Royal Bank of Canada

About Value for Employees

Programs, policies and practices
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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 environmental, social and governance (ESG) reporting, which provides an overview of our priorities, key performance indicators and annual highlights of ESG issues relevant to financial services companies in general, and to RBC in particular. It complements the information on our operations and financial results provided in our Annual Report and governance and executive compensation information disclosed in our Management Proxy Circular (both available at rbc.com).

RBC’s Board of Directors and the Board’s Human Resources Committee oversee our workplace policies and programs. The committee assists 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 (CEO) and members of the Group Executive, management succession plans for executive officers and key senior leadership roles. Our executives and management are responsible for providing employees with direction on workplace strategies, policies and programs.

Our Human Resources and Group Risk Management departments provide comprehensive reports at least annually to the Ethics & Compliance Committee, the Group Risk Committee as well as Board committees on conduct and culture and many of the topics covered in this document.

Our priorities

- Building and attracting talent
- Creating experiences that enable growth
- Driving a diverse and inclusive culture
Building and attracting talent

Early talent
Investing in youth is a win-win. Through our learning opportunities, young people can develop the skills they need to succeed in today’s economy, and bring fresh perspectives to drive innovation. 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 hire over 3,000 students from 100 colleges and universities every year.

Digital talent
To maintain our position as an employer of choice for digital talent, we have identified the future skills that are critical for us to create seamless and exceptional client experiences, as a digitally enabled relationship bank, in areas such as data, design and product development. RBC continues to provide flexible talent practices that enable us to better attract, develop and retain digital talent with modern and personalized learning paths. With dedicated resources on our DevOps, Agile & Automation team, we are improving the way business partners work together in a digital age. We are also the champion of TechToronto and FintechTO, bringing together best-in-class events and research to the tech community in Toronto.

Exceptional work-integrated learning experiences
We are enabling graduates and early talent to gain meaningful work experience through diverse placements that develop their skills and help launch their careers through:

- **RBC Career Launch Program**: One-year paid internship for 100 recent college and university graduates that features three unique rotations
- **RBC Indigenous Peoples Development Program**: Two-year rotational program that enables recent graduates to develop the skills and network needed to build up their professional experience
- **RBC Analyst Program**: Undergraduate recruitment program introduced in 2013 for Personal & Commercial Banking supporting functions; recently expanded to include RBC Ventures
- **RBC Amplify**: Intensive summer innovation program that puts students’ skills to the test by asking them to solve business problems, build solutions and pitch products

Creating experiences that enable growth
We are continually looking for ways to improve employees’ experience at RBC so they can perform their best, excel in their careers and be recognized for what they do. Our success is fueled by highly engaged employees. By engaging our workforce to share their ideas and feedback, we are better able to design programs and deliver the experiences that attract talent and inspire, develop and empower our people.

Employee engagement
To better understand and respond to the needs and expectations of our workforce, we conduct annual employee surveys through the Employee Opinion Survey (EOS) to identify how well RBC is delivering on what matters most to employees and how well employees understand what matters most to RBC.

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 Willis Towers Watson).

Differentiated learning experiences
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 in external seminars and conferences, training and professional accreditation programs, and major educational sponsorships.

We are fostering a culture of lifelong learning to ensure our people gain great experiences while building skills for the future through innovative learning programs:

- **RBC Learn**: Self-serve learning platform to meet employee needs and interests
- **RBCx**: Nine-week program where employees from cross-functional teams use design thinking and innovation methodologies to solve real business challenges
- **Spark!**: Internal online platform that enables employees to connect and work on projects outside their daily job requirements
- **Design thinking** with OMNI and RBC Ventures
- **Skills-based volunteering**

**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 stigmas in 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 a 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 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 ours. We have resources to help address mental health issues, including an employee assistance program where employees and their dependants have access to free and confidential counselling, consultations and online resources.

Psychological health and safety in the workplace goes beyond providing flexible work arrangements or offering employee assistance programs. In 2018, we launched the RBC Blueprint for Mental Health and Well-Being, which outlines RBC’s vision and priorities for and commitment to promoting mental health in the workplace, and we continued to strengthen our commitment with the following actions:

- Introduced core psychology benefits of $3,000 per person
- Expanded the list of eligible practitioners beyond psychologist and social worker to include other practitioners such as psychotherapists and marriage counsellors
- Introduced mental health navigation services – providing access to personalized assessments, treatment plans and practitioners through virtual care
- Expanded access to care for employees with eldercare responsibilities

We also have a robust ergonomic/workplace accommodation program. Supported by the Workplace Accommodation policy, its goal is to ensure:

- Our workplace is accessible to everyone, regardless of their ability/disability
RBC workstations, work processes, equipment and tools are designed to keep employees safe at work

Employees have the tools they need to do their job

We believe healthier employees tend to be happier and more productive – not just at work, but also in their home and communities. 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, including:

- Access to personal work/life counselling services
- Maternity, paternity, parental and family responsibility leaves in our Child Care Leave Policy
- Emergency backup eldercare and childcare in several major centres through our EmployeeCare Program
- 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 or from client locations
- 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
- Increased paid caregiver leave of up to four weeks, and double the maximum financial advisor leave of absence payout (U.S. Wealth Management)

- A new surrogacy policy in the U.K. to accommodate leaves of absence for other personal reasons (e.g. sabbatical leaves and holiday purchase options for extra time off beyond the prescribed vacation/absence allotment)

**LIFT Performance Enablement**

Our approach to performance enablement across RBC is all about providing growth and development opportunities, regular feedback and coaching, and a simple performance review experience. LIFT Performance Enablement is just one way we are positioning ourselves for the future.

**Enabling our people leaders**

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. As part of our continuous efforts to evolve in line with a changing industry, as well as client and employee needs, we have recently modernized our approach to performance management to enhance RBC’s employee experience.

Our new approach to performance focuses on building a growth mindset, creating a culture of real-time and ongoing feedback and coaching, and making things simple. Employees still identify the goals and behaviours that define expectations for the year. Ratings are based on the extent to which they’ve achieved their goals and developed behaviours in line with their role requirements.

Internal and external research, brainstorming sessions and manager interviews were completed to identify critical areas of improvement. Solutions delivered included a new intranet site as a centralized resource, a redesigned monthly bulletin built with manager feedback, simplified notification tools to easily cascade information and a listening approach to obtain regular feedback from managers. Pairing this with more frequent manager/employee check-in conversations during the year helps all parties be transparent about the employee’s progress, and can make year-end reviews easier.
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.

**Reskilling**
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. For employees whose roles are impacted by automation, we offer reskilling through role- and skill-based pathways so they can take on new and different work at RBC.

**Driving a diverse and inclusive culture**
Diversity and inclusion is more than just one of our core values; it represents what we stand for, what we expect of one another and how we treat each other. We believe diversity and inclusion is an engine for innovation and economic prosperity. By actively driving diversity and encouraging inclusion, we generate fresh perspectives, inspire and empower our people to deliver the best, and ensure our workforce reflects the diversity of the clients and communities we serve.

Our vision for diversity and inclusion is:

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

Our Purpose is to help clients thrive and communities prosper. We are committed to taking action to drive sustainable progress in diversity and inclusion in our company and the communities we serve. 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 we 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 underexplored and lead change through ideas and action. Ultimately we focus on helping people succeed, making a positive impact on our clients and in the communities where we live and work.

The [RBC Diversity & Inclusion Blueprint 2020](#) sets the direction for our priorities, objectives and commitments up 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 their race, age, gender, disability, religion, sexual orientation or ethnic origin; and in 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.

Strengthening our pipeline of diverse leaders
Leaders who have diverse skillsets and backgrounds fuel diverse perspectives. To strengthen our pipeline of future leaders, we align talent management strategies and succession planning with our business strategies and our Leadership Model. An important part of our succession plan is to assess, identify and develop executives and high-potential talent to build their leadership capabilities and ensure we have a diverse group of leaders who drive our performance. We are strengthening our pipeline of top talent and driving inclusion at all position levels.

Our programs include:
- **Women in Leadership**: 10-month program offered to high-potential, non-executive women leaders
- **Ignite Leadership Development Program**: Eight-month program designed to accelerate high-performing, culturally diverse talent to senior management and executive roles
- **RLaunch**: Global program that offers permanent roles to women returning after a period of voluntary absence from the capital markets industry
- **Global Investment Banking MBA Women’s Immersion Program**: Professional development and coaching for MBA students passionate about investment banking, offering women an early interview opportunity for our Investment Banking Summer Associate Program
- **Leadership Development Program**: Growing pipeline of future leaders, targeting associates from various Master’s programs
- **Tech Women’s Advisory Program**: A multi-month early insight and development program for sophomore women keen on careers in finance and technology, culminating in an early interview process for junior summer internships. Program features include a continuum of virtual and in-person programming and advisor matches with RBCers in technology roles.

Supporting employees who identify as LGBT+
We are a proud long-term supporter of LGBT+ rights in our workplace and in the community as well. We’re committed to ensuring employees can bring their true self to work, and that they feel comfortable doing it.

- Our online recruitment application system has the option for LGBT+ individuals to self-identify to receive more targeted recruitment assistance where needed
- Our benefits for employees is inclusive of a spouse or partner of same or opposite sex
- **Proud Partnership Program (P3)** is a six-month mentorship program for LGBT+ employees and allies to provide an opportunity for a deepened sense of belonging, engagement and career planning through connection and positive interaction
- Our child care leave

Supporting employees who identify as Indigenous
We are committed to increasing the representation of Indigenous people in our workforce through proactive recruitment programs. We support programs that ease the transition for Indigenous employees to our workplace. For more information, please see [A Chosen Journey: RBC Indigenous Partnership Report](#). Our programs include:

- **Pursue Your Potential (PyP)**: Support for Indigenous candidates, including access to a recruitment coordinator who can assist with resume and interview coaching, and provide useful information to facilitate job searches

- **RBC Indigenous Mentoring Experience (RIME)**: Help for Indigenous employees to build a framework to connect and positively interact with others, network and expand their access to career opportunities; also enables non-Indigenous employees to increase their knowledge and understanding of Indigenous culture.

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

**Supporting employees that identify as persons with disabilities**

We are committed to having diverse, inclusive workplaces where every individual has opportunities and access to the resources to reach their full potential, and we are committed to the recruitment, development and advancement of persons with disabilities. Our programs include:

- **Career Edge: New Graduate with Disability Program**: Paid internship program for graduates with visible and non-visible disabilities.

- **Pursue Your Potential (PyP)**: Support for talent who identify as persons with disabilities, including access to a recruitment coordinator who can assist with resume and interview coaching, and provide useful information to facilitate job searches.

- **“Creating an Inclusive Workplace for Employees with Disabilities”** webcast and **“Managers Promoting Mental Health”** online training module for employees and hiring managers.

**Pay equity**

We are committed to the principles of gender equity and pay, and we undertake actions to prevent pay disparities between men and women performing work of equal or comparable value. We conduct gender-based compensation analyses as part of our annual compensation review processes and review pay differences, taking into consideration factors such as position level and tenure, business or function, and geography, all of which may contribute to differences in pay between men and women. We address any gender-based pay concerns identified in the year-end pay decision-making process through pay adjustments, where we conclude that individual factors do not explain a difference in pay.

**Human rights**

We are committed to respecting human rights and ensuring 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 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. The Governance Committee receives regular reports on conduct and culture matters, including violations of our Code of Conduct, and monitors emerging trends and best practices to help refine a holistic approach to overseeing these issues.

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

**Freedom of association and collective bargaining**

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.

**Additional resources**

- The [Diversity & Inclusion Blueprint 2020](#) outlines enterprise priorities and objectives.
- The [Enterprise Diversity & Inclusion Report](#) outlines initiatives and accomplishments to achieve equitable employment.

For more information and access to the above listed reports, please visit [rbc.com/diversity-inclusion](#).