

RBC Career Launch™ Program

2014 – 2015 Annual Report

Collaboration
Professional development
Community giving
Social connectivity
Transition from school to work
Teamwork
Breaking the “no experience, no job” cycle

Relationships
Corporate citizenship
Career development
21st century skills
Inspiration
Building networks
learning
Problem-solving skills
Feedback
Serving clients

Innovative technology
Guidance
Hands-on learning
Coaching
Virtual
Mentorship



A message from Zabeen Hirji

One of Canada's greatest resources is our youth, and when our young people achieve career success, they in turn contribute to the prosperity of our society and economy.



RBC's commitment to the communities in which we work and live is expressed in part through the RBC Kids Pledge – our five-year, \$100-million commitment to improve the emotional, physical and intellectual health of one million children and youth. The RBC Career Launch Program is part of this Pledge.

This report highlights the success of the program's inaugural year and the year-long journey of our Career Launch Associates.

You will read how our Associates embraced this opportunity and found unique ways to make the program their own. They've told us their journey was fulfilling both professionally and personally and that they have developed the skills, the confidence and the network to pursue their chosen career path with greater success.

At our branches, the Associates learned the fundamentals of excellent client service and branch banking as well as many foundational 21st century skills, including critical thinking, communications and collaboration. They also found ways to get involved in RBC's many corporate citizenship initiatives, such as Blue Water Day and Run for the Kids.

I know many of our Associates found satisfaction in making a difference while working at a charitable organization for their second rotation. They also learned how the different roles at these charities contribute to having an impact in our communities.

It's good to see how this program has helped enable the success of these young people and harness their passion, talents and optimism. This is one step in the journey to break the 'no experience, no job' cycle for many young Canadians.

In closing, I extend warm congratulations to all of the Associates who completed this unique experience with RBC. I hope that it was a valuable and successful journey for you. I know it was for us. And we also learned from your fresh ways of thinking.

My confidence in the future of Canada's young people continues to grow and I'm glad to see that it's shared by so many – including our own employees, our community partners, all levels of government and, above all, Canada's youth.

Thank you to all those who helped make our first year a success.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Z Hirji', written in a cursive style.

Zabeen Hirji
Chief Human Resources Officer, RBC

Meet the 2014 RBC Career Launch Associates

The program is open to recent college and university graduates, age 24 or younger, from any educational discipline. No finance degree is required because Career Launch is not about developing a team of young bankers, it's about providing a first career experience to a broad group of young graduates.



PARTICIPATING CITIES

13 participating cities* in 4 provinces across Canada



CLASS OVERVIEW



98

Associates started on January 27, 2014



51%

Visible minority



52%

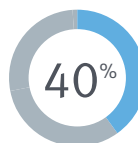
Men



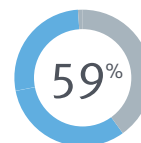
48%

Women

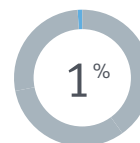
AREAS OF STUDY



Liberal Arts & Science

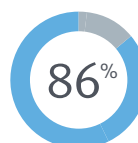


Business & Commerce

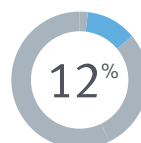


Engineering

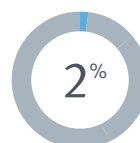
EDUCATION LEVEL



Bachelor's degree

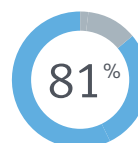


Master's degree

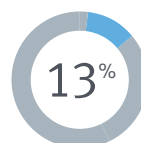


Diploma

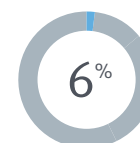
GRADUATION YEAR



2013



2012



2011

* Participating cities are selected based on a set of criteria, including the youth unemployment rate and the ability to offer corporate head office experience within RBC.

Breaking the no experience, no job cycle

An increasing number of young people are having difficulty entering the workforce and establishing themselves in sustainable careers. At the time when the program was developed in 2013, the rate of unemployment among youth with college and university education was 13.2%.

BARRIERS TO STARTING A CAREER

Recent graduates across Canada told us that making the transition from school to work presents many challenges.



77%
of recent graduates cite a lack of connections as a barrier



79%
believe the economy, lack of jobs and/or too many applicants pose barriers



1 in 3
college/university grads* report that landing a first job post graduation took longer than expected

* Graduated within the past five years.



73%
of graduates say a lack of job experience is a barrier



2 in 5
who graduated within the last year are still looking for a job



Nearly half
of recent graduates indicated that applicable job experience helped

DESIGNED WITH YOUTH IN MIND

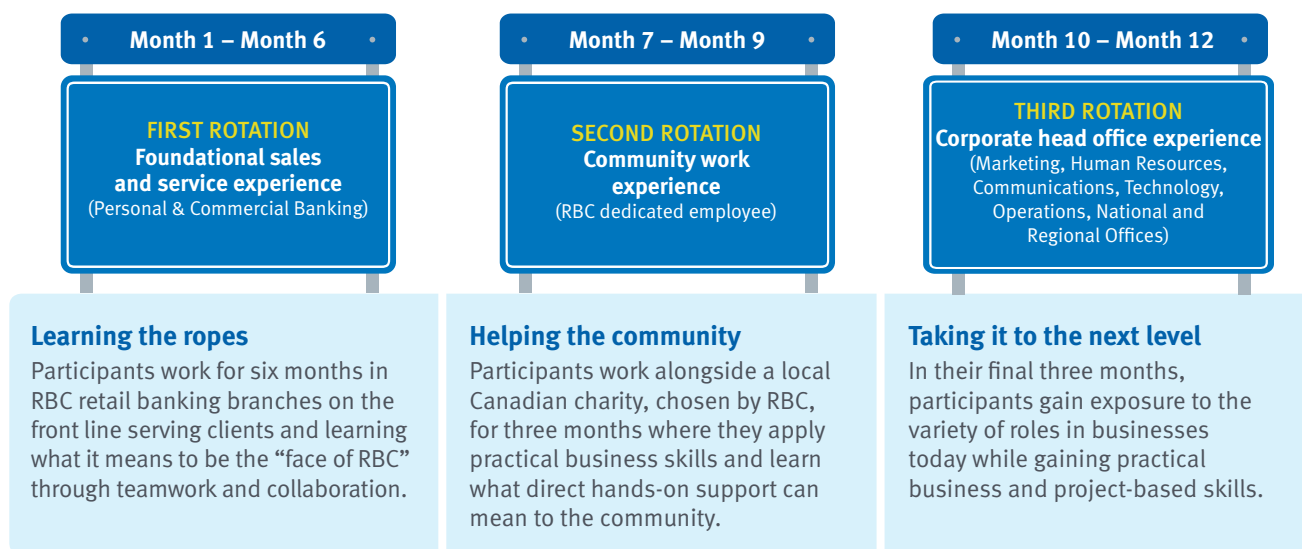
We wanted to design a program that addresses issues facing youth today such as the lack of work experience, difficulties in making connections and building networks, and challenges in acquiring the soft skills relevant for today's work environment.

The RBC Career Launch Program provides a first career experience through a unique one-year paid internship to help recent college and university graduates in Canada transition from education to employment. It combines practical hands-on business and community experience with learning, mentorship and professional networking opportunities. The program is part of RBC's five-year, \$100 million Kids Pledge, a commitment to support a wide range of programs for developing well-rounded kids and youth in Canada and setting them up for life-long success.

One year of experience — a lifetime of benefits

The program helps solve the education-to-employment challenge in three ways. It equips participants with 21st century skills such as collaboration, communication and critical thinking through work experience, learning and development, dedicated mentorship and support. It provides them with access to a network of seasoned, influential professionals and the opportunity to build relationships with them. It also gives the participants exposure to and hands-on experience within banking, the charitable sector, as well as working in a large, corporate setting. Through the program, participants are able to gain meaningful, comprehensive experience, hone their ability to make career decisions and make themselves more attractive to future employers.

A unique aspect of the program is the paid community experience where participants build professional skills while giving back to local charities. This is a winning combination for the charity, community and participants by sharing skills and broadening networks.



Participants benefit from dedicated support, networking opportunities and innovative professional development to help set them up for future success ▶



5 dedicated partners

A program manager, local manager, trainer, in-branch buddy and assigned mentor help each Associate navigate their internship.



30 hours of mentoring

Access to a network and the ability to build relationships with seasoned and influential professionals.



The equivalent of 42 days of professional development

Starts with a two-day onboarding session, followed by a robust curriculum that builds 21st century skills, inspires innovation and exposes participants to how large organizations work.



Technology-enabled learning

Participants leverage RBC social media to enable peer-to-peer learning, and experience innovative development opportunities such as simulation-based team learning aimed at helping participants solve practical real-life business problems.



Innovation challenge

The Next Great Social Innovator Challenge is a unique opportunity for Associates to develop new business ideas that have the potential to solve social and environmental issues.

Meeting youth where they are

The recruitment marketing campaign focused primarily on the social media channels that young people use, such as Twitter, Facebook, YouTube and LinkedIn. These channels and our partnership with TalentEgg — a popular job site and online career resource for students and graduates — drove interest to the Career Launch website on rbc.com/careerlaunch, where candidates could easily apply for the program.

SOURCING CANDIDATES SOLELY THROUGH SOCIAL MEDIA

Our social media recruitment campaign resonated with college and university graduates, and achieved strong results. The program received nearly 5,000 applications for 100 positions in two weeks.* The high demand signalled that young people are seeking opportunities that provide them with a meaningful first career experience.



The Career Launch website profiled current RBC employees who are recent graduates. They lent their voice and enthusiasm to the YouTube video we developed called “Ask a Grad: What’s it Like Working for RBC?” Using new technology, the website also showcased a live, moderated chat with interested candidates that allowed for a lively and robust discussion among candidates and program leads.

rbc.com/careerlaunch

64,000 visits
to the RBC Career
Launch website

1,000+ views
of the Career
Launch video

Twitter + Facebook

569,405 total
social impressions
#RBCCareerLaunch

LIVE chats

600+ participants
(2x expected traffic!)

TalentEgg

33,000+ visits to
the Career Launch
Program tab

Application results

4,888 applications
for 100 positions in
2 weeks

* Individuals could apply to one or more of the 13 participating cities if they were able to live and work in that city. The 4,888 applications figure consists of the total applications received for all cities.

OUR INNOVATIVE RECRUITMENT PROCESS MEETS YOUTH WHERE THEY ARE

No formal resume or work experience required! We looked for a broad group of young graduates from any educational discipline.



Application form ▼

Candidates filled out an application and submitted a 500-word essay on the following topic: Finding meaningful first work experience remains a challenge for many youth across Canada. What solutions would you propose to help more youth gain the experience they need to accelerate their careers?



Selection process ▼

To make the process fair and democratic, a random selection process was made to narrow the large pool of candidates. Upon a review of applications and academic credentials, successful candidates were granted an interview.



Webcam interviews ▼

Interviews were conducted through online web-cam technology enabling candidates to use their mobile device of choice.



In-person group interview ▼

Short-listed candidates engaged in a series of group-based activities that involved problem-solving, collaborating, impacting and influencing.



Panel review ▼

Panel members consisting of RBC leaders, program leads and representation from the charitable sector observed and assessed short-listed candidates and selected the 100 Career Launch Associates.

Our first-year results

Of the 92 Associates who completed the program, 87% secured meaningful employment

in various roles including client-facing, administrative, analytical and consulting roles, among others, in both the private and public sectors.* Post-program employment statistics are being tracked through the Career Launch Alumni group on LinkedIn.

RESULTS AND LESSONS LEARNED

ASSOCIATE FEEDBACK

87%

were satisfied with the program learning, networking and skill building.

87%

would recommend the program to other college and university graduates.

100%

were satisfied with the effectiveness of the onboarding experience.

EMPLOYEE OPINION SURVEY RESULTS

100%

said the RBC experience met or exceeded their expectations.

100%

are proud to be part of RBC.

97%

would stay on with RBC.

Total Favourable Responses

PEER-TO-PEER LEARNING & NETWORKING

89,000+

views were generated on the RBC virtual social collaboration platform.

53%

participation rate within the platform the Associates use to collaborate, solve problems and share learnings. This rate exceeds the industry benchmark of 9%.

MANAGER-MENTOR FEEDBACK

92%

of local managers would recommend the program.

91%

of local managers were satisfied with the program.

92%

of NextGen mentors would participate again. Mentors told us that the opportunity to support an Associate resulted in a reciprocal mentoring experience for them.

CHARITABLE ENGAGEMENT

96%

would recommend the program to other charitable organizations.

94%

of participating charities were satisfied with the program and would participate again.

83%

valued the Associate's contribution to the charitable organization.

This program is an ideal example of how dedicating employees to our charitable partners provides them with real world experience that helps them further develop their professional skills in unique environments.

EXTERNAL RBC PROFILE

Winner

of the 2014 Canadian HR Award for Best HR Strategic Plan

51

articles addressing youth employment issues mentioned RBC Career Launch as a program helping employment transition.

4

Speaking Engagements:

invitation from The House of Commons Standing Committee on Finance, presentation at the Conference Board of Canada Future of Work Summit 2014, HR Leaders Summit 2014 and the Talent, Skills and Capabilities Management Canada 2014 Conference.

* As of April 24, 2015.

ASSOCIATE TESTIMONIALS

“When I finished university I had one goal; to get my foot in the door at one of the major Canadian financial institutions. I completed countless applications for roles at various financial services companies and was met with nothing but closed doors. My prior job experience was non-traditional having worked in a family business as a telecommunications technician. I knew I could succeed as a banker, I just needed to convince a hiring manager of that. When I was selected as a Career Launch Associate I was ecstatic, this was my shot. I was able to secure a position as a Banking Advisor Intern at RBC upon completing the Career Launch Program. My success in the Career Launch Program has kick started my career and allowed me to open those closed doors.”

Hudson Wallace

“Opportunities for graduates with less than three years experience under their belts are few and far between. It was a struggle to break out of the ‘no experience, no job’ cycle.”

Mallory McKenzie

“It’s great that RBC is breaking the ‘no experience, no job’ cycle with the Career Launch Program. Coming out of University, we are unsure of where we want to be and learned very quickly that real hands-on experience is everything. This program provides accessibility to gain work experience and get the job we want.”

Cameron Walker

“A regular job would teach you how one specific role works. The Career Launch Program gives you a chance to experience several different roles in various business sectors. I learnt the ropes and applied practical business skills working in the retail branch division. I learnt the operations of a charitable organization and got a chance to give back, by enriching local communities. And finally, I learnt how to provide project based support within one of the corporate business areas maintaining ongoing business development.”

Shaliza Karim Ladhani

“The quality of this program is second to none. My first career job had a never-ending supply of opportunities to develop and network and as a result I am confident that I will reach my long-term career goals.”

Mohamed Gendi

“I learned how to network and how to present myself professionally. I learned about the financial industry and just how many opportunities there are at an organization like RBC. This process is an ongoing learning experience, and I feel I have grown so much from all of the unique positions from this opportunity.”

Katie Hanratty

“This experience has been extremely rewarding. It has allowed me to acquire skills in customer service, consulting and sales. I also learned how to work on a team in a professional setting and I was able to develop my communication skills. But especially, this experience has given me self-assurance and self-confidence.”

Leny Roffalet

“I am very excited to start my new role with a top law firm that has amazing potential for growth. Thank you again for selecting me for the program. Without it I wouldn’t have landed this position!”

Laoise Cotter

“The Associates all come from varying educational backgrounds. Some have engineering degrees, others have arts degrees. The aim for the program is to help the Associates gain necessary work experience and transferable skills.”

Sasha Mack

2014 Career Launch Program

THE CAREER LAUNCH ASSOCIATES

Barrie

Hudson Wallace
Kelly Hall

Burlington-Oakville

Ayo Osinowo
Jeremy Santucci

Greater Toronto Region

Amanda Wong
Anastasiya Fedorovska
Anna Galante
Chantelle Galea
Chenyi An
Claire Ross
David Tran
Dean Cozzi
Dharmik Dixit
Doug Paton
Geldi Hoxha
Greg Pechersky
Ioan Ilea
Jawad Kirmani
Joshua Whittingham
Joy Gngangapragam
Juaane Keung
Katie Hanratty
Lyon Charow
Meaghan Rooke
Michael Capstick

Natasha Brainerd

Niha Agha
Patrick Gallagher
Priyanka Bhargava
Rebecca Hung
Rosemary Cuello
Sasha Mack
Shivang Bali
Simon Chen
Teresa Khan
Thamilini Nampi
William Kuracina
Zuwei Ding

Guelph

Cameron Walker
Celeste Taylor

Halifax

Javaughn Stubbs
Mallory McKenzie

Hamilton

Piyumi Galappatti
Rustam Kasimov
Teniola Onabanjo

Kingston

Lawrence Young
Monica Haberl

Kitchener-Waterloo

Ashley Bertran
Ying Yue Ma

London

Andrea Sarenac
Mohamed Gendi

Montreal

Alexandre Dussault
Benjamin Suarez
Brent Zalezniak
Carole-Anne Danis
James Tait
Laetitia Wong
Leny Roffalet
Pierre Diop
Suzanne Leschiutta
Victor Frattasi
Youssef Girgis

Oshawa-Whitby

Joshua Grant
Stephanie Rodriguez

Ottawa

Alan Miller
Alex Burpee
Alice Xie
Alysse Glick
Bryan Strahman
Chris Monteith

Edward O'Connor

Emeka Ndukwe
Emma Bellini
Jessie Charron
Lindsey Marcon
Victoria Lee

Vancouver

Alex Hung
Amy Chang
Brandon Henderson
Chang He
Christina Chang
Cindy Li
Evan Young
Frances Zhou
Karen Jimenez
Katherine Kim
Kevin Zheng
Lali Garcha
Laoise Cotter
Lydia Tang
Michelle Tran
Mike Tursan
Patrick Devlin
Shaliza Karim Ladhani
Tristan McKenna-Small
Victor Chan
Victor Kong
Yo Yo Wong

THE CAREER LAUNCH TEAM



Helena Gottschling, Senior Vice President
Leadership & Organizational Development
Executive Sponsor, RBC Career Launch Program



Susan Uchida, Vice President
RBC Learning
Executive Sponsor, RBC Career Launch Program



Rehana Ciriani
Director
RBC Career Launch Program



Peggy Capitain
Manager
RBC Career Launch Program



Vanda Hudak
Manager
RBC Career Launch Program

What's next for the program?

The program's inaugural year provided key insights that informed the program design and delivery for the next year. In 2015 we have expanded the participating cities from 13 to 16, and the provinces from 4 to 7. On January 28, 2015, RBC welcomed the next 101 Career Launch Associates to embark on their one year, first career journey. We are eager to share the results of our program externally and demonstrate that a solution exists to bridge the transition from education to employment for recent college and university graduates.

An open challenge to Canadian businesses

We realize that 100 internships alone will not solve youth unemployment, but it's an important first step in getting there. That's why we encourage other organizations in the public and private sectors to join us in this endeavour to instill confidence and enthusiasm into young graduates entering the workforce.

We would be happy to share all elements of our program publicly, including its design, objectives, selection criteria, targeted outcomes and anything else that will inspire broader participation in this kind of initiative.

For more information about the program, please visit rbc.com/careerlaunch.

About RBC

RBC® is a Top Employer for Young People. Employee pride is the result of fulfilling a promise. We've won Top Employers for Young People and are proud to be able to make a difference, knowing that our contribution matters and that we have the opportunity to reach our potential. View more awards at rbc.com/careers/people-culture-awards.html



Royal Bank of Canada is Canada's largest bank, and one of the largest banks in the world, based on market capitalization. We are one of North America's leading diversified financial services companies, and provide personal and commercial banking, wealth management services, insurance, investor services and capital markets products and services on a global basis. We employ approximately 79,000 full- and part-time employees who serve more than 16 million personal, business, public sector and institutional clients through offices in Canada, the U.S. and 40 other countries. For more information, please visit rbc.com.

RBC supports a broad range of community initiatives through donations, sponsorships and employee volunteer activities. In 2013, we contributed more than \$104 million to causes worldwide, including donations and community investments of more than \$69 million and \$35 million in sponsorships.

Learn more at rbc.com/community-sustainability/

