

# PwC Canada's Reconciliation Action Plan



**pwc**

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# About PwC Canada

We have a proud 110-year history of helping Canadian organizations thrive. We have more than 7,000 partners and staff located coast to coast, and they bring their expertise to provide quality services and products.

Our industry-focused professional services include audit and assurance, tax, deals and consulting targeting solutions for cybersecurity, privacy, financial crime, workforce of the future, finance transformation, value creation, strategic reassessment and cost optimization. We work as one firm to bring different perspectives and capabilities together to achieve what matters most.

PwC Canada is a member of the PwC network of firms. With offices in 151 countries and more than 360,000 people, we deliver the best of our collective thinking, experience and solutions to build trust in society and solve important problems.

To learn more, visit us at: [pwc.com/ca](https://pwc.com/ca)





# About the artist

Stuart Pagaduan is a Coast Salish artist and culture and language teacher. He feels it's a privilege and honour to be able to combine his passion for art, education and culture into a rewarding and successful career.

Stuart credits his grandparents for instilling in him the value and importance of his ancestral language and culture. Stuart has dedicated himself to echo the teachings and values of his elders to ensure a hopeful future for the youth of his community.

In terms of his art, Stuart is thankful to his mentor and uncle, the late Seletze' (Delmar Johnnie) for giving him an opportunity to learn. This experience turned Stuart into a proud advocate and lifelong learner of Coast Salish Art.

Stuart has experience in many different mediums and continues to expand on modern Coast Salish Art. He has a unique style that is reflected in his choice of creatures, paralleled with ancient Cowichan stories. He continues to dedicate himself to keeping his language and culture alive and carrying on the legacy of his elders.

The creative elements designed by Stuart include the **canoe and rising sun** on the cover page, which represent a new day and the beginning of a journey just like our reconciliation efforts throughout this nation. Animals were selected as a sign of kinship to all our relations, and we describe their significance below.

- The **wolf** represents wisdom, powerful teacher and spiritual guide and the need to balance physical and spiritual needs.
- The **raven** represents a transformer or catalyst.
- The **salmon** is a symbol of perseverance, self-sacrifice, regeneration and prosperity.
- The **ladybug** is a daily reminder of respect and appreciation for life.
- The **whale** represents a leader or teacher bringing wisdom and guidance to their community.
- The **otter** represents grace, empathy, happiness and never-ending curiosity.





# A word from our executive sponsors

We're honoured to share PwC Canada's Reconciliation Action Plan (RAP) that seeks to foster truth and reconciliation with Indigenous Peoples across our nation. It reflects not only our ongoing dedication to building a more inclusive society but also our understanding that reconciliation is an imperative for corporate Canada that will lead to improved outcomes for Indigenous Peoples and Canada as a whole.

We recognize that our reconciliation journey requires confronting difficult truths about our shared history and the ongoing structural challenges faced by Indigenous Peoples. This includes the deep and lasting impacts of residential schools and systemic discrimination captured in the reports of the Truth and Reconciliation Commission of Canada (TRC). The TRC highlights our responsibility to address these ongoing injustices resulting from structural inequities and work towards a future grounded in mutual understanding and partnership.

Our RAP describes our commitment through tangible actions and goals. These are the key drivers of this business imperative:



## Education and awareness

Truth must come before reconciliation. Understanding the motivation for reconciliation requires upskilling our entire workforce to a common understanding of the histories, cultures and nation-building contributions of Indigenous Peoples. This will enable ongoing awareness of structural inequities and contextualization of present-day activities to better serve our people, clients and communities.



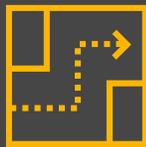
## Building trusting relationships

Reconciliation must be built on trust. Strong multilateral relationships between PwC Canada, our clients and Indigenous communities will enable meaningful, lasting and positive outcomes reflecting the needs of all stakeholders.



### Promoting positive change

Our plan includes multidisciplinary educational and economic initiatives for Indigenous communities, peoples and businesses. This includes co-creating projects for community well-being and supporting Indigenous-led initiatives. We'll leverage our trusted network to amplify our combined initiatives. For example, our Committed status in the Partnership Accreditation in Indigenous Relations (PAIR) program with the Canadian Council for Indigenous Business is an important step to unlocking the potential of Indigenous communities.



### Accountability and transparency

Measurement increases motivation to perform. We believe in the importance of accountability and transparency in our reconciliation efforts. By setting clear goals and regularly reporting on our achievements and challenges, we ensure our commitments translate into real, lasting impact.

Reconciliation is not a one-time effort but an ongoing process that demands dedication, humility and collaboration. Together, we can build a future where everyone can thrive.



**Nicolas Marcoux**  
CEO and Senior Partner



**Kelechi Enyinna**  
Chief Inclusion and Diversity Officer



# A word from the chair of the Indigenous Reconciliation Advisory Committee



As a proud Algonquin Anishinaabe from the Kitigan Zibi Anishinabeg First Nation, leading the development of our inaugural Reconciliation Action Plan has been both a profound honour and an incredibly enriching learning experience. Throughout the development of our plan, I've had the opportunity to collaborate, discuss and connect with many individuals across our firm, as well as several inspiring Indigenous People and leaders across the country. I would like to personally acknowledge and recognize the contributions of all those who participated in the co-creation and development of our Reconciliation Action Plan.

My journey towards reconciliation at PwC Canada began years ago when I joined the executive committee of our Indigenous Inclusion Network (IIN). Alongside the IIN, my goal has always been to amplify Indigenous voices within our organization, to advance inclusion and belonging for Indigenous Peoples and to contribute to our firm's broader reconciliation journey. Today, I see the culmination of our efforts in this Reconciliation Action Plan, and I'm honoured to continue leading its execution.

I'm eager to continue advancing on our shared path toward reconciliation, engaging with Indigenous communities and citizens and creating meaningful opportunities for Indigenous Peoples both within and outside the firm.

Thank you very much,

**Jessica Paul**

Chair of the PwC Canada Indigenous Reconciliation Advisory Committee and Assurance Partner



Nidapitenindam Algonquin Anishinàbekweyiyàn on djibayàn Kitigàn Zibì Anishinàbeg endanàkidjig, nìgànìtamàn nànbawisidòyàn tebweyenindàgog Pònenindamowin Ijichigewin iye tàbìshkodj keget apitenindagwad ashidj kichi wanadiziwin kikinàmàgozi nagadjìwin. Mizimizi wejichigàdeg ni ijichigewinàn, nigì-ayàn minwàgodj kidji wìdòkàzoyan tibàdodàmàng ashidj nagishkawag nibina pemàdizidjig tibishkodj ni ondamitàwinan nàsàb ayandaswi memindage Anishinàbe pemàdizidjig ashidj nàgànìdjig miziwe anishinàbewakì. Nin tibinawe ni odàpinàn ashidj nisidawinàn iye kawìdòkàzodjig kì ojichigàdeg ashidj ombakonigàdeg nìnawind Pònenindamowin Ijichige Inanokìwin.

Nipabàmàdiziwin inakàg pònenindamowin PwC Canada màdjise pinawìgo apìch niwìdjideyamawak igeg kànìgànìdjig ondji Anishinàbe Ashidinigàde Inanokìwin (IIN). Màmawi ogo IIN, nimisawenindam kàgige kidji kikenindagog Anishinàbe inwewinan màmawi nin ondamitàwin, kidji atoyàn màmawi ashidj tibenindjigewinan ondji Anishinàbe pemàdizidjig ashidj kidji mìgiwàniwang awaso songizing kinawe pònenindamowin pabàmàdiziwin. Nòngom, niwàbandàn iye ishpag ni inanokìwinan ondji awaso Pònenindamowin Ijichigewin Inanokìwin, ashidj nidapitenindam kidji nìgànìyàn nanàj apìch wayekwàsing.

Ninàgàz kidji angi àgwà anikadj iye ninawind nenìnàwinigewin mìkan nakog pònenindamowin, tebiziwin màmawi Anishinàbeg tanakìwinan ashidj pemàdizidjig, ashidj kidji wejichigedj kichi inenindàgwad ondamitàwinan ondji Anishinàbeg tàbìshkodj ondaje ashidj agwadjehì.

Kichi mìgwech.

**Jessica Paul**

Ininawanyang PwC Canada Anishinàbe Pònenindamowin Windamage Okwìnowag ashidj Wàwìndamawa Wìdjìwàgan



# Land acknowledgement

PwC Canada acknowledges that we work and live across Turtle Island, on the land that is now known as Canada, which are the lands of the ancestral, treaty and unceded territories of the First Nations, Métis and Inuit Peoples.

We recognize the systemic racism, colonialism and oppression Indigenous Peoples have experienced and still go through, and we commit to allyship and solidarity.





## Our commitment

At PwC Canada, Indigenous Reconciliation is inherent to our purpose of building trust in society and solving important problems. We commit to fostering mutual respect and driving sustainable change to empower Indigenous communities and citizens. We strive to amplify Indigenous perspectives and contribute meaningfully to a future in which our community of Indigenous and non-Indigenous peoples thrive.

## Our guiding principles

Guided by the principles of respect, reciprocity and trust, gained through our journey in understanding Indigenous history, PwC Canada will leverage its position in the Canadian economy to contribute positively to a more just future. We will collaborate with Indigenous Peoples by understanding their historical context, actively recruiting and promoting Indigenous talent, partnering with Indigenous-owned businesses and building strong relationships with Indigenous communities.





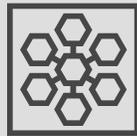
# Our response to the Call to Action

The Truth and Reconciliation Commission of Canada's Call to Action #92 calls on the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as a reconciliation framework and to apply its principles, norms and standards to corporate policies and core operational activities involving Indigenous Peoples and their lands and resources.

This includes, but is not 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, the 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.<sup>1</sup>

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<sup>1</sup> Source: Truth and Reconciliation Commission of Canada: Calls to Action, Truth and Reconciliation Commission of Canada, 2015, [https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Calls\\_to\\_Action\\_English2.pdf](https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Calls_to_Action_English2.pdf).



In response to this call to action, PwC Canada created the Indigenous Reconciliation Advisory Committee (IRAC) to help support our Indigenous Reconciliation Strategy and develop our action plan. The IRAC strives to incorporate Two-Eyed Seeing by including both Indigenous and non-Indigenous people from all lines of service and all levels across the firm, coming together from coast to coast to coast.

The IRAC is a task-focused advisory working group established for the purpose of:



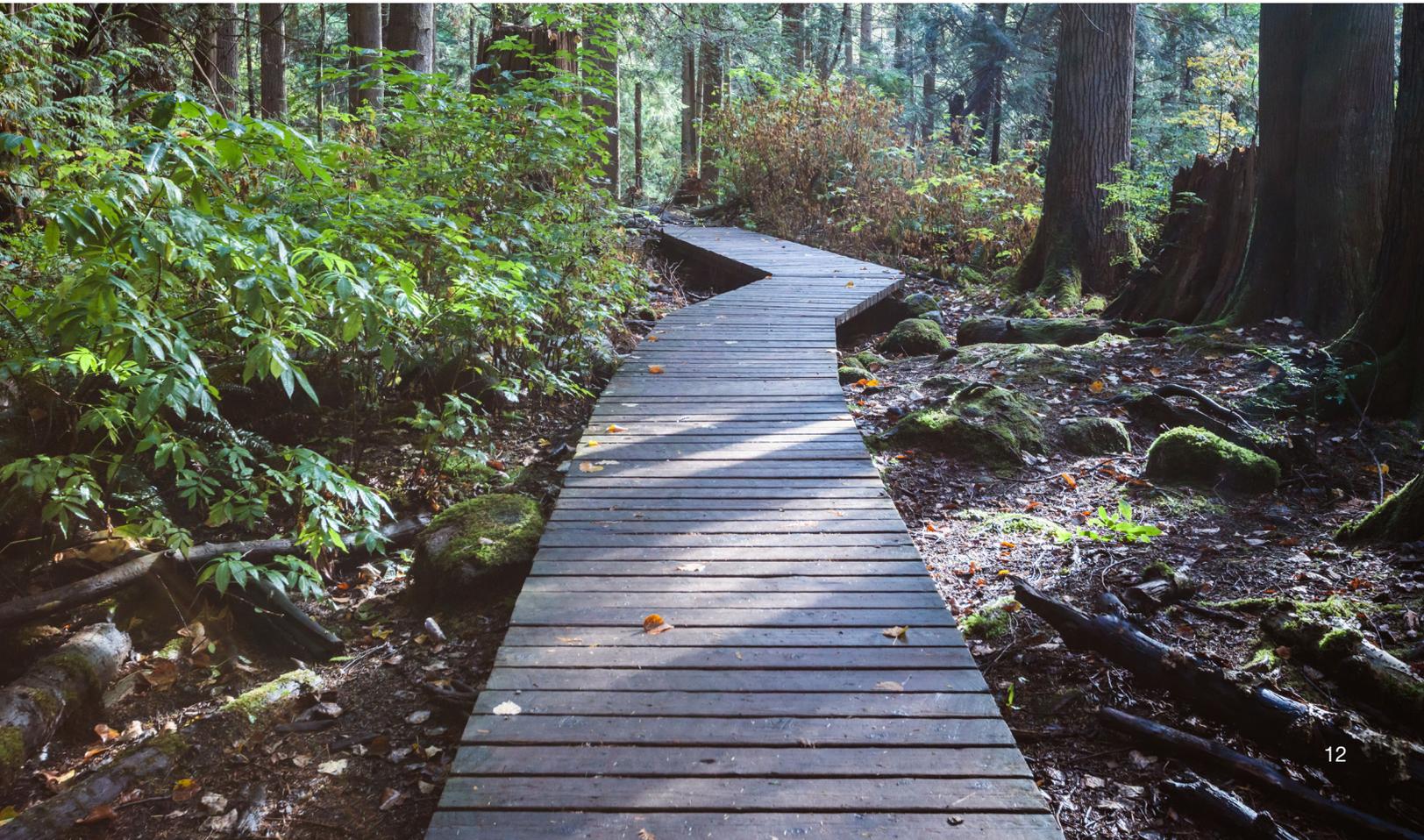
Making recommendations to PwC Canada's Extended Leadership Team and Board of Directors to advance truth and reconciliation



Guiding the co-creation and development of the firm's Reconciliation Action Plan



Supporting organizational engagement and learning





Members of the IRAC contribute their subject matter expertise and knowledge of the firm's working environment as well as their understanding and experience of working with Indigenous communities, organizations and businesses.

Based on the recommendations from the IRAC, PwC Canada has committed to a set of goals intended to help close structural gaps faced by Indigenous Peoples. PwC Canada also commits to an associated action plan to achieve these goals. The plan includes a comprehensive review and enhancements, as required, to our governance and management structures, policies and procedures throughout the firm to incorporate Indigenous perspectives. This Two-Eyed Seeing approach is anticipated to lead to more positive outcomes for our clients, our people and both Indigenous and non-Indigenous communities.

The Seventh Generation Principle is an Indigenous philosophy that the decisions we make today should result in a sustainable world seven generations into the future. We use this philosophy to ensure our actions have a lasting impact for the generations to come.

Our actions set out in this plan are organized under six pillars. Details of each pillar and respective commitments are presented in the pages that follow.



Leadership and governance



Education and cultural awareness



Employment



Inclusive workplace



Community development



Economic reconciliation



## Leadership and governance



**Our commitment:** Establish and support inclusive leadership practices and governance frameworks that acknowledge and integrate the concept of Two-Eyed Seeing and promote accountability for the commitments we make on our journey towards reconciliation.

Our actions	PAIR phase	Timeline
Create a communication strategy to increase awareness and provide updates on our progress and ongoing reconciliation initiatives both internally and externally.	Phase 2	Ongoing
Conduct a comprehensive review of our policies and practices to identify gaps and opportunities for improvement, aiming to strengthen our Indigenous Reconciliation efforts.	Phase 2	Ongoing
Create and establish an operational team responsible for implementing and executing on our reconciliation initiatives while ensuring Indigenous perspectives are actively included.	Phase 1	Year 1
Leveraging our PwC Canada tools and technologies, establish a data management process with robust mechanisms for tracking, measuring and reporting on the progress and outcomes of our reconciliation initiatives.	Phase 3	Year 1
Develop and implement an Indigenous Relations Policy that aligns with the Truth and Reconciliation Commission’s Call to Action #92 and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).	Phase 1	Year 1
Ensure sustained leadership commitment to implementing the Reconciliation Action Plan, and establish support mechanisms across the firm to uphold accountability for our reconciliation commitments.	Phase 1	Year 1
Ensure leadership actively engages and builds relationships with Indigenous communities.	Phase 2	Year 2



## Education and cultural awareness



**Our commitment:** Foster a deeper understanding and appreciation of Indigenous culture, histories and contributions, as well as the legacy of residential schools through comprehensive education and cultural awareness initiatives.

Our actions	PAIR phase	Timeline
Review, identify and implement learning and development initiatives to expand Indigenous cultural knowledge and competency for all partners and staff at PwC Canada.	Phase 1	Ongoing
Continue to organize and host events that recognize and celebrate Indigenous culture, including observances such as National Indigenous Peoples Day and the National Day for Truth and Reconciliation, by featuring presentations and educational sessions led by Indigenous speakers and educators.	Phase 2	Ongoing
Develop land acknowledgement guidance that allows for partners and staff to deliver authentic, respectful and meaningful land acknowledgements.	Phase 2	Ongoing
Introduce additional educational courses that provide insights into Indigenous perspectives, customs and community protocols, tailored for team members involved in Indigenous-focused projects.	Phase 3	Year 3



## Employment



**Our commitment:** Increase Indigenous representation in our workforce by implementing comprehensive recruitment, collaboration and support strategies.

	Our actions	PAIR phase	Timeline
	Collaborate with Indigenous organizations and communities to promote job postings, internships and co-op programs across all lines of service and provide visible representation.	Phase 3	Year 2
	Actively support educational and early-career recruitment initiatives for Indigenous students through mentorships, scholarships and partnering with Indigenous employment and education organizations.	Phase 3	Year 2
	Explore partnerships with post-secondary institutions and Indigenous organizations to support Indigenous students pursuing degrees in accounting, finance and STEAM (science, technology, engineering, arts and mathematics).	Phase 3	Year 3
	Develop and implement a targeted recruitment strategy for Indigenous students and experienced professionals with the purpose of increasing Indigenous representation across all staff levels in the firm.	Phase 3	Year 3



## Inclusive workplace



**Our commitment:** Foster an inclusive, supportive and growth-oriented environment for Indigenous talent by providing opportunities for professional development and career advancement.

	Our actions	PAIR phase	Timeline
	Continue to support PwC Canada's IIN to provide a platform for community building, sharing experiences and fostering a sense of belonging.	Phase 3	Ongoing
	Create a safe and welcoming workplace where Indigenous people and cultures are acknowledged, celebrated and respected.	Phase 3	Ongoing
	Elevate Indigenous voices by ensuring PwC Canada's IIN can provide recommendations, feedback and guidance to leadership.	Phase 3	Year 1
	Enable Indigenous employees through mentorship and career progression frameworks that support, guide and contribute to the professional growth of our Indigenous talent.	Phase 3	Year 2
	Ensure the process for employees to self-identify as Indigenous is designed to allow for secure and confidential disclosure of their identity, and explore opportunities to safely and respectfully encourage self-identification.	Phase 3	Year 2



## Community development



**Our commitment:** Support the development of Indigenous communities and organizations by leveraging PwC Canada’s resources, expertise and network.

	Our actions	PAIR phase	Timeline
	Strengthen ties between Indigenous communities, non-Indigenous governments and corporate Canada to create opportunities in economic empowerment and reconciliation.	Phase 3	Year 2
	Establish connections and foster interactions with the broader Canadian business community to exchange knowledge and encourage the advancement of reconciliation initiatives within the corporate sector.	Phase 3	Year 2
	Encourage employees to volunteer their skills and expertise to support Indigenous businesses and community projects.	Phase 3	Year 2
	Co-develop Indigenous-led community development initiatives.	Phase 2	Year 2



## Economic reconciliation



**Our commitment:** Promote economic reconciliation by fostering sustainable economic opportunities and partnerships for Indigenous communities through PwC Canada’s business practices and initiatives.

Our actions	PAIR phase	Timeline
Expand PwC Canada’s supplier diversity programs to incorporate sourcing and purchasing from Indigenous-owned businesses.	Phase 3	Ongoing
Develop and implement a reporting tool to profile, monitor and gather information and data on PwC Canada’s Indigenous suppliers.	Phase 3	Year 1
Collect and analyze relevant data on procurement from Indigenous suppliers and establish a procurement spend target from Indigenous-owned businesses.	Phase 3	Year 3
Create a strategy to advance Indigenous procurement by educating employees within procurement and throughout the practice about opportunities to engage with Indigenous businesses.	Phase 3	Year 3
Create a process to support Indigenous suppliers in procurement opportunities.	Phase 3	Year 3
Identify potential partnerships with Indigenous-owned businesses to create mutually beneficial collaborations.	Phase 3	Year 3



# Our journey towards reconciliation

While we have developed this action plan to guide our reconciliation efforts, we're already actively pursuing several initiatives. Below you'll find a selection of these initiatives, which highlight some of the meaningful steps we've taken so far in our reconciliation journey.

## Indigenous Inclusion Network

The Indigenous Inclusion Network (IIN) is an employee resource group created in 2020 to cultivate a sense of belonging among Indigenous employees within PwC Canada. Since its inception, it has expanded to welcome numerous allies. Below are examples of events hosted by the IIN to educate and celebrate Indigenous culture. In addition to planning and hosting these events, the IIN also issues monthly newsletters and holds sharing circles to inform the broader firm about Indigenous culture and promote Indigenous-focused events and initiatives.

- On January 19, 2022, the IIN held a national webinar facilitated by members of the Indigenous community to provide teachings on topics such as land acknowledgements and what it means to be an ally.
- On October 18, 2022, the IIN shared a presentation of the virtual tour of the Mohawk Institute Residential School (MIRS). The virtual tour guided participants through the former MIRS, giving the history of the institution over its 140-year operation.
- In honour of the National Day for Truth and Reconciliation, on October 2, 2023, members and allies of the IIN participated in a Kairos Blanket Exercise. This event deeply enriched attendees' understanding and appreciation of Indigenous history to guide them on their path to reconciliation.
- On June 13, 2024, in celebration of National Indigenous History month, we hosted elders in our Vancouver office to teach us about tobacco protocols, cultural respect and related protocols, such as requesting access to territory.

## Cultural awareness training

PwC Canada demonstrated its commitment to education by introducing the 4 Seasons of Reconciliation mandatory training for all partners and staff in June 2022, achieving full participation. Recognizing the importance of this initiative, we've embedded it into our onboarding process for new hires. Its primary goal is to foster a renewed relationship between Indigenous and non-Indigenous peoples, providing participants with essential understanding of the history and impacts of colonization, residential schools and the Truth and Reconciliation Commission of Canada.



### Indigenous mentorship programs

PwC Canada provides mentorship through CPA Canada’s Mentorship Program for Indigenous Students. The goals of the program are to support Indigenous students through their high school years, help them understand the benefits of pursuing post-secondary education, expose them to the business environment and help them consider potential job opportunities, including careers in business, finance and the accounting profession.

Also, in 2023, PwC Canada introduced its firm-wide Indigenous mentorship program, developed by the IIN to support Indigenous staff to have equitable access to professional growth and leadership opportunities, including learning from, and growing with, individuals from similar backgrounds.

### Investing in Indigenous youth and post-secondary education

PwC Canada is supporting one of Canada’s largest Indigenous charitable organizations, Indspire, that helps build and support future Indigenous leaders through education, awareness and mentorship experiences. As part of the firm’s journey towards truth and reconciliation, we’re passionate about providing guidance, mentorship and resources to support Indigenous students in reaching their full potential.

*Below: Photos of PwC Canada representatives at the 2024 Indspire Soaring event. Left is Kyle Snow, Executive Member of the IIN, and right is Jessica Paul, Chair of the Indigenous Reconciliation Advisory Committee and Assurance Partner.*





## Gord Downie & Chanie Wenjack Fund Legacy Space

PwC Canada is demonstrating its support for the Gord Downie & Chanie Wenjack Fund (DWF) through a five-year commitment to their work and the creation of a Legacy Space within our Vancouver office.

Inspired by Chanie’s story and Gord’s call to build a better Canada, the DWF aims to build cultural understanding and create a path towards reconciliation between Indigenous and non-Indigenous peoples. DWF’s work centres around improving the lives of Indigenous people by building awareness, education and connections between all people.

Legacy Spaces are safe, welcoming places where conversations and education about Indigenous history—and our collective journey towards reconciliation—are encouraged and supported. They also serve as symbols and reminders of the important work each of us needs to undertake, particularly employers, to respond to the Truth and Reconciliation Commission’s 94 Calls to Action.



*Above: Photo of artist explaining the significance of his two paintings of Coast Salish mythology.  
Below: Carving on a cedar spindle whorl.*





Above: A picture of PwC Canada's Legacy Space.

### Land acknowledgement guide

PwC Canada developed and introduced a land acknowledgement guide to assist our partners and staff in crafting authentic and meaningful land acknowledgements. This helps our staff appreciate Indigenous protocols and express gratitude for the land upon which we live, work and play. Delivering a land acknowledgement provides individuals the chance to investigate the history of the land they live and work on, as well as learn about the Indigenous Peoples who have been its caretakers since time immemorial.

### PAIR Committed

PwC Canada has achieved Partnership Accreditation in Indigenous Relations (PAIR) Committed status with the Canadian Council for Indigenous Business, integrating economic reconciliation through our business.



**PAIR COMMITTED**  
PARTNERSHIP ACCREDITATION  
IN INDIGENOUS RELATIONS

PwC Canada has shown its commitment to advancing Indigenous economic development, fostering Indigenous employment and learning about Indigenous cultures and traditions by achieving PAIR Committed status. Companies that join PAIR indicate to communities that they are reliable business partners, excellent employers and supportive of Indigenous communities' prosperity. Committed companies have their performance verified by an external party. This shows our dedication to improving our relations with Indigenous Peoples and to working across cultures.

## Our path forward

We're proud to be on this journey of truth and reconciliation. PwC Canada's Reconciliation Action Plan represents a significant commitment. This plan is not just a corporate initiative but a heartfelt journey towards building a more inclusive society. By focusing on education, trust-building, positive change and accountability, PwC Canada aims to create lasting impacts that benefit both Indigenous and non-Indigenous communities. Our dedication to this cause is evident through the collaborative efforts and comprehensive strategies outlined in this plan. As we move forward, it's essential to maintain momentum and continue working together to achieve the goals set forth, ensuring a brighter and more inclusive future for all.

Please direct any feedback about PwC Canada's Reconciliation Action Plan to [melissa.fowle@pwc.com](mailto:melissa.fowle@pwc.com)



# Report contributors

To guide PwC Canada's Indigenous Reconciliation efforts, the IRAC performed a thorough gap analysis, focusing on issues relevant to PwC Canada and identifying barriers and opportunities. Corporate Canada aims to increase awareness of colonial history and foster allyship with Indigenous Peoples. To support this and shape our Reconciliation Action Plan, we consulted with community members and reconciliation experts nationwide to exchange ideas, discuss challenges and share successes. We acknowledge the contributions of our PwC Canada colleagues in developing this report.

Adam Crutchfield	Holly Otte	Monica Banting
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Holly Moore	Mike Shea	Vik Patel

# Thank you!



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