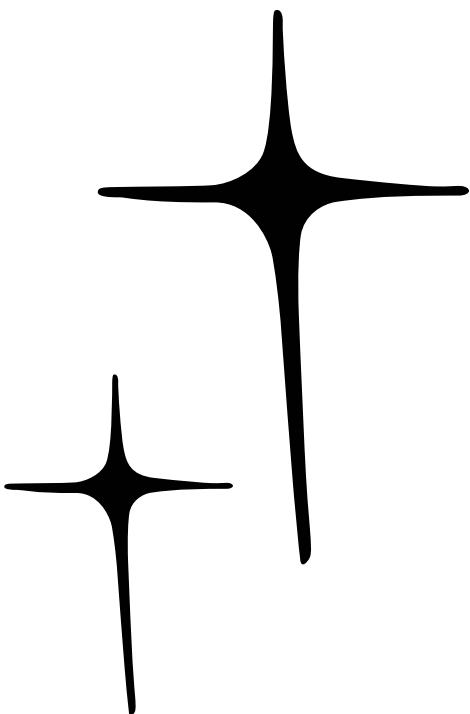
Where we are now

We currently collaborate with Indigenous organizations and communities across the country through client work, pro bono support, volunteer engagements, sponsorships, and donations.

Our first *Indigenous impact report*, published in 2019, highlights the impact Deloitte has had through quantitative and qualitative stories that exemplify how working with Indigenous organizations and communities is not only integrated into Deloitte's strategy and purpose, but also into the hearts and minds of our people.

We have also increased our support to Indigenous communities over the past couple of years. Through our national Corporate Responsibility strategy, *Tomorrow Together*, we're tracking our impact through all levels of engagement. These are a few recent examples of how our programs and activities have made an impact that matters:

- We sponsor 10 scholarships for Indigenous students, totalling \$20,000, every year.
- 11 of our senior leaders have contributed hundreds of volunteer hours in their roles as directors on non-profit boards of indigenous organizations.
- Our practitioners have contributed more than 450 hours to volunteer and pro bono projects that benefit Indigenous communities.
- Our volunteer and pro bono projects had a positive impact on the lives of 4,000 Indigenous people.
- We have donated more than \$500,000—raised through fundraisers, sponsorships, and events—to support Indigenous organizations and communities.



How we participate



“To build a greater future, Canadians must honestly acknowledge our past. The Reconciliation Action Plan is more than Deloitte’s formal commitment to recognizing Indigenous peoples as traditional custodians of our land, it is a binding promise. A promise to no longer speak of our unjust treatment of Indigenous groups in hushed tones, and a promise to celebrate the Indigenous contributions that have shaped a greater Canada for all. On behalf of Deloitte, I implore all Canadians to stand together in creating a more inclusive society, illuminating the rich heritage we inherited and must now build upon together with our Indigenous citizens, colleagues, and friends.”

—**Duncan Sinclair, Chair of Deloitte Canada**



“As the granddaughter of a residential school survivor, having a legacy space where I work is deeply meaningful to me. My nohkum would have been so happy to know that people are not only acknowledging and caring about all those who went to those schools, but we are also talking openly about it and creating awareness about Indigenous issues in general. To say I’m proud of this effort we are making as a firm is an understatement.”

—**Fiona Kirkpatrick Parsons, National Advisor/kā-nīkānīt, Deloitte Indigenous**

Deloitte has been a corporate member of the Canadian Council for Aboriginal Business (CCAB) for the past two years. The council's stated goal is to build bridges between businesses and Indigenous peoples, businesses, and communities through diverse programming, providing tools, training, and network-building, and staging major business awards and national events.

We participate in the CCAB's Progressive Aboriginal Relations (PAR) program, which confirms corporate performance in Indigenous relations through a certification program in which companies demonstrate they're good business partners, great places to work, and committed to prosperity in Indigenous communities.¹² PAR verifies corporate initiatives and outcomes in four key performance areas: Leadership action, employment, business development, and community relationship. With the launch of our RAP, we will be held accountable for moving up the program's certification levels.

In the spirit of collaboration, our reconciliation plan will integrate the council's PAR requirements over the next three years. We firmly believe in the values and the ability of the PAR program to build effective relationships with Indigenous communities to create economic and social opportunities. We will continue to reach the targets in this program to advance both our business relations and our certification level as our reconciliation journey continues.

We are also active participants in the Gord Downie and Chanie Wenjack Fund (DWF), which aims to build cultural understanding and create a path toward reconciliation between Indigenous and non-Indigenous peoples. Its DWF Legacy Spaces program enables corporations, governments, organizations, and educational institutions to play an important role in working toward these twin objectives. Legacy spaces themselves are safe, welcoming rooms or spaces dedicated to providing education and providing awareness about Indigenous history and the journey of reconciliation.



Legacy space partners commit to the following:

- To be reconciliation champions and DWF ambassadors
- To provide ongoing training to staff about the legacy space and reconciliation
- To tell the story of Chanie Wenjack and of the residential school system to visitors to the legacy space
- To be an equitable workplace for Indigenous peoples

Deloitte is the first Legacy Space partner with multiple spaces, having pledged to open six legacy spaces in offices across Canada. We have also committed to a five-year partnership. Our first Gord Downie and Chanie Wenjack Fund Legacy Space opened in our Halifax office in 2018.

Our guiding pillars for leadership

The Deloitte Reconciliation Action Plan seeks to strengthen relationships between Indigenous and non-Indigenous peoples in Canada, for the benefit not only of those who work at Deloitte but also for all people throughout the nation.

The plan articulates our detailed commitment. Building trust and communication through meaningful dialogue, we pledge to identify and promote positive economic development opportunities for Indigenous peoples. We seek to provide learning opportunities to increase awareness and understanding of Indigenous cultures to ensure our people are informed and educated about important reconciliation topics. We strive to provide a working environment that supports all our professionals and to encourage Indigenous business enterprises to participate in our talent and procurement processes.

Together with our corporate responsibility team, we created four guiding pillars for our ongoing reconciliation journey. Our community and social impact strategy focuses on building a stronger tomorrow by breaking down barriers to education, employment, and inclusion for future generations, so these naturally form three of the pillars. Our RAP working group committee also identified the importance of creating economic opportunities for Indigenous peoples; this pillar was added to reflect the goal of increasing economic empowerment for and with Indigenous peoples.

Deloitte's Reconciliation Action Plan pillars



Inclusion

Deloitte is committed to doing business inclusively. We seek to create an environment where all employees can contribute to reconciliation.



Education

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



Employment

Deloitte believes in the opportunity for our people to lead at every level. We will continue to engage and empower current and future Indigenous employees so they can achieve the impact they seek.



Economic empowerment

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

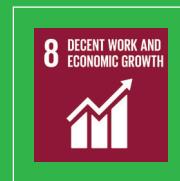


As a patron and supporter
of the Global Compact
Network of Canada,
we have included RAP
commitments under our
four pillars which also
help advance the United
Nations Sustainable
Development goals.



Ensure

inclusive, equitable,
quality education and
promote lifelong learning
opportunities for all.



Promote

inclusive and sustainable
economic growth, full and
productive employment,
and decent work for all.



Reduce

inequality within and
among countries.

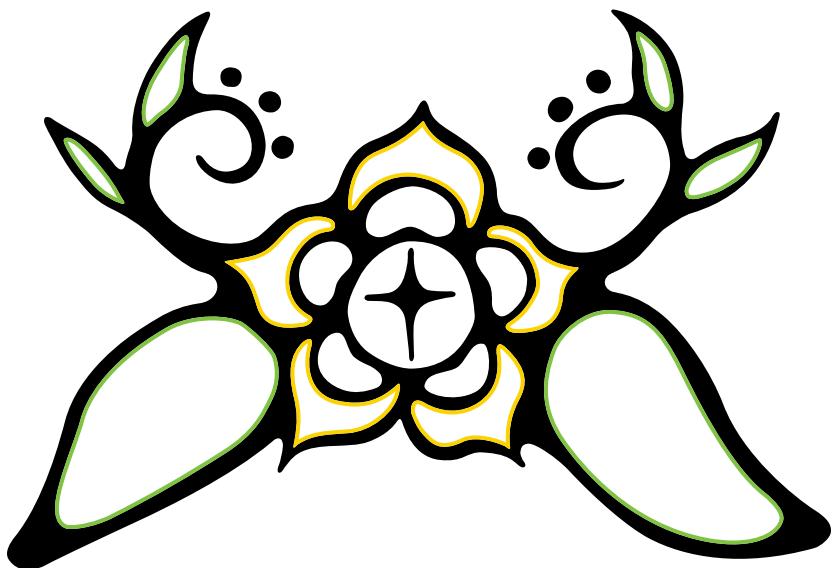


"There's a story from my community of two boys climbing a mountain. One of them falls to his death, after being convinced to look for Bineeynhsiyag, the Thunderbirds. These boys are depicted in this image and are Maemaegwissenhsuk, the little people. Many years later, the surviving friend was canoeing on a lake at the foot of the mountain. Suddenly, the waves and the wind started to pick up. He heard a voice calling for tobacco. He took some tobacco from his pouch and put it into the water. The waters calmed and the skies were clear again. To this day, the Anishinaabe will acknowledge all of the spirits and ancestors of that territory by offering our tobacco down on the land."

Nyle Miigizi Johnston

Reconciliation actions planned: by the pillar

Each of our four guiding pillars comprises numerous commitments that align with objectives of the CCAB's Progressive Aboriginal Relations program and the UN's Sustainable Development Goals. They are outlined over the following pages.



Inclusion

Deloitte is committed to building an inclusive culture in everything we do. We seek to create an environment where all employees can contribute to reconciliation.

Commitment	Target	Timeline	Responsibility	RAP pillar	PAR phase	UN Sustainable Development Goal
Identify external stakeholders and like-minded organizations for collaboration opportunities to support Canada's reconciliation journey.	Lead and deliver two roundtables on reconciliation collaboration per year and co-publish a white paper on reconciliation efforts in Canada.	2020-2022	<ul style="list-style-type: none"> • RAP working group committee • Executive leadership 	<ul style="list-style-type: none"> • Inclusion 	N/A	 4 QUALITY EDUCATION 10 REDUCED INEQUALITIES
Develop a framework for land acknowledgements to be integrated into each Deloitte office in Canada, especially offices with Downie Wenjack Legacy Spaces.	Land acknowledgement statements and resources are accessible to Deloitte people and executive leadership to use at events with clients or communities.	2020	<ul style="list-style-type: none"> • RAP working group committee • Indigenous and Allies Community • Communications 	<ul style="list-style-type: none"> • Inclusion 	N/A	 4 QUALITY EDUCATION 10 REDUCED INEQUALITIES
Continue to fund the Indigenous and Allies Community to foster mentorship, leadership opportunities, and event sponsorship for Indigenous and non-Indigenous professionals at the firm.	Review operating budget and revise where necessary to support RAP activities.	2020	<ul style="list-style-type: none"> • Indigenous and Allies Community • RAP working group committee • Inclusion 	<ul style="list-style-type: none"> • Inclusion 	3	 10 REDUCED INEQUALITIES
Create a safe and welcoming workplace for Indigenous peoples.	Review and adapt current support systems and services to accommodate traditional Indigenous cultures and needs.	2020-2021	<ul style="list-style-type: none"> • RAP working group committee • Inclusion • Talent • Indigenous and Allies Community 	<ul style="list-style-type: none"> • Inclusion • Employment 	N/A	 10 REDUCED INEQUALITIES



"Humility to me represents inclusion, and on that first tier, you'll see two figures. On the left, the person is holding tobacco. On the right, that person is reaching to receive it. To me, that represents coming together to work as equals, as one person, learning about the customs of another community and practicing those traditions."

Nyle Miigizi Johnston

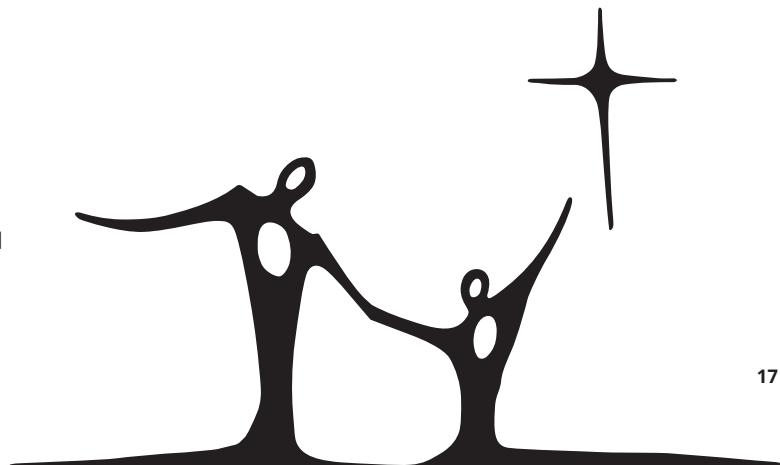
Education

Deloitte understands the importance of cultural awareness education during our reconciliation journey. We will therefore create ongoing learning opportunities to educate our people at all levels.

Commitment	Target	Timeline	Responsibility	RAP pillar	PAR phase	UN Sustainable Development Goal
Communicate existing opportunities and accompanying resources (e.g., TRC recommendations and the National Inquiry into Missing and Murdered Indigenous Women) for Deloitte Canada professionals to participate in Indigenous cultural celebration events (e.g., National Indigenous Peoples Day, Orange Shirt Day) to advance meaningful and ongoing learning opportunities.	Publish opportunities and resources through internal communications.	Annually	<ul style="list-style-type: none"> • RAP working group committee • Indigenous and Allies Community 	<ul style="list-style-type: none"> • Inclusion • Education 	N/A	
Continue to develop community collaboration(s) and guide volunteering initiatives to specifically improve education outcomes for Indigenous youth.	Reach 5,000 Indigenous young people per fiscal year.	Annually	<ul style="list-style-type: none"> • RAP working group committee • Corporate Social Responsibility • Indigenous and Allies Community 	<ul style="list-style-type: none"> • Inclusion • Education 	N/A	
Distribute constant and ongoing updates and communications on Deloitte Canada's RAP to raise awareness and encourage participation across the firm.	As necessary, publish RAP highlights through internal communications.	Annually	<ul style="list-style-type: none"> • RAP working group committee • Corporate Social Responsibility • Communications 	<ul style="list-style-type: none"> • Inclusion • Education 	N/A	
Identify and deliver Indigenous cultural awareness training. Once pilot is complete, require all professionals assigned to Indigenous engagements to complete cultural awareness training.	Phase 1: Leadership team and board Phase 2: Pilot training with 1,000 Deloitte professionals	2020-2021	<ul style="list-style-type: none"> • RAP working group committee • Executive leadership • Inclusion • Talent 	<ul style="list-style-type: none"> • Education • Inclusion 	1 & 2	

"The grandmother, Nookoomis, and the grandchild reaching for the stars represent education. When I start looking at education, I think of the sharing of gifts and the sharing of wisdom. In our ways, the Anishinaabe people are taught by their grandparents or from elders of the community from a very young age. They had walked through the doorways of life through the path of life, and were able to turn knowledge into wisdom."

Nyle Miigizi Johnston



Employment

Deloitte believes in the opportunity for our people to lead at every level. We will continue to engage and empower current and future Indigenous professionals at the firm so our people can achieve the impact they seek.

Commitment	Target	Timeline	Responsibility	RAP pillar	PAR phase	UN Sustainable Development Goal
Review existing talent policies for opportunities across service lines and industries to prioritize Indigenous recruitment and retention efforts.	Provide recommendations on current gaps and policy to spur Indigenous recruitment efforts. Consider and implement changes to talent policies to address cultural sensitivity needs to better support Indigenous Deloitte practitioners.	2020-2021	<ul style="list-style-type: none"> RAP working group committee Talent Inclusion 	<ul style="list-style-type: none"> Inclusion Employment 	N/A	
Design and implement national and local office recruiting and talent strategies designed to increase the number of Indigenous practitioners in each office.	Increase number of Indigenous practitioners and full time equivalent practitioners in each local Deloitte office.	Target: 5% by 2025	<ul style="list-style-type: none"> RAP working group committee Talent Inclusion 	<ul style="list-style-type: none"> Inclusion Employment 	N/A	
Attend career fairs in Indigenous communities to raise awareness of the firm and talk about what kinds of skills are needed to succeed at Deloitte.	Increase number of Indigenous new hires to 5 percent of total new hires in each office.	2020-2025	<ul style="list-style-type: none"> Indigenous and Allies Community RAP working group committee Talent 	<ul style="list-style-type: none"> Inclusion Employment 	N/A	
Strengthen, nurture, and support relationships with organizations focused on Indigenous education and make use of these relationships to recruit Indigenous talent.	Build pipeline of future talent by choosing one Indigenous organization in Year 1.	2020-2025	<ul style="list-style-type: none"> RAP working group committee Talent 	<ul style="list-style-type: none"> Employment Education 	N/A	
Explore innovative hiring and talent initiatives with clients and Indigenous businesses.	Select three Indigenous businesses and three clients in the first year of RAP implementation to collaborate with.	2020-2021	<ul style="list-style-type: none"> RAP working group committee 	<ul style="list-style-type: none"> Inclusion Employment 	N/A	



"Employment can be seen as the sharing of gifts and the truth. A person being employed needs to be trusted to share their truth, to bring their gifts, to benefit the community. When we look at Aepungishmook, passing that pipe and that tobacco to Nanabozho, Aepungishmook trusts that Nanaboozhoo will carry that message, will carry that teaching to the Anishinaabe so they can keep learning how to live in harmony, to benefit not only their own spirit, but to benefit their community and the Anishinaabe nation."

Nyle Miigizi Johnston

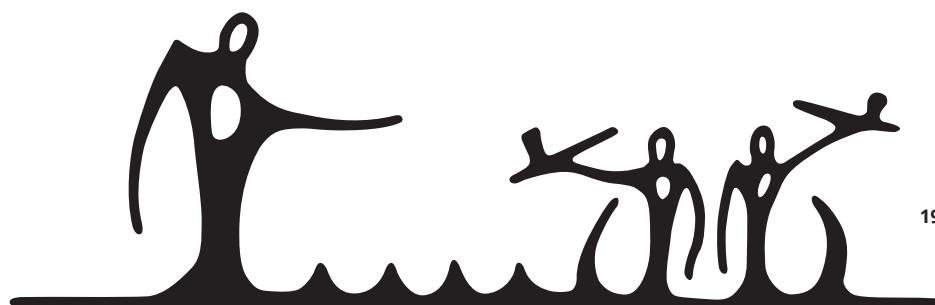
Economic empowerment

To create a positive impact and drive value for Indigenous communities, Deloitte seeks to actively engage Indigenous communities and businesses in our sustainable economic opportunities as well as hire Indigenous people.

Commitment	Target	Timeline	Responsibility	RAP pillar	PAR phase	UN Sustainable Development Goal
Maintain membership with CCAB by completing Phase 1 & 2 PAR targets and devising a plan of action to achieve Phase 3 targets.	Achieve and report on committed targets.	2020-2021	• RAP working group committee	• Economic empowerment • Inclusion	1	
Consider membership with supplier diversity organizations, such as the Canadian and Aboriginal Minority Supplier Council.	Obtain membership with one external stakeholder.	2021	• RAP working group committee • Procurement	• Economic empowerment • Inclusion	N/A	
Identify Deloitte's current Indigenous suppliers and conduct feedback sessions to improve experiences and identify ways to attract new Indigenous suppliers.	Distribute one survey and conduct one in-person/online feedback session with Indigenous suppliers.	2020-2021	• RAP working group committee • Procurement	• Economic empowerment • Inclusion • Employment	N/A	
Develop an Indigenous supplier-tracking mechanism to profile and collect information on our Indigenous suppliers.	Pilot a tracking mechanism with procurement and launch with Indigenous suppliers.	2020-2021	• Procurement • Inclusion • RAP working group committee	• Economic empowerment • Inclusion • Employment	3	
Increase business completed with Indigenous companies to increase overall Indigenous procurement spend.	Aim to source 5 percent of applicable procurement spend for local offices from Indigenous businesses.	2020-2022	• RAP working group committee • Procurement	• Economic empowerment • Inclusion	N/A	
Educate Deloitte Global procurement professionals about Indigenous suppliers and opportunities to advance Indigenous procurement.	Conduct Indigenous procurement information session for Deloitte procurement practitioners and those of our clients and communities, and explore and expand opportunities to source from Indigenous businesses.	2020-2021	• RAP working group committee • Procurement	• Economic empowerment • Education	1 & 2	

"The pillar of economic empowerment relates to the grandfather teaching of respect."

Nyle Miigizi Johnston



Governance and accountability

Governance team

The Deloitte Reconciliation Action Plan working group committee is composed of Indigenous and non-Indigenous Deloitte Canada professionals from coast to coast who are committed to the advancement of reconciliation. The committee exemplifies our view that reconciliation is a collaborative effort, and we believe it is key to the success of meeting and exceeding targets in our effort to create positive impact.

The committee meets monthly to discuss progress on RAP commitments and work toward the completion of tasks. To help with this, Deloitte's Indigenous and Allies Community provides regional assistance during events (for example, Orange Shirt Day) or programs (for example, piloting cultural awareness training such as the visit to a First Nations cultural centre near Toronto in 2019) to encourage our people to become more engaged in the firm's reconciliation efforts.

Working group committee membership

RAP working group representation:

- Deloitte Private
- Procurement
- Communications
- Corporate Responsibility
- Inclusion
- Talent
- Indigenous and Allies Community

Regional representation:

- Ontario
- Quebec
- Atlantic
- Prairies
- British Columbia

How we'll get there: Our governance and reporting structure

Our working group committee members will work collaboratively across regions to deliver on commitments to reach our intended targets. A key component of the RAP is holding ourselves accountable, which we'll do by monitoring and measuring our targets. The results will be shared internally and externally as highlighted at left.

Commitment	Timeline	Responsibility
Publicize RAP through internal and external channels.	2020	<ul style="list-style-type: none"> • RAP working group committee • Corporate responsibility • Communications
Publish annual report on progress made on targets through internal and external channels.	Ongoing	<ul style="list-style-type: none"> • RAP working group committee • Corporate responsibility • Communications
Publish an annual internal communications and marketing plan to establish key dates, events, and channels of communication.	Ongoing	<ul style="list-style-type: none"> • RAP working group committee • Corporate responsibility • Communications
Highlight RAP commitments during significant Deloitte Indigenous events.	Ongoing	<ul style="list-style-type: none"> • RAP working group committee • Indigenous and Allies Community
Review and refresh RAP every two years.	Ongoing	<ul style="list-style-type: none"> • RAP working group committee
Track commitments against intended impact targets. Where necessary, report on progress to CCAB to achieve PAR certification.	Ongoing	<ul style="list-style-type: none"> • RAP working group committee • CCAB
Include RAP highlights and progress in Deloitte's annual corporate responsibility (CR) report.	Ongoing	<ul style="list-style-type: none"> • RAP working group committee • Corporate responsibility • Communications
To maintain membership in the RAP working group committee, committee members must participate in internal and external Indigenous cultural celebration events and advance meaningful and ongoing learning opportunities for themselves, Indigenous peoples, and Deloitte people.	Ongoing	<ul style="list-style-type: none"> • RAP working group committee members



"Here you'll see a grandmother, Nookoomis, and her grandson. They're reaching to the stars, and they're talking about creation. The grandmother takes that opportunity to start passing down the stories and teachings of the Anishinaabe people. To me, this represents education and the sharing of wisdom as we teach the next generation of storytellers."

Nyle Miigizi Johnston

Join us on the path

The first of its kind to be published in corporate Canada, this reconciliation action plan is a blueprint to foster sustainable and meaningful relationships by working collaboratively with Indigenous peoples, clients, and communities. It is our strategy and commitment to Indigenous peoples and communities, which we will embed throughout our business.

And while it is Deloitte's plan, we believe it is a foundation upon which all Canadian citizens and business leaders can build harmonious and genuine partnerships based on mutual respect and cooperation.

For Canada to move forward, we must create a more equitable society that respects the history and truth of this land. This is but the starting point of our firm's journey of reconciliation; we expect to adjust as we progress. We look forward to you joining us.

Endnotes

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