



2010 RBC Employment Equity Report

“Diversity for Growth and Innovation” is one of RBC’s values and part of our business strategy. We know that understanding and drawing on the strength of diversity means meeting the needs of clients around the world, building strong relationships in the many communities we serve, and fully engaging the talents of our people ... simply put, making the most of our diversity has always been the right thing to do and the smart thing to do.”

Gordon M. Nixon - President & CEO
www.rbc.com/diversity

I. GENERAL OVERVIEW

Royal Bank of Canada (RY on TSX and NYSE) and its subsidiaries operate under the master brand name RBC. We are Canada’s largest bank and one of North America’s leading diversified financial service companies, providing personal and commercial banking, wealth management services, insurance, corporate and investment banking and transaction processing services on a global basis. As of December 31, 2010, we employed approximately 79,000 full and part-time employees, 58% (45,882) of which are federally regulated under Employment Equity. Together, our employees serve more than 18 million personal, business, public sector and institutional clients through offices in Canada, the U.S. and 53 other countries around the world.

Our commitment to employment equity goes far beyond meeting compliance requirements. At RBC, we recognize that just having a representative workforce is not enough. The power of diversity occurs when we leverage the diverse talents of each employee by providing a workplace which allows them to reach their full potential and create better futures for our clients, shareholders and Canada. Released in 2009, the ***RBC Diversity Blueprint 2009 – 2011*** provides a tangible expression of this belief through the public sharing of our priorities and plans for achieving even more through greater diversity and inclusion.

The following report outlines RBC’s 2010 Employment Equity initiatives and accomplishments for our federally regulated Canadian businesses and functions.

II. QUANTITATIVE OVERVIEW

We continue to trend above workforce availability for women and visible minorities, with no change in the representation of Aboriginal persons and persons with disabilities.

As of December 2010, 79% of our federally regulated positions are located within RBC’s Canadian Banking businesses (i.e. our domestic personal and business banking operations); 15% are accounted for by our Technology & Operations Group; and 6% are accounted for by our key support functions, including Human Resources, Finance, Risk Management, etc. Of the total federally regulated RBC workforce (45,882), 54% (24,570) are based in the province of Ontario, of which 80% (19,666) are located in the Census Metropolitan Area of Toronto, 43% (8491) of whom are visible minorities.

In 2010, we did not make any significant acquisitions or divestures in Canada and as a result our employee base did not change significantly from 2009. The number of employees working within RBC’s federally regulated businesses in 2010 was 45,882 compared to 44,840 in 2009. Overall, staffing activity resulted in the following changes in the representation of designated groups from 2009 to 2010:

- Representation of women decreased by 1.4% from 68.1% to 66.8%.



- Visible minority representation increased 1% from 27.3% to 28.3% of our workforce, including 15% representation at the executive level (i.e. Employment Equity Occupational Group - Senior Manager). Overall 86% of our visible minority population work within the Census Metropolitan Areas located in Toronto, Vancouver and Montreal.
- Representation of persons with disabilities decreased by 0.03% from 3.66% to 3.63%.
- Aboriginal Peoples remained constant at 1.6%.
- Our *Employment Equity/Diversity Survey* response rate as of December 31, 2010 continues to be 99%.

Permanent Workforce <i>(Full-time and Part-time)</i>	1987	2005	2006	2007	2008	2009	2010
Women	77.0%	71.0%	70.0%	69.0%	69.0%	68.1%	66.8%
Visible Minorities	7.5 %	23.0%	24.0%	26.0%	26.0%	27.3%	28.3%
Persons with Disabilities*	1.6 %	3.1%	3.2%	3.9%	3.8%	3.66%	*3.63%
Aboriginal Peoples	0.1%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%

*5.67 % of RBC's employees report that they consider themselves disabled, however, only 3.63% consider themselves disadvantaged in employment because of their disability.

III. QUALITATIVE OVERVIEW

RBC's Equity Environment:

RBC has a longstanding commitment to provide an equitable and fair workplace for all. **Diversity for Growth and Innovation** is one of RBC's five values. We strive to leverage the strengths, talents, similarities and differences of our workforce by eliminating barriers and developing all employees to their full potential. As an employer, we have six principles which we believe are essential for the mutual success of employees, RBC and our clients:

1. **Passion for client success:** We are committed to achieving our vision of "always earning the right to be our clients' first choice." We value people who are passionate about putting clients first and about continuously improving our ability to help our clients succeed.
2. **Partner for mutual success:** We believe that winning together as individuals, as teams and as an organization requires a shared sense of purpose, built on open communication, mutual respect and personal accountability for results.
3. **Professional growth:** We provide career opportunities through meaningful growth, as well as the tools, support and training to ensure success in roles. In return, we expect employees to grow and excel with the spirit of a professional and to share responsibility for career management.
4. **Diverse needs and contributions:** We embrace diversity in people, skills and ideas. We cultivate an environment where people with diverse backgrounds and approaches come together to create winning solutions for clients.
5. **Excellence in people management:** We understand the essential role leaders have in engaging employees to deliver top performance. We're committed to developing effective and inspiring leaders and people managers who enhance the employee experience and employee engagement.
6. **High-performance work environment:** Our passion for winning fuels our desire to be the best that we can be and achieve all that we are capable of. We have the people and the resources to enable a



high-performance work environment and we make sure that results are appropriately recognized and rewarded.

These principles are manifested in programs, decision frameworks, communications and the day-to-day actions of leaders and employees across RBC and evidence of this can be read in the [2010 RBC Diversity Progress Report](#) (PDF attached, refer to P.15).

Our Approach:

Our employment equity initiatives are a critical component of our overall commitment to diversity and inclusion. In 2009, we publicly declared this continued commitment by developing and publishing the [RBC Diversity Blueprint 2009 – 2011](#) (PDF attached, refer to P.15) which outlines our global and regional strategies, priorities and objectives for diversity and inclusion. The *Blueprint* provides a framework to align all of our key stakeholders in a process of continuous improvement and accountability based on three key diversity priorities:

1. **Talent & Workplace:** Increase the diversity and inclusion of our workforce globally, with a focus on increasing representation of women and minorities in senior management.
2. **Marketplace:** Offer customized and accessible services and products to diverse client markets and support supplier diversity programs in North America.
3. **Community:** Support the economic and social development of our communities through leadership in research, strategic partnerships, donations and sponsorships.

Critical success factors to ensure this framework succeeds include:

- Visible senior leadership supported by a clear vision and direction
- Consistent alignment of RBC's *Diversity Blueprint* with business line strategies
- Integration into talent management processes
- Measurement and accountability
- Ongoing communications at every level of the enterprise

All the above elements are reinforced via a wide range of communications vehicles and activities throughout the year.

Senior Leadership Commitment:

Gordon M. Nixon, our President & CEO, continues to lead RBC's diversity and inclusion efforts as Chair of the **RBC Diversity Leadership Council (DLC)**. The Council is comprised of executives representing each of our businesses globally, including all federally regulated entities of RBC. The DLC sets strategy and reviews progress against goals on a quarterly basis, including compliance with standards set by Employment Equity and holds management accountable for results. As part of the DLC meetings, employee representatives from our employee resource groups are regularly invited to join the DLC to discuss opportunities and barriers to inclusion.

In Canada, these employee resource groups include: **REACH** for employees with disabilities; **Royal Eagles** for Aboriginal employees; **MOSAIC** for employees who are visible minorities and/or newcomers to Canada; **PRIDE** for Lesbian, Gay, Bisexual and Transgender (LGBT) employees and **RWomen** for women employees in our Capital Markets business. The membership in our employee resource groups increased significantly in 2010 growing from 1250 in 2009 to 2,300 in 2010.

In 2010, our Technology and Operations (T&O) group established a Diversity Leadership Council, comprised of 11 senior leaders, who act as visible role models for diversity and inclusion and support the implementation of strategies and action plans within T&O. The T&O DLC priorities are focused on increasing the overall representation of persons with disabilities, visible minorities and women in senior roles within T&O and strengthening communications and education around diversity in order to promote, recognize and reinforce our commitment.



RBC senior leaders are active in promoting diversity and inclusion both internally and within the communities we serve. Here are a few examples of their efforts throughout the year:

- In April 2010, the Diversity Leadership Council hosted a **breakfast roundtable** with employees to discuss perceived client needs and diversity-related challenges.
- In May 2010, our CEO & President delivered remarks to the **Joint Dinner of the Greater Halifax Partnership and the Nova Scotia Office of Immigration** speaking on the importance of diversity and immigration for the social and economic prosperity of Canada.
- In July 2010, our Group Head, Wealth Management and SVP, Leadership Development delivered remarks to over 350 employees at the launch of RBC **Gennext**— an initiative to support employees, ages 20-40, who want to get more involved in their communities.
- In September 2010, our CEO & President and Chief Human Resources Officer **hosted the Ontario Public Service Deputy Ministers** to engage in a dialogue on diversity and inclusion.
- In October 2010, our CEO & President delivered a keynote address to kick off RBC's first **National Coming Out Day** celebration, which included the posting of employees' stories on RBCnet.
- In November 2010, our CEO & President delivered the **key note address at the Seventeenth Luncheon for Canadian Disability Hall of Fame Inductees**.
- Our Regional President for Manitoba, Saskatchewan & North West Ontario participated in a one-hour **radio interview** profiling our diversity activities.
- Our Chief Administrative Officer/Chief Financial Officer and SVP, Procurement & Corporate Real Estate, were both featured in Globe & Mail articles profiling RBC's focus on diversity and inclusion.

In 2010, we also continued to grow the **RBC Active Leaders Program**, a cadre of leaders and employees engaged in championing diversity efforts in their workplace and communities. In support of the program, an Active Leaders intranet site was developed to provide leaders with communication tools and resources related to diversity and designated groups including women, visible minorities, persons with disabilities, Aboriginal peoples, newcomers to Canada, and the LGBT community. More than 600 RBC executives, senior managers and HR professionals now have access to the site, and the list of Active Leaders continues to grow.

Communications:

In 2010, we continued to profile and expand the content available via the [rbc.com/Diversity](http://www.rbc.com/Diversity) site as part of our commitment to inform the public, shareholders and clients of our plans and progress in the area of employment equity and diversity. This comprehensive site houses messaging from our CEO on the business imperative for full inclusion, as well as tools, research and more. In 2010, a comprehensive **RBC Diversity Progress Report** was produced which featured an array of initiatives, employee and leader profiles and results. Key diversity resources may be downloaded by the general public including:

- *RBC's 2009 Employment Equity Annual Narrative Report*
- *RBC Diversity Blueprint 2009 - 2011*
- *2010 RBC Diversity Progress Report*

For more information, please visit www.rbc.com/diversity/index.html

Within the public domain, the **2010 RBC Corporate Responsibility Report - A Blueprint for Doing Better** also provides significant messaging on RBC's diversity and inclusion efforts. Respect for diversity is one of our key values and underpins all of our community investment decisions. We proactively look for opportunities to support diverse communities across our entire donations portfolio. In 2010, RBC Foundation donated more than **\$5.6 million** to initiatives dedicated to supporting diverse communities in Canada, with a focus on the following six areas: Aboriginal peoples, people with disabilities, women, newcomers to Canada, cultural markets, LGBT groups and general diversity (i.e. organizations or programs that focus on diversity in general as opposed to designated groups, such as the Junior Achievement's Diversity in Action Learning Program for students). For more information, please visit <http://www.rbc.com/responsibility>.

With respect to our internal efforts, we continued to inform staff of our progress and plans, and profile employees on our comprehensive **Destination Diversity** intranet site, which serves as a centralized repository of information and learning resources related to diversity and inclusion. RBC leaders, many of whom are members of designated groups, were featured on the site throughout the year, speaking on a broad range of workplace and career-related topics.

A quarterly **Diversity Connections** e-newsletter was also distributed to our Active Leaders to increase their knowledge and understanding of diversity and employment equity, with a focus on workforce and organizational culture (e.g. advancement of women; black history month events; serving clients with disabilities; integrating newcomers to Canada, etc.). Since its launch in 2008, subscriptions have increased to 1,000. In addition, included in the monthly **Managers News Flash**, an email bulletin, provides managers with short, timely updates on diversity-related HR programs and initiatives as required (e.g. diversity special events, cultural dexterity webcasts, etc.) as well as links to additional online resources (e.g. Employee Care Program, Managing Your Career, Multicultural calendar, etc.).

Training, Development and Mentoring:

In 2010, a number of training, development and mentoring initiatives were introduced or expanded to support an inclusive environment and develop diverse talent.

The **RBC Leadership Mentoring Program** was launched, an enterprise-wide high potential mentoring program, which focuses on enhancing career development, building organizational awareness, establishing additional cross-business group relationships and providing exposure to different business lines. Mentors were comprised of 40% women and 11% visible minorities. Mentees were comprised of 47% women and 16% visible minorities.

- RBC's **Diversity Dialogues Reciprocal Mentoring Program** was expanded to reach more than 400 participants. Senior leaders and executives are matched with talented, diverse mid-level employees who meet at least six times over a 12-month period. Through this program, mentors are able to accelerate their learning about diversity and inclusion, while enhancing their knowledge of diverse talent at RBC. The mentees benefit by obtaining increased visibility and insight into senior levels of the organization, gaining greater clarity about their own career, and sharing experiences.
- Canadian Banking launched a **High Potential Mentoring Program** to connect senior managers with diverse employees on our "Top Talent/Get-to-Know" list. The purpose of this program is to enable career experiences exchange, and provide employee coaching at less senior levels of the organization in the areas of skills development and career progression.
- Technology & Operations initiated an **IT Rotational Program** in partnership with Canadian Banking. The program targets diverse university graduates from any discipline, including non-IT backgrounds, to participate in a series of three 3-month rotations. The first cohort of ten participants included 3 Aboriginals, 8 visible minorities and 6 women.
- **Creating an Inclusive Workplace for Employees with Disabilities** webcasts were delivered in 2010 to provide insights to people managers regarding the managing and on-boarding of individuals with disabilities. This webcast also provided managers with guidance on encouraging employees with disabilities to self-identify when completing the *RBC Employment Equity/Diversity Survey*.
- More than 500 employees participated in the cross-cultural training webcasts **Building Cultural Dexterity for High Performance**.
- A **Newcomers to Canada: Building a Successful Career at RBC** webcast was piloted. In addition to sharing career success stories, the session provided newcomer employees with the opportunity to gain a deeper understanding of RBC values and culture, the importance of communication skills, and how to network effectively.
- Our **MOSAIC** and **REACH** employee resource groups also have a strong focus on members networking and providing peer mentoring under a "**Peer Connections**" self-serve initiative.



Metrics and Accountability:

RBC continues to strongly endorse the principle of "what gets measured gets done" in its approach to diversity and inclusion. Specifically, we produce a quarterly diversity scorecard which includes both qualitative and quantitative measurements of success for each business group, including concrete staffing (hiring and promotions) and representation goals and results for women and visible minorities at the executive and senior manager levels. Increasingly, our business units are building additional diversity scorecards, with our Canadian Banking group producing regional scorecards to track activity at local levels as well.

SUMMARY OF 2010 EMPLOYMENT EQUITY INITIATIVES BY DESIGNATED GROUP:

WOMEN - HIGHLIGHTS OF 2010 EMPLOYMENT EQUITY INITIATIVES	
<p>In 2010, given continued focus on increasing the representation of women into executive and senior manager roles, we further embedded gender goals in our hiring initiatives and hosted a number of career development and networking events for women employees.</p>	
Employees	<p>Hiring:</p> <ul style="list-style-type: none"> ▪ In 2010, RBC Technology & Operations hosted our first Women in IT Recruitment Event for women university students in partnership with IBM and Hatch. ▪ RBC hosted a Celebrating Women Leaders networking event for 69 women MBA students from 11 schools, which was attended by women executives, high potential talent and RBC associates. As a result, 6 student participants received offers to join RBC on the 2011 Graduate Leadership Program. ▪ 25% of the RBC Graduate Leadership Program Associates who commenced the program in 2010 were women and 25% were visible minorities. ▪ 3 Aboriginal women were hired for our Commercial Account Manager Training Program. <p>Employee Engagement:</p> <ul style="list-style-type: none"> ▪ We implemented a High Potential Mentoring Program, focusing on women and visible minorities. ▪ 7 women leaders were profiled on our Destination Diversity intranet site, as part of International Women’s Day, showcasing their career paths and outlooks on advancement. ▪ Our Women’s Advisory Board at RBC Dominion Securities hosted its third annual Women in Wealth Management Symposium for over 150 women investment advisors from across Canada. ▪ We launched the RWomen networking group in Capital Markets, with membership increasing to 130 by year end.
Students	<ul style="list-style-type: none"> ▪ RBC sponsored the Simon Fraser University Nancy McKinstry Awards for leadership in gender diversity. Our Chief Human Resources Officer was the keynote speaker for the event, with proceeds going to the Nancy McKinstry Endowment, which supports the university’s Nancy McKinstry Graduate Scholarship for Leadership in Gender Diversity. ▪ Of the 10 RBC Aboriginal Student Award winners in 2010, 70% are Aboriginal women. ▪ In 2010, the RBC Next Great Innovator Challenge asked university students from across Canada to suggest ways to transform the workplace to match the needs of an



WOMEN - HIGHLIGHTS OF 2010 EMPLOYMENT EQUITY INITIATIVES

	<p>evolving and diverse workforce. More than 100 proposals were submitted from teams representing over 440 students from 18 schools across Canada. The winning team from the Schulich School of Business, comprised of three students, 2 of whom were visible minority women, were awarded the \$20,000 grand prize.</p>
<p>Community/ Marketplace</p>	<ul style="list-style-type: none"> ▪ In 2010, the RBC Foundation donated over \$980,000 to 80 organizations dedicated to the education and development, health, human rights and social support of women in the community. ▪ RBC is committed to supplier diversity, and in October 2010 as a founding member of WeConnect Canada (a non-profit organization that certifies firms which are at least 51 per cent owned, managed and controlled by women), we hosted the International Women Entrepreneur Awards celebration in Toronto. ▪ RBC continued to sponsor the RBC Women Entrepreneur Awards and on International Women's Day on March 8th, we featured award winners and RBC market champions (i.e. employees who act as an advisor, advocate, partner and mentor to women seeking to influence and make a difference in the world through their companies and business ideas) on our Destination Diversity intranet site. ▪ Our senior leaders hosted and participated in a number of community and marketplace events throughout 2010, including the: <ul style="list-style-type: none"> ○ October 2010 Women Build event held in Guelph, Ontario ○ International Women's Leadership Forum held in Montreal, Quebec ○ 2010 BC Women in Leadership Forum: Strategies for Success event ○ Wired Women Microskills Mentorship program for newcomer women

VISIBLE MINORITIES - HIGHLIGHTS OF 2010 EMPLOYMENT EQUITY INITIATIVES

In 2010, a focus on executing on our talent development activities and staffing goals resulted in an increase in our senior manager representation of visible minorities to 15% from 14% in 2009, and an increase in the overall visible minority employee population to 28% from 27% in 2009. Our initiatives for visible minorities specifically included outreach and retention initiatives to support the successful on-boarding of newcomers to Canada employees, as well as providing learning to increase organizational competency in serving multicultural clients, as well as a diverse workforce.

<p>Employees</p>	<p>Hiring:</p> <ul style="list-style-type: none"> ▪ In 2010, RBC sponsored and participated in the 7th Internationally Educated Professionals Recruitment Conference. ▪ Our ongoing partnership with ACCES Employment resulted in 33 hires in 2010. In the past three years, RBC has hired over 100 newcomer professionals through this partnership. ▪ Toronto Region Immigrant Employment Council (TRIEC) - Hire Immigrants videos were linked on RBC's Destination Diversity site to promote diversity in talent acquisition and development. ▪ We continued to participate in the Career Bridge internship program for newcomers, hosting 40 interns in 2010.
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VISIBLE MINORITIES - HIGHLIGHTS OF 2010 EMPLOYMENT EQUITY INITIATIVES

	<p>Employee Engagement:</p> <ul style="list-style-type: none"> ▪ Over 500 managers and employees participated in Building Cultural Dexterity webcasts delivered in September, October, and December. ▪ To support employees for whom English is a second language, a “Talk English Café” e-learning initiative was successfully piloted in November. ▪ An English Clarity (ESL) pilot program was successfully completed and is now an RBC offering. ▪ RBC’s MOSAIC employee resource group and RBC’s Greater Toronto Regional President hosted over 100 employees at a Black History Month event on February 16th, featuring guest speakers from our Diversity Active Leaders pool. Presentations were then posted on the Destination Diversity site. ▪ Over 300 of our employees attended a two-day internal career fair hosted by MOSAIC Quebec. ▪ The MOSAIC employee resource group launched 3 new chapters in the Greater Toronto Region, with membership reaching 500 employees as of December 2010. ▪ Numerous BC employees attended RBC Annual Diwali Staff Celebration. ▪ RBC’s employee resource groups and fellow staff participated in various community events, including the Mon Sheong Telethon; Asian Client Event; ACCES Annual General Meeting; Canadian Foundation of Chinese Heritage Preservation; and Planet Africa. ▪ RBC Technology & Operations’ 10th annual 2010 Diversity Festival was attended by over 1800 employees.
<p>Students</p>	<ul style="list-style-type: none"> ▪ Our recruitment team participated in the Black Business and Professional Association’s Leaders of Tomorrow conference on business and technology careers for visible minorities and newcomer students. ▪ RBC continued to participate in a co-op program for visible minorities students in partnership with University of Winnipeg. ▪ One of our senior account managers began teaching financial planning courses and mentoring new immigrants at Algonquin College. ▪ We awarded twelve \$3,500 RBC Scholarship for New Canadians scholarships to graduating high school/CEGEP students who have immigrated to Canada on or after January 1, 2000 and were born outside Canada. ▪ RBC’s General Counsel Group participated in the Internationally Trained Lawyers Program through University of Toronto, resulting in 4 new internships and 4 permanent hires.
<p>Community</p>	<ul style="list-style-type: none"> ▪ RBC partnered with Maytree Foundation to develop a financing option for newcomers entering Canada as skilled workers. ▪ In partnership with Manitoba Immigrant Integration, RBC developed a program to provide internationally trained professionals with training and consideration for entry-level roles at RBC. ▪ Our Atlantic Sales Region sponsored the launch of an ALLIES Chapter supporting Newcomers to Canada in New Brunswick. ▪ Partnering with the University of Calgary, RBC developed the Investing in New

VISIBLE MINORITIES - HIGHLIGHTS OF 2010 EMPLOYMENT EQUITY INITIATIVES

Canadians Program through the Haskayne School of Business to assist immigrants with professional-level foreign credentials in obtaining Canadian credentials.

- RBC hosted the 4th annual **TRIEC Immigrant Success Awards** and awarded **Thales Canada** the RBC Immigrant Advantage Award.
- RBC's CEO & President and Chief Human Resources Officer, as co-chairs of TRIEC, hosted the TRIEC council meetings and planning sessions attended by over 60 leaders.
- Through the **ALLIES Learning Exchange Program** sponsored by RBC, over 150 participants from more than 10 city regions across Canada learned about issues and strategies to promote the employment of skilled immigrants.
- In May 2010, RBC sponsored the second annual **Top 25 Canadian Immigrant Awards** presented by *Canadian Immigrant Magazine*.
- RBC sponsored the development of a **Bromgold Diversity Index** by to provide companies with a viable measurement tool to gauge diversity efforts.
- RBC sponsored the **Toronto Board of Trade Business Owner's Program** under the banner of the **Diversity Dialogue Series**. The first of four planned events was held in December on the diversification of the supplier chain.
- In partnership with the BC Government, RBC continued to support the ongoing **Online Mentorship Program** focusing on new immigrants.
- Some of RBC's other regional partnerships and initiatives to support newcomer integration included:
 - A **Financial Services Bridging Program** in partnership with Assiniboine Community College - Brandon
 - Establishing a partnership with the **Manitoba Philippine Business Association** Immigration Centre in Winnipeg
 - Establishing a **Newcomer to Canada Program** in partnership with Sudbury local businesses
- RBC collaborated with the Ottawa Public Library to explain the basics of Canadian banking to new residents of Canada and students.
- A number of our Ontario-based markets participated in and sponsored a wide range of organizations and initiatives to support the successful integration of newcomers within their communities, including the **Hamilton Citizenship Court Luncheon** for new immigrants, the **Windsor Women Working with Immigrant Women** initiative; the **Mentorship Program for New Canadians – Windsor**; an RBC booth at the **City of Guelph Annual Multicultural Festival**; the Guelph Inclusiveness Alliance to integrate newcomers; the Halton Newcomer Strategy - Employment Working Group; and the London Middlesex Employment Council.
- In Quebec, RBC sponsored the annual **Intercultural Festival** in Rawdon; provided mentorship to immigrants on a weekly basis through the **Alliés Montreal Mentor Program**; and hosted a press conference to launch **PARMI** - a three-year \$6MM initiative supporting the integration of new immigrants with partners.
- In 2010, RBC Foundation contributed over \$800,000 towards cultural markets initiatives, with over \$570,000 dedicated to programs for new Canadians.



PERSONS WITH DISABILITIES- HIGHLIGHTS OF 2010 EMPLOYMENT EQUITY INITIATIVES

In 2010, we focused our disability efforts on expanding our outreach to source professionals with disabilities and internally on education and reducing the stigma associated with having a disability. As part of our **Let's Talk About It** communication campaign, we featured video profiles of employees with disabilities on RBC's intranet speaking about what's it's like to work with a disability, and RBC executives spoke about what RBC does to provide support and workplace accommodation.

Employees

Hiring:

- Of the **187 PWD hires in 2010** (a significant increase over the 112 hired in 2009), 98 were hired through our **Pursue your Potential (PyP)** recruitment initiative and 34 were sourced through **Ability Edge**, a paid internship program for graduates with disabilities.
- A **Diversity Co-ordinator** position was created in BC to focus on the onboarding of Aboriginal employees and employees with disabilities.
- RBC continued to partner with **BC Open Arms** in support of a program which provides individuals with disabilities with a guaranteed work arrangement of 25 hours per week.
- We provided \$20,000 in funding to support the **Neil Squire Employ-Ability Program**.
- A generic IT open posting was launched on rbc.com to attract and track applications from individuals with disabilities.
- RBC executives continued to present at **LIME Canada** career events in 2010. RBC is a corporate sponsor and our VP Recruitment & Learning serves on the Board of Directors.
- In 2010, RBC sourced candidates and provided \$50,000 to support the **Goodwill Industries Ontario Great Lakes** employment resource centre.

Employee Engagement:

- Our **REACH** employee resource group for employees with disabilities held monthly meetings and membership **increased from 15 to 175 in 2010**.
- RBC's **Let's Talk About It** communication campaign was launched to increase diversity and disability awareness and highlight the importance of self-identification among employees with disabilities. Our **REACH** employee resource group's executive champions, the SVP International & Enterprise Systems, and Quebec's Regional President joined RBC employees with disabilities to share their stories in a series of three - minute videos focused on their careers and the importance of being open about disability and accessing accommodation in the workplace.
- As part of **RBC's Children's Mental Health Project**, a multi-year philanthropic commitment to support programs that reduce stigma, provide early intervention and increase public awareness about children's mental health issues, during **Mental Health Awareness Week** from October 4-8, 2010, RBC released the results of a new survey on Canadian attitudes on resources about children's mental health. **More than 700 RBC employees completed the survey** and results were published on RBCnet.
- Our Technology & Operations' IT accessibility team was profiled as a top story on RBCnet, our main intranet site, highlighting their work to improve the client and employee online experience.
- As part of our **In Good Company: The Many Faces of RBC** series of profiles of RBC employees globally, four deaf/ hard of hearing employee stories were



PERSONS WITH DISABILITIES- HIGHLIGHTS OF 2010 EMPLOYMENT EQUITY INITIATIVES

	published on RBCnet in August 2010.
Students	<ul style="list-style-type: none"> ▪ RBC continued to sponsor the Special Olympics, with the RBC Athletes' Village for the 2010 Canada Summer Games opening on July 12th. ▪ RBC provided \$25,000 in funding to support the Best Buddies of Canada. This non-profit organization operates chapters in high schools, colleges and universities across Canada, with each chapter being comprised of student volunteers, who are matched with individuals with intellectual disabilities.
Community/ Marketplace	<ul style="list-style-type: none"> ▪ RBC leaders and employees were actively engaged in the 2010 Juvenile Diabetes Research event, raising over \$300,000. ▪ RBC provided \$50,000 to support the Goodwill Industries Ontario Great Lakes Employment Resource Centre. ▪ The RBC Foundation donated more than \$890,000 to over 100 organizations dedicated to education, development and support of people with disabilities, including the : <ul style="list-style-type: none"> ○ Canadian Association of the Deaf ○ Children's Treatment Centre of Chatham Kent – Renewal Family PAK Program ○ John McGivney Centre in Windsor ○ Pathways Children Centre in Sarnia ○ Prism Children's Treatment Centre in Chatham ○ Canadian Centre on Disabilities in Winnipeg

ABORIGINAL PEOPLES - HIGHLIGHTS OF 2010 EMPLOYMENT EQUITY INITIATIVES

The RBC Aboriginal Partnership Report – A Chosen Journey provides a detailed summary of activities and actions RBC has taken from June 2009 to May 2010 to build new relationships and pathways for prosperity of Canada's Aboriginal peoples. Our work is focused on four areas: access to banking services and credit, community and social development, employment, training and education. http://www.rbcroyalbank.com/commercial/aboriginal/pdf/57482%20Aboriginal%20Report_E.pdf

Employees	<p>Hiring:</p> <ul style="list-style-type: none"> ▪ RBC hired 113 Aboriginal employees in 2010. ▪ 62 college, university and high school summer interns were hired through the Aboriginal Stay in School Program. ▪ RBC's participation in the Inclusion Works Recruitment Fair for Aboriginals resulted in 13 employment offers being made to Aboriginal candidates. ▪ The Aboriginal Pursue Your Potential Program was launched, resulting in the intake and coaching of 11 hires in 2010. ▪ 3 Aboriginal women were hired for the RBC Commercial Account Manager Training Program. ▪ As part of our recruitment outreach effort, RBC continued to partner with the Miziwe Biik Aboriginal Employment and Training Centre. ▪ We developed a formal RBC Summer Internship Program for Aboriginals. Individuals, who participated in 2010, will once again be offered employment for
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ABORIGINAL PEOPLES - HIGHLIGHTS OF 2010 EMPLOYMENT EQUITY INITIATIVES

	<p>the summer of 2011.</p> <ul style="list-style-type: none"> ▪ RBC Technology & Operations formed an outreach partnership with Acosys Consulting - an Aboriginal IT recruitment organization, which resulted in 3 hires for our Retail Applications IT Program. <p>Employee Engagement:</p> <ul style="list-style-type: none"> ▪ A comprehensive Aboriginal awareness e-learning program was launched to provide RBC employees with multiple learning tracks based on their roles and level of interaction with Aboriginal communities. ▪ RBC's first Social Networking Site, One Heart, was launched in the Aboriginal community, bringing together Aboriginal employees across the country. By year end over 800 employees had signed on as users. ▪ The RBC Royal Eagles Aboriginal employee resource group membership increased to over 300 participants. ▪ In June, a Royal Eagles Ontario Conference took place in Toronto with RBC's Special Advisor, Phil Fontaine, former National Chief of the Assembly of First Nations, delivering remarks.
Students	<ul style="list-style-type: none"> ▪ The Aboriginal Student Awards Program awarded \$54,000 in scholarships to 10 winners in September 2010. ▪ RBC donated \$1,000,000 to launch the Pathways to Education Program in Winnipeg to reach 114 predominately Aboriginal children in 2010, with the goal of reaching up to 500 children over the next 5 years. ▪ In 2010, the Royal Eagles employee resource group's Backpack Program resulted in over 1000 students being provided with back-to-school supplies. ▪ RBC Foundation provided funding to support the University of Victoria Indigenous Mini-University Summer Camp, providing indigenous students in grades 8-12 who reside in BC with an opportunity to experience a week of university life, filled with academic, physical, creative, cultural and social activities. ▪ RBC signed a partnership with the Gabriel Dumont Institute, including sponsorship of a scholarship for Métis students in Saskatchewan. ▪ RBC served as a corporate participant in the Indigenous Leadership Development Institute's National Multi-Sectoral Economic Opportunities for Indigenous People initiative, which is focused on employment opportunities for Indigenous people - especially youth.
Community/ Marketplace	<ul style="list-style-type: none"> ▪ In March, RBC became the first Canadian bank to offer Cree and Inuktitut, as part of our multi-language telephone banking service. ▪ RBC participated in the Council for the Advancement of Native Development Officer Conference. ▪ In 2010, RBC sponsored The Canadian Council for Aboriginal Business (CCAB) and Environics Research Group Aboriginal Business Survey to help obtain a comprehensive look—the first in a decade—at the challenges and opportunities faced by this growing business community. ▪ RBC presented and participated in the ImagineNative Film & Media Arts Festival in Toronto. ▪ On June 22, RBC employees celebrated National Aboriginal Day in branches,

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offices and communities across Canada:

- In **British Columbia**, activities included sponsoring the First Nations Snowboard Team; and setting up an RBC tent at the **Trout Lake National Aboriginal Day** community celebration.
- In **Atlantic Region**, activities included celebrating the 40-year anniversary of Chief Membertou with the presentation of a \$5000 donation towards the Membertou First Nations' family wellness and literacy initiatives.
- In **Manitoba/Saskatchewan/North West Ontario**, RBC hosted traditional feasts and served bannock and jam to clients at our Winnipeg Royal Direct Centre and branches across the region. All branches arranged cultural displays of artwork, regalia, and traditional items; staff wore the 4 colors of the medicine wheel and displayed information about the history of First Nations, Métis and Inuit Peoples.
- In 2010, the RBC Foundation donated \$2,302,000 to support Aboriginal initiatives across 114 organizations, including the **Ryerson Speakers Series on Aboriginal Issues**; Lethbridge Community College – Aboriginal Transition Program.
- RBC as a founding a charter member of the **Canadian Aboriginal and Minority Supplier Council (CAMSC)** participated in the 6th annual CAMSC Diversity Procurement Fair March 31st.

Workplace Accommodation:

Our dedicated in-house **Workplace Accommodation Advisor** continued to support managers and employees, and handled over 500 cases in 2010. The Workplace Accommodation Advisor joined with the **Canadian Council on Rehabilitation and Work** to host an event recognizing RBC's successful completion of 1000 cases to accommodate persons with disabilities.

RBC's in-house **HR Advisory Services Group** continued to provide support to managers on HR-related matters, including responding to numerous requests for information on religious accommodation. These requests were often resolved quickly by directing managers to RBC's **Multicultural Calendar**.

Our **flexible work arrangement offerings**, including part-time, compressed and modified work week, job-sharing, flextime, flexplace and phased retirement, as well as our purchased vacation option provide employees with the flexibility needed to manage work/life responsibilities.

In April 2010, our **REACH** employee resource group hosted the Canadian Working Group on HIV and Rehabilitation to deliver a pilot workshop on supporting individuals living with episodic disabilities.

Recognition & Awards:

RBC is proud to share some of the awards the organization and our leaders/employees received from external parties relative to diversity and inclusion initiatives.

- **2010 Catalyst Award:** In March 2010, RBC President & CEO, Gordon M. Nixon accepted the prestigious Catalyst Award on behalf of RBC for outstanding diversity and inclusion initiatives that advance the representation and advancement of women and other diverse groups.
- **Canada's 10 Most Admired Corporate Cultures:** RBC was inducted into Canada's 10 Most Admired Corporate Cultures Hall of Fame at an awards gala in February 2010.
- **75 Best Workplaces in Canada:** In April 2010, RBC earned a place on the list of the "Best Workplaces in Canada" published as a special national report to *The Globe and Mail* by the Great Place to Work Institute.



- **Best 50 Corporate Citizens:** In June 2010, RBC was named as one of the "Best 50 Corporate Citizens" in Canada by *Corporate Knights* magazine, based on an evaluation of the environmental, social and governance performance of Canada's leading companies.
- **Top 100 Employers for Canadians over 40:** In September 2010, RBC was recognized as being one of the top employers for Canadians over 40 by the editors of *Canada's Top 100 Employers*.
- **Top 100 Employers:** In October 2010, RBC was selected as one of Canada's best places to work by Mediacorp Canada Inc. for the third consecutive year.
- **Canada's Best Diversity Employers for 2010:** For the second consecutive year, RBC was selected as one of Canada's best diversity employers by Mediacorp Canada Inc. in a national competition that recognizes Canadian organizations for their leadership in creating diverse and inclusive workplaces.
- **Excellence in Marketing and Outreach:** RBC Wealth Management was recognized for its excellence in marketing and outreach by the National Gay & Lesbian Chamber of Commerce.
- **Corporate Responsibility Ranking:** In June 2010, RBC topped Canadian banks in the Corporate Responsibility Ranking – an assessment of the environmental, social and governance practices of Canada's largest companies, released by *the Globe and Mail's* Report on Business.
- **Career Edge Achievement Awards:** RBC was recognized for hosting the most interns in 2010 in the categories of **Ability Edge** (college and university graduates with self-declared disabilities) and **Career Bridge** (internationally qualified professionals ready to launch their careers in Canada).
- In June 2010 RBC was named one of **Canada's 50 most Socially Responsible Corporations**.

RBC Employee Recognition:

- **Francine Blackburn**, EVP Regulatory and Corporate Affairs, **Zabeen Hirji**, Chief Human Resources Officer and **Jennifer Tory**, Regional President of the Greater Toronto Region were recognized as being among **Canada's Most Powerful Women: Top 100** – an award by the Women's Executive Network that honours "exceptional women leaders of Canada."
- **John Taft**, head of the U.S. division of RBC Wealth Management and CEO of RBC Capital Markets Corporation, was named the "**Outstanding Corporate Diversity Leader**" by the **National Gay & Lesbian Chamber of Commerce (NGLCC)** at the third annual NGLCC Diversity & Leadership in Financial Services Awards
- **Elaine Allard**, Directeur de Comptes, SFP, Account Manager in the Laval-Laurentides market and member of the National Wheelchair Basketball Association was recognized as **Sports Personality of the Year** by the St-Eustache' community and profiled in *L'Éveil* newspaper.

IV. CONSTRAINTS

At RBC, we recognize the importance of encouraging employees to self-identify their designated group status. Accordingly, we continue to monitor and assess Employment Equity survey responses for persons with disabilities using the four-part question approved by the Canadian Human Rights Commission in 2002.

As of December 31, 2010, more than 2,600 (5.67%) RBC federally regulated employees report having a disability. However, only 3.63% (1,666) of this population indicate that they are disadvantaged in employment because of their disability. Reviewing the definition of a person with a disability for self-identification purposes, was a recommendation when the Employment Equity Act was last reviewed by the House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities in 2001. While no government action has resulted from the recommendation to date, we will continue to collect survey data using the four-part question to allow for meaningful dialogue regarding the definition of persons with disabilities when a review of the Act is undertaken.

V. CONSULTATIONS WITH EMPLOYEE REPRESENTATIVES

In 2010, we leveraged our employee resource groups, REACH, MOSAIC, and ROYAL EAGLES to provide insights and recommendations on our employment equity goals and plans. The voice of designated groups was a key component in our communications to the workforce. For example, we regularly engaged employees in the design and delivery of learning and webcasts to increase awareness and understanding of how to provide an inclusive workplace for designated groups, including persons with disabilities, newcomers to Canada, and our LGBT employees.

Our **HR Employment Equity Integrated Solutions Team** which includes HR representatives from each of the federally regulated businesses and functional groups met on a monthly basis, reviewing progress against plans and determining areas of focus for the upcoming two months. Semi-annual updates were also provided to the HR business partners.

VI. FUTURE STRATEGIES

At RBC, we will continue to embed our employment equity compliance requirements and commitments in our diversity and inclusion initiatives and in all that we do. In 2011, RBC will publically report on our results relative to the 60 actions committed to in our *Diversity Blueprint 2009 - 2011* and will undertake development of our strategy for *Diversity Blueprint 2012 - 2015*. Federally-regulated employees will be asked to update their designated group survey information as part of a workforce diversity census communication campaign. The HR EE HRIS team will continue to meet monthly, review the 2011 Employment Equity Plan, monitor and track progress and revise plans as needed.

Other planned initiatives include:

- Increase participation in Diversity Dialogues reciprocal mentoring by 500;
- Promote and expand membership in the Aboriginal Corporate Social Network – One Heart;
- Launch 12 Diversity Moment 3-minute learning vignettes to all employees;
- Establish a national advisory committee for all RBC employee resource groups;
- Launch Diversity Leadership Councils for Insurance and Group Risk Management;
- Continue to build on the *Let's Talk About It* communication campaign

At RBC, we remain committed to achieving full representation of all designated groups and providing a diverse and inclusive work environment for all employees.

Simply having diversity is interesting,

Doing something with it is powerful...

PDF files as referenced in the report:

[2010 RBC Diversity Progress Report](#) (refer to P. 3)



Diversity Progress
Report.pdf

[RBC Diversity Blueprint 2009 – 2011](#) (refer to P. 3)



RBC Diversity
Blueprint.pdf