



# Reconciliation Action Plan (2026 – 2029)

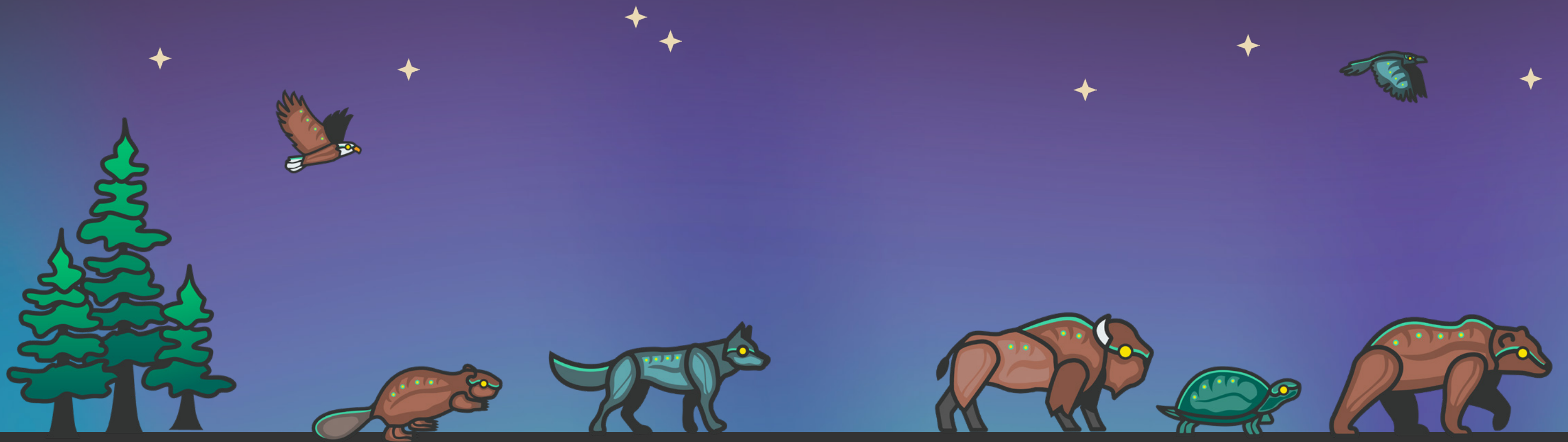
Walking together: Rooted in relationship,  
guided by responsibility



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## Land acknowledgement

BDO Canada began in Treaty One Territory, on the traditional lands of the Anishinaabe (Ojibway), Ininew (Cree), Oji-Cree, and Dakota Peoples, and is the national homeland of Red River Métis. We respectfully acknowledge that BDO offices across Turtle Island are located on the traditional, treaty, and unceded territories of First Nations, Inuit, and Métis people.

## Our truth and reconciliation commitment

At BDO, we honour the true spirit of Indigenous Peoples in Canada and recognize the deep-rooted traumas of the past. We are dedicated to learning the truth from Indigenous communities and partners and committed to moving forward in allyship with meaningful purpose and intent.

BDO is invested in a sustainable future where the land, culture, and traditions of Indigenous Peoples are celebrated, honoured, and respected. Our commitment is reflected in the valuable relationships we have and continue to build with our Indigenous partners.



**Our intention is to uphold authenticity and integrity in our communications, ensuring that every campaign related to truth, reconciliation, and Indigenous engagement is crafted with respect, care, and a deep awareness of lived experiences.**



## About the artists

In the spirit of truth and reconciliation, BDO has proudly partnered with **Design de Plume** to lead the development of visuals that honour the rich stories, histories, and artistic traditions of Indigenous communities. By centring Indigenous voices in their visual storytelling, they aim to contribute to a broader cultural shift that values representation, inclusion, and meaningful dialogue.

Design de Plume is an Indigenous and women-owned creative agency that designs inclusive and accessible solutions that resonate. They integrate Indigenous knowledge with leading-edge design practices, weaving the richness of Indigenous culture and women-led innovation into every project. Guided by their IIDEAS lenses (Indigeneity, Inclusivity, Diversity, Equity, Accessibility, and Sustainability), they amplify the voices and contributions of diverse communities and build partnerships grounded in integrity and equality. Their services span strategy, branding, campaigns, design systems, and websites, each designed to create meaningful impact and ensure that every project connects authentically with the people it is meant to serve.



**Jennica Robinson** is an Anishinaabe Kwe from Aundeck Omni Kaning First Nation on Manitoulin Island. Grounded in land and community, her work blends Indigenous ways of knowing with Western design principles to honour traditions, amplify voices, and ensure Indigenous stories are seen and remembered.



**Lauren Polchies** is a Wolastoqey woman from Woodstock First Nation, based in Fredericton, New Brunswick. Through design and illustration, she creates meaningful representations that honour Indigenous stories, celebrate resilience, and amplify Indigenous voices.



# A message from BDO Canada leaders

**Bruno Suppa**  
Chief Executive Officer



At BDO Canada, our journey toward truth and reconciliation is grounded in respect, humility, and a long-term commitment to meaningful action. We acknowledge the deep-rooted traumas experienced by Indigenous Peoples in Canada and honour the resilience, wisdom, and diverse cultures of First Nations, Inuit, and Métis Peoples. Our firm's commitment to reconciliation reflects not only our values but also our responsibility to foster understanding and equitable opportunity across all our communities.

As part of this journey, BDO is preparing to participate in the **Partnership Accreditation in Indigenous Relations (PAIR)** program, administered by the Canadian Council for Indigenous Business (CCIB). PAIR is a nationally recognized certification that affirms corporate performance in Indigenous relations across leadership actions, employment, business development, and community engagement with independent verification to ensure accountability.

This work builds on our existing truth and reconciliation framework, which aligns with the Truth and Reconciliation Commission of Canada's Calls to Action and the principles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).



Within this framework, we are strengthening relationships with Indigenous communities, deepening cultural awareness across our firm, and embedding practices that support inclusive recruitment, economic participation, and culturally informed ways of working.

Reconciliation is both a leadership responsibility and a shared commitment across our firm. We have had the privilege of listening to Indigenous leaders, colleagues, and community members who have shared their experiences and expectations. These conversations remind us that progress is not defined by statements, but by consistency over time. It is reflected in how we build trust and whether our actions create meaningful change. We are proud of the progress our teams are making across the country, and we recognize that this journey is ongoing. Our role is to listen carefully, act with intention, and hold ourselves accountable for the commitments we make.

We recognize that reconciliation is not linear and not something we can achieve alone. It requires continuous learning, active listening, and genuine partnership. Our intent is to further embed Indigenous relations into our corporate governance, decision making, and organizational culture. This will help us hold ourselves accountable to both Indigenous partners and those we work alongside, ensuring that our commitments yield real, verifiable progress that aligns with community priorities and contributes to economic reconciliation.



**We are honoured to take this next step in our reconciliation journey. We do so with openness, accountability, and a firm commitment to continued progress, working together to help create a future grounded in trust and mutual respect.**



# A message from BDO Canada leaders

**Jordon Brant**  
Chair, Indigenous  
Steering Committee



As a proud member of the Mohawks of the Bay of Quinte, my commitment to reconciliation begins with listening, creating space for Indigenous voices, stories and teachings, and extends to building relationships grounded in respect, reciprocity, and trust. Reconciliation is, at its core, about relationships; and relationships are nourished when we show up with humility, learn continuously, and act accountably.

In my role leading the Indigenous Steering Committee, I see our responsibility at BDO as twofold: to serve in ways that empower our clients today, and to contribute to conditions that set up future generations for success by supporting self determination, cultural continuity, and the honouring of traditions passed down since time immemorial. This means centring Indigenous priorities, engaging with care, and measuring progress transparently so that our commitments translate into tangible and measurable outcomes. These outcomes should be visible in opportunities, partnerships, and progress that make a real difference in the lives of Indigenous Peoples and communities.

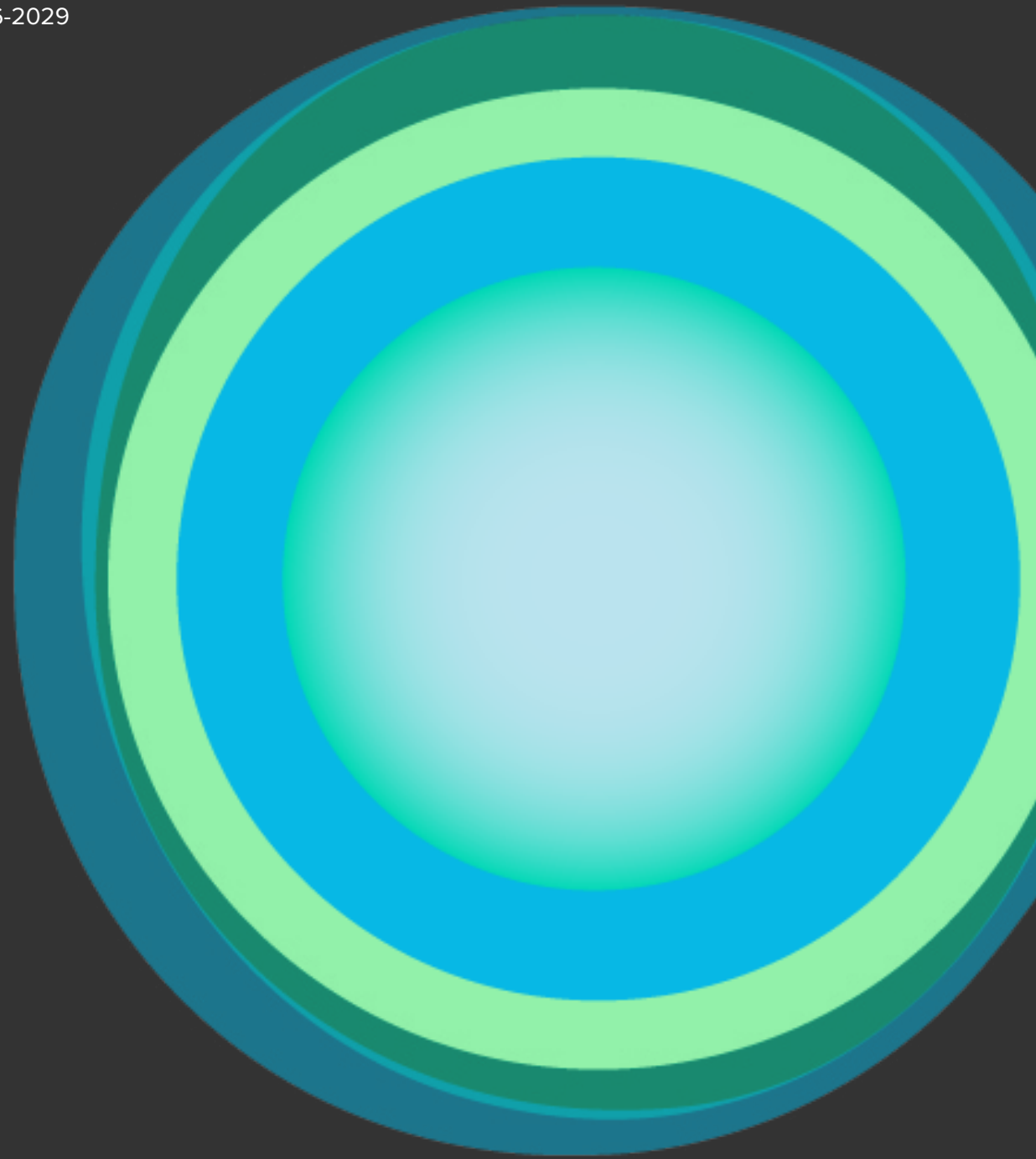


Professionally, I anchor our efforts in the Truth and Reconciliation Commission's Calls to Action, especially Call to Action #92, and the principles of UNDRIP. These frameworks challenge corporate Canada to embed meaningful consultation, equitable participation, and long-term community relationships into how we work. They also set a high bar for accountability—one we embrace through our Reconciliation Action Plan and journey toward PAIR certification with CCIB. This provides a clear structure across leadership actions, employment, business development, and community relationships.

Practically, this shows up in how we learn and how we partner. We prioritize Indigenous-led learning and cultural safety, including training that deepens our firm's awareness and readiness to engage respectfully. We invest in pathways for Indigenous talent and support community-identified priorities, such as bursaries and mentorship that help widen access and opportunity. Looking ahead, we aspire to create procurement opportunities with Indigenous businesses and organizations as a way to build enduring partnerships that strengthen economic sovereignty and foster shared prosperity. This vision is embedded in our Reconciliation Action Plan and will guide us as we strengthen our capacity and relationships to make this vision a reality.

Ultimately, reconciliation for me and for BDO is about how we show up. It is about listening before advising, co-creating rather than prescribing, and choosing actions that strengthen relationships while enabling self-determination. If we stay rooted in humility, act with accountability, and hold ourselves to measures that matter to Indigenous Peoples, our relationships will endure and our commitments will be more than statements. They will be a legacy.





## Section 1: Context and foundation



## BDO's truth and reconciliation guiding principles

We align our truth and reconciliation journey with the calls to action put forth by the [Truth and Reconciliation Commission of Canada](#), which provide important guidance for how the corporate sector can contribute to honouring and commemorating Indigenous rights. We also align our practices with the principles of the [UNDRIP](#). Our approach focuses on respect, accountability, and meaningful engagement.

We have established internal governance structures, including an Indigenous Steering Committee and dedicated Indigenous Peoples pillar leaders, to guide our reconciliation efforts and ensure progress across the firm. We support ongoing education and awareness through cultural learning initiatives, Indigenous-led conversations, and recognition of the National Day for Truth and Reconciliation.

BDO is committed to continue to build respectful, long-term relationships with Indigenous communities and organizations, supporting economic participation through engagement with Indigenous-owned businesses and inclusive procurement practices where feasible. Our people and culture strategy includes a commitment to inclusive recruitment, development, and career advancement opportunities for Indigenous Peoples.

BDO intends to pursue [PAIR certification with the CCIB](#), which demonstrates measurable progress in areas such as leadership actions, Indigenous employment, business development, and community relationships. Certification offers a structured pathway to uphold these principles, while also holding the firm accountable through third-party assessment. This alignment strengthens Indigenous relations and exemplifies corporate responsibility in action.



# Our journey



## 2019

- Developed a strategic approach to truth and reconciliation.

## 2020

- Established Indigenous Peoples Pillar.

## 2021

- Built out Indigenous Peoples Pillar volunteer team.

## 2022

- Indigenous Pillar workshop: Truth and reconciliation and you.
- First annual National Day for Truth and Reconciliation firm-wide webcast.

## 2023

- Learning and awareness at employee level: Indigenous book club, podcast sharing circle, orange shirt design by local Indigenous artist.
- Indigenous history month webcast included Indigenous teachings, panel discussion about BDO Indigenous clients, Inuit throat singers.
- Established Indigenous Steering Committee.
- Development of BDO's truth and reconciliation commitment.
- Executive Leadership Team: Initiation and planning for Indigenous awareness training.

## 2024

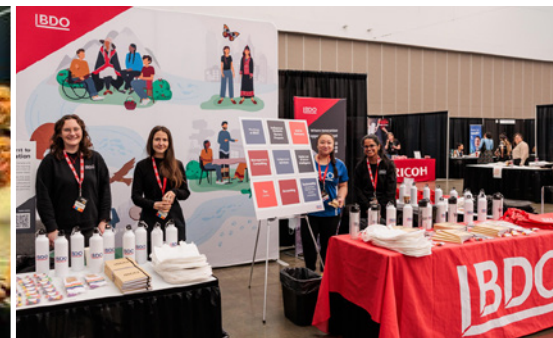
- Senior Leadership Team – Indigenous Cultural Awareness training.
- Inclusion and diversity in our visual narratives.
- BDO's truth and reconciliation commitment statement published.
- Commemoration day to observe National Day for Truth and Reconciliation.
- Collaboration with Indspire.

## 2025

- Launched Indigenous Student Bursary program.
- Continued sponsorship and support with the Soaring Youth Conference presented by Indspire.
- Sponsored the Assembly of First Nations (AFN) National Youth Council.

## 2026

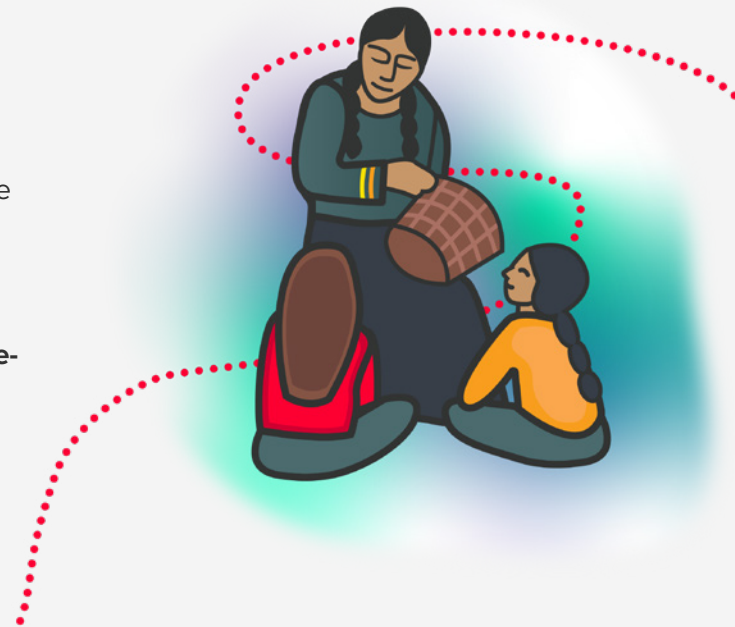
- Expanded Indigenous Student Bursary program to include co-op/internship.
- First cohort of summer students through the Indigenous Student Program.
- Pilot: Indigenous cultural awareness training, focused on teams currently working with Indigenous clients.



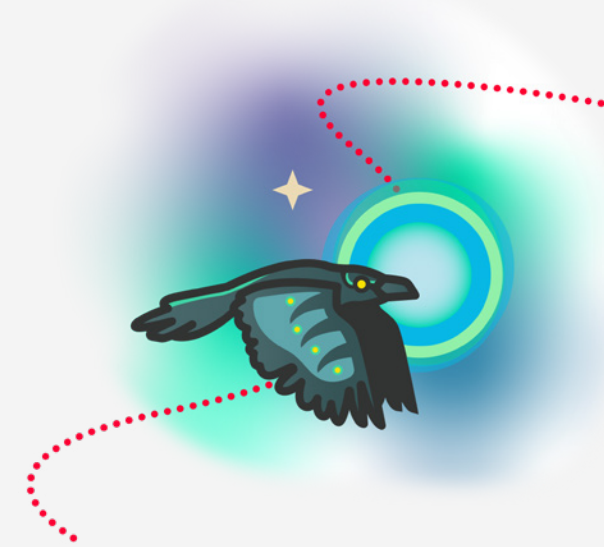
# Approach to developing the Reconciliation Action Plan

BDO's Reconciliation Action Plan was developed through a deliberate, relationship-based process grounded in listening, reflection, and accountability. Recognizing that reconciliation is not a one-size-fits-all journey, we sought to engage meaningfully with diverse voices across the firm and beyond, grounding our actions in both lived experience and credible frameworks.

**This Reconciliation Action Plan covers a three-year period from June 2026 to May 2029.**



**BDO seeks to move beyond isolated initiatives toward a coordinated, enterprise-wide approach that integrates reconciliation into how the firm operates, serves clients, and builds relationships with Indigenous communities and organizations.**



## Engagement and input

To inform the development of this action plan, we undertook a multi-method engagement process that emphasized respect, cultural safety, and openness. This included:

- Interviews and sharing circles with BDO employees, including Indigenous team members and allies, to understand lived experiences, perspectives, and priorities related to reconciliation within the firm.
- Conversations with external Indigenous clients, partners, and collaborators, where appropriate, to gather insights on how BDO shows up as a partner and where opportunities exist to strengthen trust, reciprocity, and impact.
- Written feedback collected through targeted outreach to ensure those unable to participate in live discussions could still contribute their perspectives.
- Review of relevant internal and external documents, including existing policies, prior commitments, engagement learnings, and leading practices from reconciliation action plans developed by peer organizations.

Engagement activities were conducted with care and intention, recognizing the importance of not overburdening Indigenous participants and of creating space for honest reflection. Where appropriate, feedback was synthesized thematically to protect confidentiality while ensuring voices were accurately reflected.

Insights gathered through engagement and document review directly informed identifying priorities, commitments, and actions within this plan. Emphasis was placed on actions that are:

- Practical and measurable, with clear accountability.
- Distinctions-based, recognizing the unique rights, histories, and priorities of First Nations, Inuit, and Métis Peoples.
- Adaptive, allowing for learning and refinement over time as relationships deepen and understanding grows.

This approach reflects BDO's understanding that reconciliation is an ongoing process that requires humility, sustained effort, and a willingness to learn from both successes and challenges.



## BDO's truth and reconciliation framework

This action plan is grounded in BDO's existing truth and reconciliation framework, which identifies three core areas for action: Community; People and Culture; and Indigenous Partnerships and Economic Development. These pillars provide the structural foundation for the plan and ensure continuity between BDO's stated commitments and the actions outlined for the next three years.



### Community

BDO strives to show up with integrity in our relationships with Indigenous Peoples by valuing Indigenous voices, embracing Two-Eyed Seeing, engaging in allyship, and supporting organizational and personal reconciliation journeys at BDO. Our objective is to strengthen relationships with Indigenous communities and our internal culture by living out the principles of UNDRIP and the TRC calls to action, fostering learning for all staff, supporting Indigenous self-determination, and prioritizing inclusive procurement and engagement practices.



### People and culture

BDO is committed to building a workplace where Indigenous peoples are respected, supported, and meaningfully included through inclusive recruitment, career development, mentorship, and ongoing learning for all staff. Our objective is to attract, retain, and support Indigenous talent by creating recruitment pathways, strengthening career development and mentorship opportunities, enhancing retention strategies, and deepening cultural humility across the firm.



### Indigenous partnerships and economic development

BDO continues to connect with an extensive network of Indigenous communities, realigning our service offerings with Indigenous priorities and perspectives, including the National Indigenous Economic Strategy, to help advance economic reconciliation. In doing so, we uphold the principle of free, prior, and informed consent (FPIC) to ensure interactions are respectful, collaborative, and community-led. Our objective is to support Indigenous community capacity and economic development through values-based connections and proactive outreach that foster sustainable growth, contributing meaningfully to reconciliation and shared prosperity.

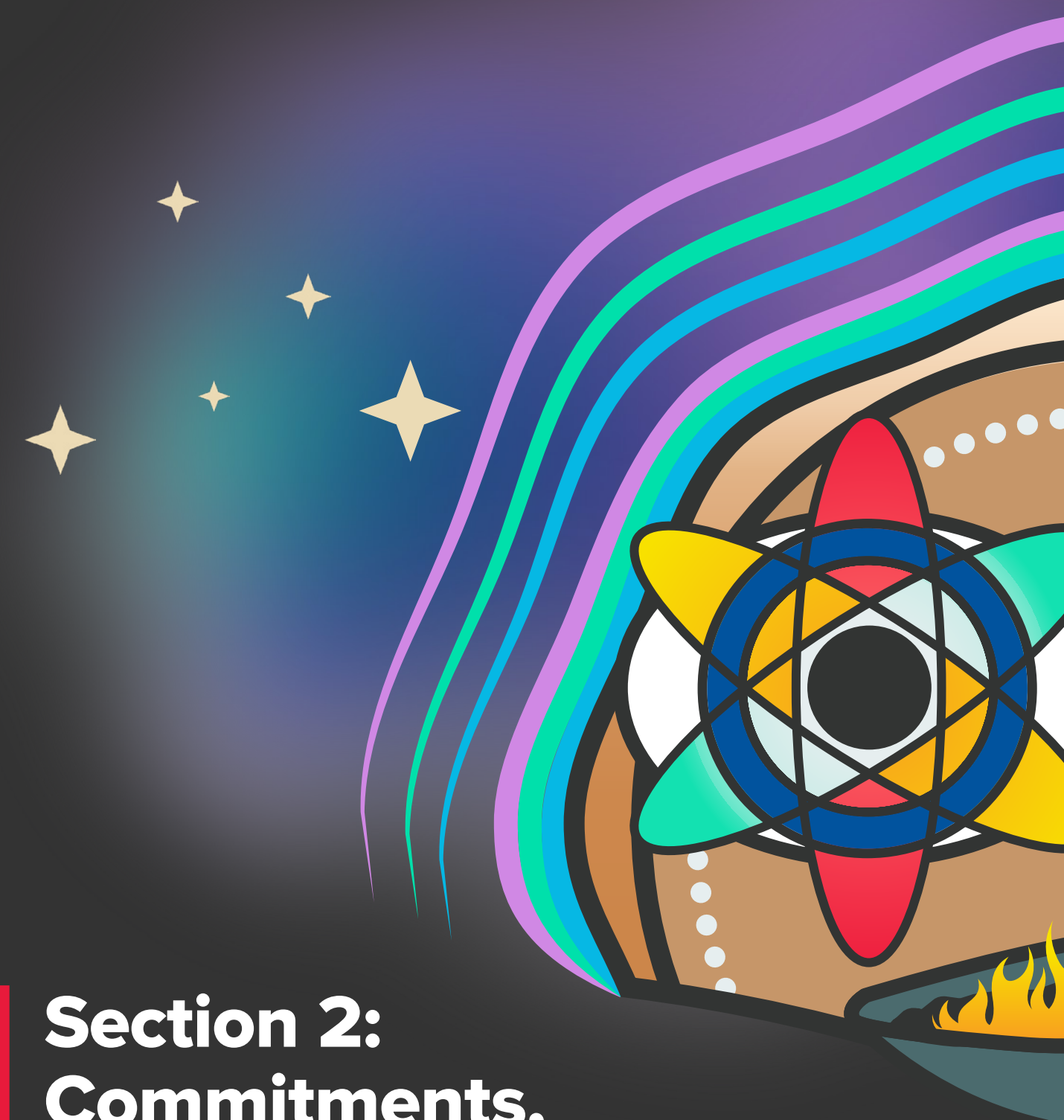
## Roles and responsibilities

Making meaningful progress on reconciliation requires clear accountability, defined roles, and shared responsibility across the firm. BDO's Reconciliation Action Plan is supported by various teams throughout the firm, bringing together leadership, subject-matter experts, and operational oversight to ensure commitments are implemented, progress is tracked, and actions deliver real outcomes.

The roles outlined below demonstrate how reconciliation responsibilities are embedded across the organization.

Role	Description
<b>Sustainability team</b>	Integrates reconciliation commitments within the firm's environmental, social, and governance framework, supporting measurement, reporting, and accountability.
<b>Human Resources</b>	Leads people-related strategies, policies, and practices that support reconciliation, workforce inclusion, and alignment with commitments.
<b>Human Resources Analytics</b>	Collects and analyzes workforce data to support tracking, reporting, and continuous improvement related to reconciliation objectives.
<b>Indigenous Markets Leadership team</b>	Provides strategic direction for Indigenous market engagement, client relationships, and economic reconciliation initiatives across the firm.
<b>Indigenous Pillar</b>	Guides Indigenous-specific priorities within the firm's broader diversity, equity, inclusion and accessibility (DEIA) strategy, supporting initiatives, partnerships, and alignment.
<b>Indigenous Pillar Co-Leads</b>	Leads the development and implementation of Indigenous-focused initiatives and coordinates efforts across teams and functions.

Role	Description
<b>Indigenous Steering Committee</b>	Provides guidance and oversight of the firm’s reconciliation commitments, ensuring accountability, alignment with Indigenous perspectives, and measurement of progress against the Reconciliation Action Plan.
<b>Learning and Development</b>	Delivers employee learning programs that build cultural awareness, deepen understanding of Indigenous histories, and strengthen readiness to engage respectfully.
<b>Local Office Leaders</b>	Support local implementation of reconciliation initiatives and foster relationships with Indigenous clients at the local and regional levels.
<b>Marketing and Communications</b>	Collaborates with the Indigenous Pillar and the Indigenous Steering Committee to communicate reconciliation commitments, initiatives and progress clearly, respectfully, and accurately.
<b>National Diversity, Equity, Inclusion and Accessibility (NDEIA) network</b>	Aligns reconciliation initiatives with broader DEIA efforts and supports collaboration across other pillars, including Pride at BDO, Women, Racialized Groups, and People with Disabilities.
<b>People and Culture Executive Sponsor</b>	Provides executive sponsorship and leadership support for reconciliation initiatives related to people and culture.
<b>Risk Management</b>	Helps ensure actions are implemented responsibly by advising on confidentiality, contracting, communications, and other compliance and operational considerations.
<b>Service Line Leaders</b>	Embed reconciliation commitments into service delivery, client engagement, and business practices within their respective service lines.
<b>Talent Acquisition</b>	Leads recruitment and outreach strategies that support Indigenous talent pathways and equitable access to employment opportunities.



## Section 2: Commitments, actions, and three-year roadmap



# Community



## Message from our Indigenous Pillar Co-Lead

My commitment to reconciliation is both personal and professional. I am a member of the Attawapiskat First Nation, located in Treaty 9 / James Bay Treaty Territory in Northern Ontario, and I spent my early years living in a predominantly Indigenous community. While my roots are in the North, I now live and work in the Greater Toronto Area, based out of BDO's Markham office, on the traditional territory of the Mississaugas of the Credit, the Anishinaabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples, and home to many First Nations, Inuit, and Métis peoples today.

For me, reconciliation means giving back to my own community and to other Indigenous communities across Canada. I see my responsibility as helping to create pathways for opportunity, representation, and long-term prosperity, while ensuring Indigenous voices are heard. Giving back is not only about supporting community initiatives. It is also about using my position within the firm to influence systems, remove barriers, and strengthen relationships built on trust and accountability.

Reconciliation matters because BDO is a Canadian firm, and businesses have a responsibility to advance truth and reconciliation. This includes moving beyond awareness and education toward meaningful consultation, equitable access to opportunity, and informed decision-making.

This work also matters because reconciliation is fundamentally about relationships. BDO works with Indigenous clients and communities across the country, and there is significant opportunity to deepen those relationships over time. Indigenous communities are looking for consistency, accountability, and long-term commitment, not one-time engagements. Demonstrating trust requires follow-through and sustained action.

BDO's Reconciliation Action Plan and our journey toward PAIR certification through the CCIB provide a clear framework for this work. Together, they help us assess where we are, identify gaps, and strengthen our impact in the areas of employment, business development, community relationships, and governance. As we move forward, the focus must be on doing the right things consistently, collectively, and sustainably to create lasting impact for Indigenous peoples and communities.

**Representation matters. When Indigenous employees see themselves reflected within an organization, it builds trust, belonging, and confidence that they can thrive and advance. Externally, representation signals to Indigenous clients and communities that their perspectives are valued and respected.**

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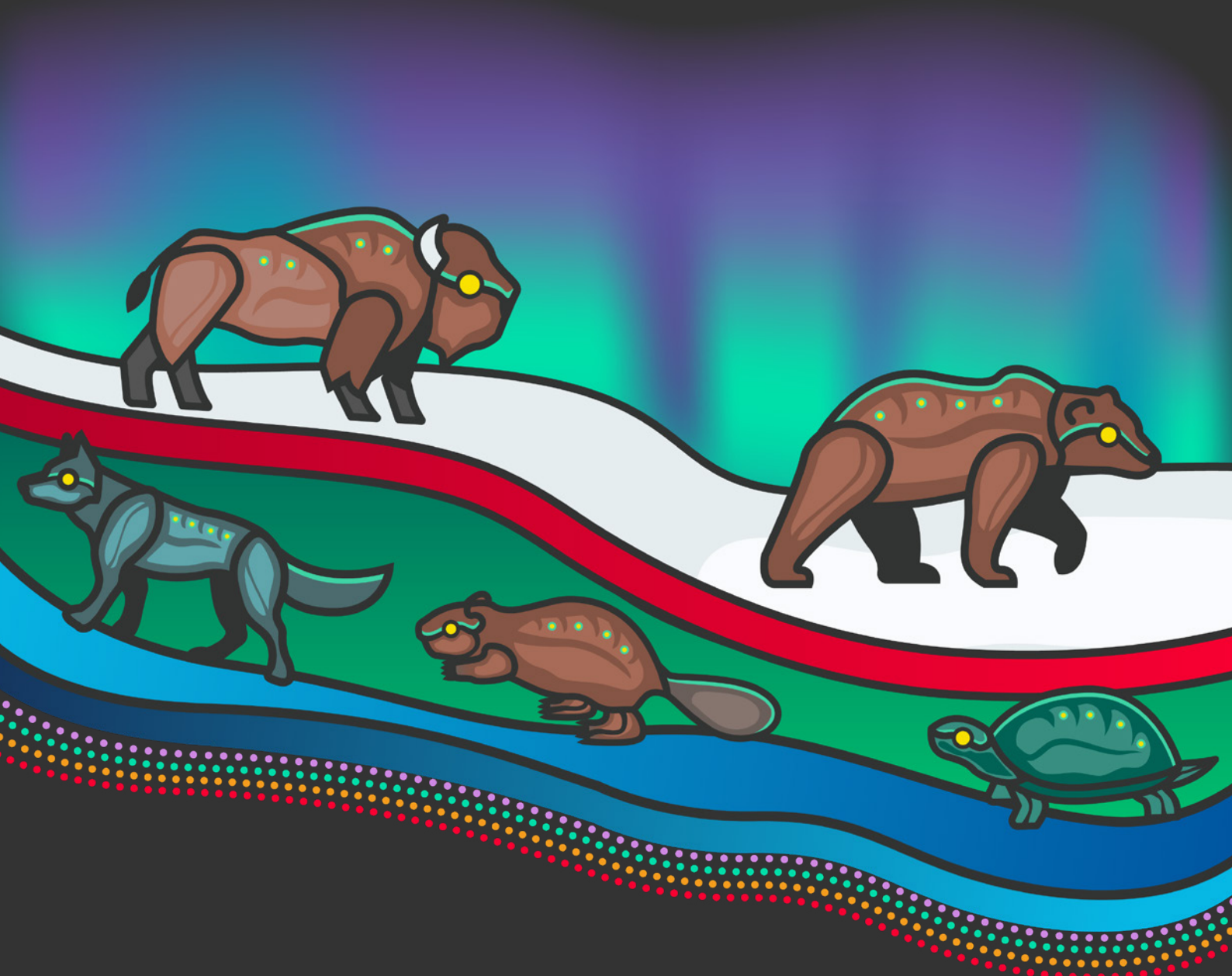
### Beverly Warnar

National Diversity, Equity, Inclusion and Accessibility  
Council Member and Co-Lead, Indigenous Pillar



## Overview of framework area

BDO strives to show up with integrity in our relationships with Indigenous Peoples by valuing Indigenous voices, embracing Two-Eyed Seeing, engaging in allyship, and supporting organizational and personal reconciliation journeys. Our objective is to strengthen relationships with Indigenous communities and our internal culture by living out the principles of the UNDRIP and the TRC calls to action. We aim to foster learning for all staff, support Indigenous self-determination, and prioritize inclusive procurement and engagement practices.



## Three-year commitments and action plan

**Commitment:** Build cultural competency, cultural humility, and active allyship across the firm through progressive learning, leadership development, and support for personal and organizational reconciliation journeys.

Actions	Timeframe <sup>1</sup>	Responsibility	Alignment
Deliver a phased Indigenous cultural awareness training program, starting with teams working directly with Indigenous communities and expanding firm wide.	2026 – 2029	Learning and Development; Indigenous Steering Committee	UNDRIP Articles #15, 18, 31
Prioritize reconciliation learning for senior leaders to strengthen accountability and cultural humility across the firm, and to support allyship and responsibility among non-Indigenous leaders.	2026		
Require distinctions-based Indigenous data governance training for staff working on Indigenous-related engagements, including OCAP® for First Nations engagements and Inuit- and Métis-specific guidance where applicable.	2026 – 2027	Indigenous Markets Leadership team	
Encourage local offices to engage with Indigenous communities through activities such as volunteering, participation in cultural events, and sponsorships.	2026 – 2029	Indigenous Pillar; Local Office Leaders	
Establish or leverage existing channels to share stories of impactful partnerships and reconciliation efforts (both internally and externally), supported by Indigenous partner-informed permissions and protocols.	2026 – 2029	Indigenous Steering Committee; Marketing and Communications	

<sup>1</sup>Timeframes reflect the plan period (June 2026–May 2029). 2026 refers to June–December 2026 and 2029 refers to January–May 2029.

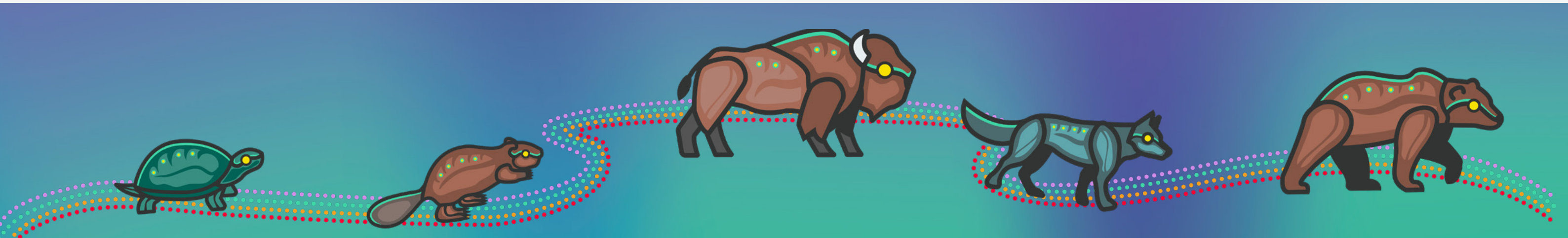


**Commitment:** Strengthen BDO’s relationships with Indigenous Peoples by embedding Indigenous guidance and Two-Eyed Seeing in how we listen, learn, and show up in community.

Actions	Timeframe <sup>1</sup>	Responsibility	Alignment
Establish an Indigenous Advisory Circle to provide continued guidance on community engagement, cultural protocols, and reconciliation efforts.	2026 – 2027	Indigenous Steering Committee	UNDRIP Articles #18, 19
Develop and implement an Indigenous Relations Policy that sets expectations for respectful engagement, leadership responsibilities, and relationship accountability.	2026 – 2028	Indigenous Steering Committee; Risk Management	
Apply BDO’s Indigenous Relations Policy and Indigenous engagement standards (developed under Indigenous Partnerships and Economic Development framework area) to community relationships, sponsorships, and events, informed by the Advisory Circle.	2026 – 2029	Indigenous Markets Leadership team; Indigenous Steering Committee	

**Commitment:** Advance community connection and shared prosperity through partnerships, sponsorships, and strengthened relationships with Indigenous suppliers.

Actions	Timeframe <sup>1</sup>	Responsibility	Alignment
Formalize and strengthen community partnerships and sponsorships aligned with Indigenous partner priorities (e.g., Assembly of First Nations National Youth Council, Indspire).	2026 – 2029	Indigenous Steering Committee	UNDRIP Articles #20, 21, 23
Develop and implement an inclusive procurement strategy to enhance and expand relationships with Indigenous suppliers and subcontractors (see also in Indigenous Partnerships & Economic Development Framework Area).		Indigenous Markets Leadership team; Sustainability team	
Establish a process to track, where appropriate, relationships with Indigenous-owned suppliers, subcontractors, and business partners, including related expenses over time, to support inclusive procurement accountability.			





## People and culture



### Message from our Indigenous Pillar Co-Lead

Reconciliation is an ongoing commitment that requires intention, humility, and action. For me, it begins with recognizing the lasting impacts of colonial systems and the responsibility organizations like BDO have to contribute to meaningful change through how we operate, advise, and engage.

My understanding of reconciliation is also informed by my own Métis heritage. This connection has deepened my awareness of how history, identity, and systems continue to shape lived experience today, and it reinforces the importance of approaching this work with care, respect, and openness. While my professional responsibilities require objectivity and rigour, they are guided by an appreciation for the distinct histories, rights, and perspectives of Indigenous Peoples, including the Métis Nation.

Professionally, I see BDO's role as creating space for respectful engagement and using our expertise to support Indigenous-led priorities in a way that is practical, informed, and grounded in trust. This requires more than technical knowledge. It calls for listening, curiosity, and an awareness of how history and systems continue to shape present-day outcomes. In my work, I am increasingly mindful of the importance of understanding Indigenous perspectives and rights, and ensuring our advice and decisions are informed by that context.

On a personal level, my commitment to reconciliation shapes how I seek to learn, how I listen, and how I approach my role. That includes challenging assumptions, being open to uncomfortable conversations, and recognizing where I have more to learn. I also believe reconciliation requires accountability, including a willingness to pause, reflect, and adjust our approach as our understanding deepens.

As BDO continues its journey toward PAIR certification, I see this as an opportunity to strengthen relationships and demonstrate consistency through action. Meaningful reconciliation is built over time, and I am committed to contributing to that work with respect, humility, and intention.

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#### Tara Hawes

National Diversity, Equity, Inclusion and Accessibility  
Council Member and Co-Lead, Indigenous Pillar



## Overview of framework area

BDO is committed to building a workplace where Indigenous Peoples are respected, supported, and meaningfully included through inclusive recruitment, career development, mentorship, and ongoing learning for all staff. Our objective is to attract, retain, and support Indigenous talent through intentional recruitment pathways, stronger career development, and expanded mentorship opportunities. We're also committed to enhancing retention strategies and deepening our cultural humility and competency across the firm.

## Three-year commitments and action plan

**Commitment:** Build firm-wide Indigenous talent pathways that strengthen recruitment, onboarding, mentorship, and career development.

Actions	Timeframe <sup>1</sup>	Responsibility	Alignment
Expand Indigenous Student Bursary program firm-wide, including structured mentorship.	2026 – 2027	Talent Acquisition	UNDRIP Articles #21, 22
Build relationships with Indigenous-led education and talent organizations to strengthen recruitment pipelines.	2026 – 2028		
Build People Leader capability through mandatory training to support Indigenous employee success.	2026 – 2029	Learning and Development	
Assess barriers and provide targeted supports for both early-career and experienced Indigenous professionals to enable continuous professional development.	2026 – 2029	Human Resources; Learning and Development	

<sup>1</sup>Timeframes reflect the plan period (June 2026–May 2029). 2026 refers to June–December 2026 and 2029 refers to January–May 2029.

**Commitment:** Create a culturally safe workplace where Indigenous employees are supported through relevant benefits, flexibility, and access to cultural and wellness supports.

Actions	Timeframe <sup>1</sup>	Responsibility	Alignment
Develop and implement cultural leave guidance (e.g., policy) to recognize and accommodate Indigenous cultural obligations.	2026 – 2027	Human Resources	UNDRIP Articles #11, 12, 15, 21
Review and strengthen flexibility practices to better support Indigenous employees.			
Implement culturally relevant supports, such as access to Elders and Knowledge Keepers, culturally appropriate wellness resources, and spaces for cultural practices.	2026 – 2028	Human Resources; Indigenous Steering Committee	

**Commitment:** Establish dedicated leadership, internal governance, and measurable reporting practices to enable continuous improvement.

Actions	Timeframe <sup>1</sup>	Responsibility	Alignment
Appoint or hire a dedicated role to lead and coordinate BDO's Truth and Reconciliation Program.	2026 – 2028	People and Culture Executive Sponsor	UNDRIP Articles #18, 19
Improve voluntary self-identification processes and data governance to appropriately and safely track Indigenous employee representation, recruitment, retention, and advancement.	2027 – 2028	Human Resources Analytics; Indigenous Pillar	
Strengthen the Indigenous Pillar network with clear roles, expanded membership, and sustainable supports to avoid overburdening Indigenous staff.	2026 – 2027	National Diversity, Equity, Inclusion and Accessibility (NDEIA) network; Indigenous Pillar Co-Leads	



# Indigenous partnerships and economic development



## Message from our Director of Indigenous Markets

My commitment to reconciliation is grounded in more than forty years of working alongside Indigenous communities across Canada. As Director of Indigenous Markets at BDO, with a practice entirely focused on Indigenous clients, I have seen firsthand both the systemic barriers that continue to limit opportunity and the extraordinary strength, leadership, and potential within Indigenous Nations and organizations.

I approach this work as an ally and a partner, guided by community voices, grounded in respect, and committed to advancing economic prosperity in ways that honour sovereignty and

support Nation-building. My role is not to lead on behalf of Indigenous Peoples, but to leverage my experience to remove barriers, open doors, and contribute to shared outcomes that prioritize mutual benefit and long term, community-defined success.

BDO's Reconciliation Action Plan reflects a commitment to doing this work responsibly and accountably. It challenges us to measure success not by activity, but through impact, specifically whether our work contributes to stronger communities, sustainable economic development, and intergenerational opportunity.

Reconciliation, in practice, is about showing up consistently, listening deeply, and using our expertise to help remove barriers and create pathways to prosperity. I am proud to support this plan and committed to ensuring it translates into meaningful, lasting change for the Indigenous communities we serve.

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**Brian Callander**

Partner, Assurance



## Overview of framework area

BDO continues to connect with an extensive network of Indigenous communities, realigning our service offerings with Indigenous priorities and perspectives, including the National Indigenous Economic Strategy, to help advance economic reconciliation. In doing so, we uphold the principle of free, prior, and informed consent (FPIC) to ensure interactions are respectful, collaborative, and community led. Our objective is to support Indigenous community capacity and economic development through values-based connections and proactive outreach that promotes sustainable growth and reconciliation.

## Three-year commitments and action plan

**Commitment:** Develop and implement a clear, distinctions-based Indigenous market strategy that strengthens BDO’s visibility, representation, and leadership in Indigenous markets, grounded in Indigenous priorities and perspectives.

Actions	Timeframe <sup>1</sup>	Responsibility	Alignment
Develop a distinctions-based Indigenous market strategy informed by Indigenous priorities, including the National Indigenous Economic Strategy.	2026 – 2027	Indigenous Markets Leadership team; Indigenous Steering Committee	UNDRIP Articles #18, 23
Establish a national governance approach to support coordinated Indigenous market development.			
Attend Indigenous-led economic forums and network to enhance BDO’s visibility, build relationships with Indigenous partners, and learn directly from communities.	2026 – 2029	Indigenous Markets Leadership team; Marketing and Communications	

<sup>1</sup>Timeframes reflect the plan period (June 2026–May 2029). 2026 refers to June–December 2026 and 2029 refers to January–May 2029.

**Commitment:** Align and integrate BDO’s Indigenous service offerings across practices to better reflect Indigenous community-defined economic development and capacity priorities. This is supported by consistent approaches and shared standards across national and local delivery.

Actions	Timeframe <sup>1</sup>	Responsibility	Alignment
Map and assess existing Indigenous-related services and engagements across practices.	2026	Indigenous Markets Leadership team	UNDRIP Articles #18, 19
Develop shared Indigenous engagement standards and service delivery guidance.	2026 – 2027	Indigenous Markets Leadership team	
Establish mechanisms for cross-practice knowledge sharing on Indigenous engagements.	2027 – 2028	Service Line Leaders	

**Commitment:** Strengthen Indigenous community capacity through advisory support, knowledge sharing, and partnerships that contribute to long-term economic sustainability.

Actions	Timeframe <sup>1</sup>	Responsibility	Alignment
Embed capacity development considerations into Indigenous-related advisory engagements.	2026 – 2029	Indigenous Markets Leadership team; Service Line Leaders	UNDRIP Articles #19, 20, 21, 23
Support Indigenous-led economic and capacity building initiatives through advisory services, pro bono services, and mentorship programs aligned with community priorities.			

**Commitment:** Establish mechanisms to regularly seek, reflect, and act on feedback from Indigenous clients, partners, and communities.

Actions	Timeframe <sup>1</sup>	Responsibility	Alignment
Design and implement a culturally appropriate Indigenous client and partner feedback approach.	2026 – 2028	Indigenous Markets Leadership team	UNDRIP Articles #18, 19
Use feedback to inform service improvements.			

**Commitment:** Advance equitable economic participation by strengthening partnerships with Indigenous-owned businesses and pursuing recognized Indigenous economic reconciliation standards.

Actions	Timeframe <sup>1</sup>	Responsibility	Alignment
Advance towards CCIB PAIR certification.	2026 – 2028	Indigenous Steering Committee	UNDRIP Articles #20, 23
Develop and implement an inclusive procurement strategy that further enhances and increases relationships with Indigenous suppliers and subcontractors (see also in Community Framework Area).	2026 – 2029	Indigenous Markets Leadership team; Sustainability team	





## Section 3: Governance and accountability

Our reconciliation efforts will be guided and overseen by BDO's Indigenous Steering Committee, comprised of Indigenous and non-Indigenous leaders. These leaders play an active role in building and strengthening relationships with Indigenous partners, organizations, and communities. The Steering Committee provides strategic direction, supports alignment across the firm, and will play a key role in monitoring progress against this Reconciliation Action Plan.

Accountability for implementation is further supported by BDO's Executive Leadership Team (ELT), which provides executive sponsorship, ensures appropriate resourcing, and reinforces expectations for delivery across all areas of the firm.

In addition, BDO's Indigenous Pillar, as part of the National Diversity, Equity, Inclusion, and Accessibility Council, provides ongoing guidance, advocacy, and lived experience insights to inform implementation. The Indigenous Pillar helps ensure Indigenous employee perspectives are meaningfully reflected in decision-making and that progress is grounded in cultural humility and continuous learning.

This Reconciliation Action Plan also includes the establishment of an Indigenous Advisory Circle to provide continued guidance on community engagement, cultural protocols, and reconciliation efforts.

**The Indigenous Advisory Circle will help strengthen accountability by bringing additional Indigenous perspectives into how we implement, learn from, and evolve this work over time.**

## Measurement and reporting

BDO is committed to transparent and ongoing accountability for the commitments and actions outlined in this Reconciliation Action Plan. Recognizing reconciliation as an ongoing journey, we will track progress, report annually, and update this plan as priorities evolve based on input from Indigenous partners, clients, and employees.

BDO will publish an annual progress report that summarizes the actions advanced during the year and highlight key outcomes and learnings. These updates will report on progress against each commitment and include qualitative and quantitative indicators where appropriate.

BDO will maintain internal quarterly reporting on actions and milestones to support consistent implementation. Quarterly reporting will help identify progress, barriers, and emerging priorities early, enabling timely course-correction and resourcing decisions. Updates will be reviewed through established governance structures to support firm-wide accountability and coordination.

As actions are completed, new actions may be introduced, timelines may be adjusted, and measures may be refined to reflect what we learn through implementation and engagement. BDO commits to reflect substantive updates in future reporting and plan revisions.



**Reconciliation  
Action Plan**  
2026-2029

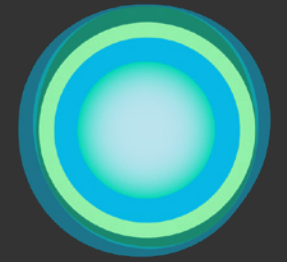
# Our journey continues

Our journey toward reconciliation is ongoing. This Reconciliation Action Plan is a commitment to sustained learning, relationship-building, and accountable action over time. We recognize that reconciliation requires humility and continuous reflection, and that our priorities and approaches must remain responsive to what we hear from Indigenous partners, clients, and employees. As we implement this plan, we will continue to learn, measure progress, and adapt our approach to strengthen Indigenous partnerships, advance economic development, foster inclusive people and culture practices, and deepen community relationships.

## Acknowledgements

BDO gratefully acknowledges the employees, clients, and partners who shared their time, knowledge, and experiences to support the development of this Reconciliation Action Plan. Their insights and guidance were essential in shaping a plan that is grounded in lived experience and informed by Indigenous perspectives.

We also recognize the internal project team and leadership sponsors who advanced this work, supported engagement efforts, and committed to translating what was heard into meaningful action. This plan reflects a collective effort, and its success will depend on continued collaboration, accountability, and shared responsibility across the firm.



Thank you for taking the time to review our Reconciliation Action Plan. If you have any questions, please contact us.

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