

ABOUT Value for Employees

Programs, policies and practices

This is part of a series of documents that provide additional information on the programs, policies and practices related to the citizenship priorities of Royal Bank of Canada (RBC®). The series supplements our annual corporate citizenship reporting, which provides an overview of our priorities, key performance indicators and annual highlights of corporate citizenship issues relevant to financial services companies in general, and to RBC in particular. It complements the information on the results of our operations and financial condition provided in our Annual Report and governance and executive compensation information disclosed in the Management Proxy Circular (available at [rbc.com](https://www.rbc.com)).

We are helping our clients thrive and communities prosper, and that inspires us to give our best every day. We have progressive minds who have helped us build what we are today. Our diverse and inclusive culture promotes sharing different perspectives and experiences resulting in a history of innovation and creative thinking.

RBC is committed to attract, retain and engage the very best employees who can help our clients thrive. That is why we are evolving our culture, and attracting and retaining the best talent. We recognize that in today's fast-changing, increasingly complex, and demanding marketplace, we must continually transform and prepare for the future. We are well positioned to unlock the potential of each other, drive to impact, adapt quickly and always learn.

Our employment brand

RBC is an engine of change where we learn with the best, access powerful resources, and build exceptional experiences. Our employer brand describes our employee value proposition and how its people practices shape the future of work and drive sustainable growth, aimed at providing exceptional brand building employee experiences that fulfil our purpose.

We have established a compelling Employee Value Proposition to convey the opportunity of reaching individual aspirations with RBC.

For more information, please visit [rbc.com/careers/index.html](https://www.rbc.com/careers/index.html)

RBC Employee Value Proposition

Create new and exciting futures – for employees, our clients, and communities.
We are an engine of change. Together, we will unlock our employees' potential to thrive, drive achievement and change, and experience the power of connection.



Our Priorities

- Leaders driving sustainable growth
- Thriving in the new world of work
- Exceptional employee experience

Governance

Oversight of our workplace policies and programs is led by the Board of Directors and the Board's [Human Resources Committee](#). The Committee is responsible for assisting the Board in overseeing key policies and programs relating to compensation and pension plans, compensation risk management, key talent management strategies and practices, compensation for the Chief Executive Officer (the "CEO") and members of the Group Executive, management succession plans for executive officers and key senior leadership roles. The Bank's executives and management are responsible for providing employees with direction on workplace strategies, policies and programs.

Our Human Resources and Global Compliance departments provide comprehensive semi-annual reports to the Ethics & Compliance Committee, the Group Risk Committee, the Risk Committee of the Board and the Human Resources Committee of the Board on metrics with respect to our Code of Conduct and many of the topics covered in this document.

Leaders driving sustainable growth

In 2017, RBC's senior executives gathered to address the changing forces that we face as an industry. Digitization, new and different competitors, changing client expectations, and volatile economic and political conditions are all converging to disrupt financial services and many other sectors. We believe that thriving in a complex environment requires a new way of thinking and acting. Guided by our Vision and Values, we are changing how we work in order to remain a leader. We are working on reducing complexity, becoming more nimble, trying new things, getting to decisions more quickly and getting solutions to our clients faster, then iterating to make them better.

Our four areas of focus are:

- A new leadership model
- Building talent for growth
- Accessibility and transparency
- Performance enablement

A new leadership model

The role of leadership is vital to meet the demands of the new world of work and remain a market leader. Leaders shape the future, build talent and provide context to inspire and engage people in a rapidly changing environment, maintaining focus on what matters most to deliver growth. Against this backdrop, we developed a new leadership model in 2017.

The RBC Leadership Model defines the capabilities and behaviours that matter most to our future success. This includes the ability to drive impact, to adapt quickly and always learn, to unlock and develop the potential of our people and to speak up for the good of RBC. It embodies the approach and mindset RBC encourages among all its employees. At its core, the RBC Leadership Model is intended to guide how we all work together, set the clear expectation that how we meet our goals is just as important as what we achieve and acts as a lens for how we attract, select and assess talent. It is being embedded in all of our talent practices to ensure its sustainability.

Building talent for growth

In order to deliver a strong succession bench, we focus on developing talent to reach their highest potential. Using a variety of assessment tools, we identify potential, segment our talent and provide differentiated development opportunities early in careers to rapidly grow the next generation of leaders. Increasing the representation of women and visible minorities at senior management and executive levels is part of this goal.

Women in Leadership

This annual 10-month program provides targeted development opportunities for high-potential, non-executive women to enhance their leadership capabilities, deepen their business acumen, expand their enterprise network and increase their exposure to senior leaders across the organization. The program provides formal learning, one-on-one coaching by an external executive coach, mentorship from program alumni, advisory circles, and development assessment and debriefing sessions to inform personal development and planning.

Ignite

This program targets high-performing, culturally diverse talent aimed at accelerating their trajectory to senior management and executive roles. The program addresses common challenges, provides opportunities to develop and practice key leadership behaviours and enables cross-enterprise networking with peers and senior leaders. It also includes formal coaching by an external executive coach and a group challenge to design an innovative solution to solve a challenge facing the communities we serve.

Accessibility and transparency

As we evolve into a simpler, faster and more flexible culture, we encourage the free flow of relevant information throughout RBC. We use a variety of means to promote accessibility and transparency including:

- Regular touchpoints with senior leaders across RBC, including the President and CEO and members of the Group Executive.
- In-person and digital town halls where leaders share information and employees have a forum to ask questions.
- Live digital sessions where leaders are available to answer any and all questions from employees, including via webinars and live-streamed town halls.
- Archives of digital information sessions.

We believe this approach engages employees so they understand our key business imperatives and strategy. It also helps employees feel more empowered and connected to RBC leaders.

Performance enablement

To achieve sustainable growth in our rapidly changing and complex industry, we are modernizing our approach to performance management and enhancing the employee experience. Research shows that great managers provide candid feedback and coaching regularly. They have more engaged employees who, in turn, are more successful and have an impact on client experience and company success. Employees have told us through opinion surveys, live “jam” events, focus groups and general interaction that they want and need more frequent, timely, multi-directional feedback to support their growth and development.

That’s why we are reimagining performance management to focus on enabling employees and lifting their performance. The program focuses on building a growth mindset and a culture of feedback and coaching. It applies to all three pillars of our people and culture strategy: leaders driving sustainable growth, thriving in the new world of work and an exceptional employee experience. To enable feedback, we are launching a feedback app across RBC, which is grounded in the new Leadership Model, and includes the key behaviours that define how we work at RBC.

Employees’ long-term career goals are an important consideration at RBC. Every RBC employee goes through a pre-defined performance appraisal process, and managers review their individual team ratings with their direct reports. In many cases, there is also a formal calibration session to ensure individuals are rated fairly compared to others. In some cases, we use multidimensional 360° reviews for development purposes. These provide a consolidated report based on feedback from direct reports, peers and management.

We use an enterprise-wide, online talent management system to manage the performance appraisal process.

People management

Performance management is a key aspect of employee engagement at RBC. It helps employees see how their jobs fit in the bigger picture so they can align their activities with the company’s strategy, and provide the best service to our clients.

Our top leaders and people managers play a critical role in creating an engaging work environment throughout RBC. This is why we invest in the development of consistent management practices and learning tools to help enhance the core capabilities managers need to do their jobs; learning tools include online resources, general and tailored advice and information on RBC policies and programs, and tailored coaching. Some businesses also offer annual management leadership conferences to support business changes and share best practices. These sessions develop targeted knowledge and capabilities of all managers, supported by their executive leaders, to enable change and deliver results.

Career transition and continued support

RBC takes steps to ensure employees are treated fairly throughout their career. Whether employees are looking to transfer to a different position within the enterprise, or are in a redundant role, we strive to minimize the impact on them by considering options such as career assistance support and redeployment services.

Thriving in the new world of work

In our rapidly changing environment, we need to be agile, be digitally enabled and have an “always learning” and collaborative mindset. We’ve stepped up our focus on changing the way we work to ensure our people are equipped with the skills to be successful today and in the future. We encourage employees to have an “always learning” mindset, speak up for the good of RBC and set ambitious goals.

Our focus areas include:

- Building early talent
- Building digital talent
- Fostering an “always learning” workforce

Building early talent

Our goal is to build early talent by continuing to increase engagement, attraction and retention rates. We believe that by understanding young people’s skills, goals, dreams and expectations, we can provide a supportive and challenging experience that will encourage them to remain with RBC for the long term. We also aim to engage early talent in the design and adoption of new ways of working.

Programs to build early talent

The **RBC Career Launch Program™** is designed to help recent college and university graduates in Canada transition from school to work. The program promotes 21st century skills such as collaboration, communication and critical thinking through work experience, learning and mentorship. Participants have access to a network of professionals to build relationships. Through the program, participants gain valuable hands-on experience and build confidence, which increases their potential appeal to future employers. During this one-year paid internship, employees experience three rotations, gaining experience in a branch, at head office and with an RBC charitable partner.

For more information, please see the RBC Career Launch Program 2017 Impact Report and the RBC whitepaper published in partnership with the Canadian Career Development Foundation, Addressing the Catch 22: RBC Career Launch Applicants Recommendations for Improving School-to-Work Transitions.

By helping young people unlock their potential and launch their careers, RBC can assist them with building a stronger future for themselves and a more prosperous Canada for all. With this in mind, RBC created the publically available The Launching Careers Playbook, an interactive, digital resource focused on enabling young people to reach their full potential through three distinct learning modules: I am starting my career; I manage interns and I create internship programs. The Playbook shares the design principles, practices, and learnings captured from the RBC Career Launch program over three years, as well as the research and feedback RBC has received from young people and their managers.

RBC Amplify™ is an intensive summer student program that fosters innovation and collaboration to identify challenges arising in the financial technology industry. Over four months from May to August, students work in teams of four and participate in user-centred, design-thinking training, providing a base for them to begin exploring challenges. Throughout the term, students receive support from the program team, team leaders, subject matter experts, executive sponsors and stakeholders to develop potential solutions to the challenges presented. The term ends with an exposition where students pitch their work to executives, stakeholders and an audience of engaged RBC employees.

Building digital talent

Our goal is to attract, develop, reward and retain the critical talent segments we need for our digital bank initiatives by applying flexible and creative talent practices as well as opportunities for professional development. Examples of programs to achieve this include:

Technical Career Path	Accelerated Scrum Master (ASM)
<p>The program targets high-potential technical talent, aiming to develop technically sophisticated leaders to build a technology bank for the future.</p>	<p>This program is a test-and-learn program to quickly “upskill” identified participants interested in pursuing a scrum master role at RBC. Scrum masters facilitate agile development teams, which are key to building innovative digital solutions. ASM provides participants with the formal learning and practical experience to become certified scrum masters at RBC. The three-month apprenticeship program consists of three days of formal in-class learning sessions, followed by on-the-job learning. Apprentices are paired with experienced scrum masters on current agile projects as well as mentors who are agile coaches for additional feedback. All participants who completed the program have been placed in agile roles within Technology & Operations.</p>

Fostering an “always learning” workforce

RBC thrives when employees have the opportunity to learn and grow and ultimately excel in a positive and dynamic environment. Our culture of always learning and performing is supported by a substantial focus and investment in learning and development. RBC supports employees in their development by providing a variety of learning and growth opportunities such as on-the-job experiences, courses, conferences, internal and external coaches, and mentoring. We are transforming the way people learn through more digital, social and personalizing experiences and solutions to individual needs. In today’s rapidly changing world, we are bringing learning to where employees are and when they need it.

Career development and learning

We strive to offer all employees the opportunity to have a rewarding and varied career with RBC.

Formal training and development programs are an important complement to on-the-job learning. Employees have access to a wide range of formal learning resources and opportunities – everything from traditional classroom training to interactive web-based learning programs, online resource libraries, and live and on-demand webcasts. Informal learning takes place through specific projects and work assignments.

RBC also provides the opportunity for employees to engage via external seminars and conferences, training and professional accreditation programs, and major educational sponsorships. The processes for acquiring approval for these opportunities vary by business platform.

Exceptional employee experience

RBC is committed to providing exceptional employee experiences to current and future potential talent. We do this by bringing our Purpose and Values to life and unlocking the potential of our people. This drives an achievement environment and helps employees experience the power of connection to achieve business results. Highly engaged employees are more productive and deliver stronger performance, which is only possible if the workplace meets the needs of employees.

Our goals are to:

- Engage our talent by continually improving employee experiences across the organization.
- Enhance our Employment Brand
- Align employees' digital experiences across our talent management ecosystems.

Our four focus areas are:

- Hearing and understanding our employees' voices
- Mental health and employee well-being
- Diversity and inclusion across our workforce
- Performance recognition

The voices of our people

Our annual Employee Opinion Survey (EOS) reflects employee engagement, their experience and how well RBC is delivering on what matters most to employees. RBC seeks high performing, collaborative and innovative people that share our Purpose and Values. We believe that highly engaged employees deliver stronger performance and higher productivity, which is only possible if the workplace meets the needs of employees.

Employee opinion survey

Employee engagement and recognition of RBC as an employer of choice are core measures of strategic human capital at RBC. We conduct regular employee surveys to identify how well RBC is delivering on what matters most to employees and how well employees understand what matters most to RBC.

The RBC Employee Opinion Survey measures employee engagement and the drivers of engagement. We use this information for trend analysis, external benchmarking and to develop action plans to address any gaps or emerging issues. Results are presented to the senior management of the company, the Board of Directors, individual business and functional unit managers, and other employees so we can all take action in areas where improvement is needed and celebrate our successes where feedback is positive.

We compare our employee survey results to past-years' performances, as well as to the results of other top-performing North American companies including financial institutions. Our results have historically exceeded the North American High Performing Companies Norm (provided by Towers Watson).

Each year we also poll our employees to better understand what they think about our corporate citizenship activities and reputation in areas such as community and social impact and environmental sustainability.

Resolving problems and concerns

It is important for great workplaces to have an environment where everyone feels safe and comfortable in voicing ideas and opinions as well as in speaking up. This allows the company to deliver better solutions, be more innovative and manage risks more effectively. We encourage open communication and the resolution of employee concerns locally whenever possible. Our "Reporting Concerns" intranet site, available to all employees worldwide, contains contact information for discussing and reporting any concerns about discrimination, harassment, violence and workplace accidents. In addition, the RBC Reporting Hotline is a communication channel for the confidential and anonymous reporting of concerns and allegations of wrongdoing relating to accounting, auditing or internal accounting controls of RBC.

In Canada and the Caribbean, RBC employees also have access to advice and counsel from our Human Resources Employee Relations group, as well as the Employee Resolution Hotline, a helpline for employees where they can receive assistance in managing issues. In addition, the RBC Standard on Reporting Misconduct and the internal Speak UP web page outline the options available to all employees and contract workers who wish to escalate a concern.

Employees with unresolved concerns may also contact our Employee Ombudsman a confidential and impartial resource within the Office of the Ombudsman, who, in turn, reports these matters directly to the Audit Committee of the Board. The Employee Ombudsman aims to help employees explore options to find solutions, and assist them in removing barriers that may be preventing due process or appropriate consideration of concerns.

Performance recognition

RBC Performance, our enterprise recognition and reward program, was awarded the 2017 Overall Best Practice Award from Recognition Professional International. This 32-year-old program, covering RBC employees working in more than 15 countries, has helped RBC build a legacy of making employee recognition a priority in our culture and business. It focuses on providing a series of quarterly and annual awards and provides day-to-day recognition tools.

Competitive compensation and benefits

Our compensation and benefits programs are built to reflect the principles of flexibility and choice, along with a shared accountability for success. We have a “pay for performance” philosophy to ensure employees have the opportunity to earn high rewards for the high level of performance that is expected at RBC.

Compensation

Our approach to compensation is based on five guiding principles:

1. Compensation aligns with stakeholders’ interests.
2. Compensation aligns with sound risk management principles.

3. Compensation rewards performance.
4. Compensation enables RBC to attract, engage and retain talent.
5. Compensation rewards behaviours that are consistent with the core values of RBC.

We are committed to the principles of pay equity, and we work to prevent pay disparities between male and female staff performing the same/similar roles. The majority of our employees receive compensation that includes both salary and a bonus. For any given position, the proportion of total compensation that is based on performance depends on the person’s level and the type of work they perform. Higher level positions, for example, will have a larger proportion of performance-based compensation leading to potentially greater rewards. Variable compensation can represent a significant portion of senior executives’ total annual compensation. Additionally, some employees participate in sales incentive and commission-based compensation programs.

For more information, please see the Management Proxy Circular at rbc.com/investorrelations/annual-meeting-reports.html.

Executive compensation

For information on executive compensation, please see the Management Proxy Circular at rbc.com/investorrelations/annual-meeting-reports.html.

Incentive programs

We offer a short-term incentive (STI) program, where employees may be eligible to receive an annual bonus. The bonus is based on the performance of the individual employee, of their business unit and of RBC overall.

We also offer long-term incentive (LTI) programs to reward participants for their sustained contributions leading to shareholder value creation. This program is also used to recognize talent and retain key senior staff. RBC delivers LTI in the form of performance deferred shares and stock options.

Benefits

The range of benefits RBC provides is designed to support employees' and their families' physical and emotional health and wellbeing throughout their RBC careers. In Canada, we offer a core package of benefits, plus a flexible, optional program that gives employees access to competitive and affordable enhanced benefits. The offering includes medical, prescription drug and dental plans; life and accident insurance; and short-term and long-term income protection.

Outside Canada – RBC offers a variety of benefits depending on the healthcare and competitive landscape of the country.

All RBC employees and their family members have access to a number of health and wellness initiatives including the RBC EmployeeCare program, which provides 24-hour-a-day access to information and confidential consultation on a wide range of work/life issues.

Retirement and savings programs

RBC is committed to supporting employees in their planning and saving for the future. Our retirement and savings programs are an important part of that commitment.

Canada – RBC employees may join a defined contribution (DC) pension plan as well as savings program. Our DC plan provides an automatic contribution as well as matching contributions (ranging from 0% to 100% based on tenure) on up to 5% of earnings, to an annual maximum. Our Savings Program provides a 50% matching contribution invested in shares up to a maximum of 3% of eligible earnings, to an annual maximum (if applicable).

United States – RBC offers a flexible 401(k) program for eligible employees to convert current income into longer-term savings. For the 401(k) program, RBC provides matching contributions after one year of employment, on the first 6% of IRS-limited salary, to an annual maximum.

Outside Canada and the U.S. – RBC sponsors a number of pension plans (primarily defined contribution pension plans) and savings programs for employees.

For more information regarding our employee pension plan, including financial information, please see our annual Consolidated Financial Statement in our Annual Report by visiting rbc.com/investorrelations/annual-meeting-reports.html.

Health and wellness

Our Code of Conduct outlines our commitment to providing safe workplaces for all our employees. The RBC Blueprint for Well-Being and Mental Health clearly articulates our vision with objectives and priorities for protecting the psychological health and safety of employees in the workplace. It aims to end stigma within our corporate culture and promote employees' mental health and well-being. In addition, we also have specific workplace safety policies in many of our locations. Our business is primarily conducted in an office environment, and consequently presents very few traditional occupational health and safety risks.

Healthy people and a healthy workplace are basic requirements for carrying out a business strategy. This strategy rests on talent, innovation and resilience, especially in times of disruption and continual change. There is growing awareness of the prevalence of health issues – particularly mental health issues and stress – and their impact on individuals, caregivers, support networks, workplaces and the wider community. As a result, the need for advice and additional support is rising exponentially, particularly regarding mental health concerns. We believe that employers need to play an active role in fostering healthy workplaces that support physical and mental well-being. We also believe we have a responsibility to help eliminate any stigma associated with some conditions.

Mental health issues, including work-related stress, can have an impact on knowledge-based workplaces such as RBC's. We have resources to help address mental health issues, including an employee assistance program, whereby employees and their dependants have access to free and confidential counselling, consultations and online resources.

We also have a robust ergonomic/workplace accommodation program. The goal is to ensure that our workplace is accessible to everyone, regardless of their ability/disability and to ensure RBC workstations, work processes, equipment and tools are designed to make sure employees are safe at work and they have the tools that they require to do their job.

We are of the view that healthier employees also tend to be happier and more productive — not just at work, but also in their home and communities too. We provide tips, tools and advice to empower employees to make healthy choices, such as wellness campaigns, programs, events and more.

Work/life balance

It can be a challenge to attain an optimal balance between work and life. Our policies and programs provide flexibility and support to our employees. These include:

- Access to personal work/life counselling services
- Maternity, paternity, parental and family responsibility leaves
- Emergency backup eldercare and childcare in several major centres
- Gradual return from leave, or an alternative work arrangement, for eligible employees
- Phased retirement for eligible employees who wish to work three or four days per week for a defined period prior to retirement
- Flexi-place option for eligible employees who wish to work part or all of the work week off-site, usually from home
- Flex-time options for eligible employees, with assigned core hours and flexible start and finish times, within limits, as established by the employee's manager

Diversity and inclusion across our workforce

Our Diversity and Inclusion Vision is:

To be among the most inclusive and successful companies, putting diversity into action to help employees, clients and communities thrive.

RBC has long understood that diversity is not only the right thing to do but also the smart thing to do. We understand the ethical case for ensuring equal

opportunity for all and also the tangible social and economic benefits a diverse and inclusive workplace brings. Basic definitions and simply respecting employment and regulatory requirements are important foundations, but only foundations. Our framework includes fostering inclusion and using diversity of thought for sustainable growth and prosperity.

Our purpose is to help clients thrive and communities prosper. This is why we exist and it inspires us to give our best every day. Our values represent what we stand for and what we expect of one another. We embrace diversity for innovation and growth by speaking up for inclusion and empower people to grow and achieve more; seek out and respect different perspectives to challenge conventional approaches; and identify and act on the opportunities and needs that client diversity brings.

Diversity and inclusion is embedded in our culture. We believe we can achieve progress in areas that are under-explored and lead change through ideas and action. Ultimately we focus on helping people succeed, making a positive impact to our clients and in the communities in which we live and work.

The RBC Diversity & Inclusion Blueprint 2020 sets the direction for our priorities, objectives and commitments through to the year 2020. It aligns with our organizational purpose and focuses on attracting and developing the best talent, providing advice and solutions for diverse client markets, and enabling the social and economic development of our communities through partnerships, research, volunteerism and corporate citizenship. At the core of this vision is a focus on three pillars: Talent, Clients and Communities.

In particular, we support the employment, financial services and community needs of:

- Women
- Minorities
- Newcomers to Canada
- Indigenous peoples
- Persons with disabilities
- Lesbian, gay, bisexual and transgender (LGBT+) people
- Youth

Equal opportunity

We believe in creating equal opportunities for employees, regardless of race, age, gender, disability, religion, sexual orientation or ethnic origin; and operating in a way that does not reinforce stereotypes or establish barriers. We also promote diversity and inclusion, and proactively use our diverse workforce to generate innovative business strategies.

Initiatives and organizations we support include but are not limited to:

- **The Catalyst Accord** – RBC is a founding signatory of the Accord, an industry-led call to action for FP500 companies to increase the representation of women on their boards.
- **The Toronto Region Immigration Employment Council (TRIEC)** – We have sponsored TRIEC since 2009, and in 2015, the Council was chaired and co-chaired by RBC’s President and CEO and Chief Human Resources Officer respectively. TRIEC seeks to help new immigrants to Canada find meaningful employment in their field of expertise in Toronto by partnering them with a mentor in the financial services profession; triec.ca/about-us/triec-council/.

Human rights

Discrimination

We are committed to respecting human rights and ensuring that all of our employees are treated fairly and are free from discrimination in the workplace. The RBC Respectful Workplace Policy sets out our commitment to maintaining a workplace free from harassment, discrimination, violence, retaliation and other disrespectful and inappropriate behaviour. It sets expectations for all employees to contribute to a safe, respectful and professional workplace. The Policy also outlines when, where and how employees can report their concerns.

Our businesses are expected to abide by all non-discrimination or human rights legislation in the various jurisdictions where we operate. These laws generally prohibit discrimination on various grounds such as race, colour, religion/creed, age, gender, marital status, sexual orientation and disability. Even where laws do not prohibit discrimination, or where they allow for differential treatment, our businesses are still committed to non-discrimination principles to ensure we do not operate in any way that is contrary to our Code of Conduct, that perpetuates stereotypes or that establishes barriers.

In addition, we are aware of the UN Framework and Guiding Principles on Business and Human Rights (the “Ruggie” framework), a global standard aimed at preventing adverse impacts on human rights resulting from or linked to corporate business activities.

The RBC Code of Conduct also reflects the spirit of the Universal Declaration of Human Rights, and states, “RBC companies are committed to promoting equal opportunity in all dealings with employees, customers, suppliers and others.”

Suspected violations of our Code of Conduct provisions with respect to human rights are reported to Human Resources, which ensures that appropriate action is taken to review and address the issue. Human Resources also provides regular reporting on human rights policy violations to RBC’s management and Board of Directors.

By adopting, supporting and implementing positive policies, RBC creates a more representative, inclusive and productive work environment for all employees.

Freedom of association

We operate in many countries around the world, each with varying positions on unionization. However, the majority of our workforce is employed in North America, where unionization is not the prevalent system for managing employee relations in the financial services industry.

Where employees are represented by unions, we proactively engage in dialogue with those unions on matters that may affect the employees they represent. We strive to create an environment where individuals do not feel they need to be represented by a third party, while respecting each employee’s right to choose.

Labour Relations Framework

In 2014, RBC produced the Integrated Labour Relations Framework to provide a frame of reference for fostering positive labour relations with employees and their employee associations, staff representations and unions (collectively referred to as “employee representatives”) as they exist throughout the enterprise.

Indigenous employment

We are committed to increasing the representation of Indigenous people within our workforce through proactive recruitment programs. We support programs that ease the transition of Indigenous employees into our workplace.

Indigenous awareness training is required for all RBC recruiters. In addition, the training is available to all RBC employees through our online learning system.

Additional resources

- The [RBC Diversity Blueprint](#) outlines enterprise priorities and objectives.
- [Employment Equity Report](#) outlines our equity initiatives and accomplishments for our Canadian federally regulated businesses and functions.

For more information and access to the above listed reports, please visit rbc.com/diversity.