

2012-2015 Report Card



RBC Diversity Blueprint 2012-2015

Priorities and Objectives

RBC
Diversity
Blueprint™



Talent & Workplace: Increase the diversity and inclusion of our workforce globally, with a focus on increasing the representation of women and minorities in leadership.

RBC Commitments		Status	Key Progress Indicators
Women			
1.	Increasing the representation of women in leadership globally.		<ul style="list-style-type: none"> Established representation and staffing goals for executives and senior managers with quarterly review. Increased women in executive roles in Canada from 36% to 39%, with largest increase within Personal & Commercial Banking and increased women in senior manager roles from 37% to 38% (2012 – 2015).
2.	Providing access to leadership development opportunities including experience based learning, mentoring relationships and networks to support advancement.		<ul style="list-style-type: none"> Introduced <i>Women in Leadership Program</i>, an accelerated development program for top talent; 52% of the 52 participants were promoted or moved to a developmental role to broaden experience. Held workshops and networking events including the Canadian Banking Women’s Forum event, RWomen ERG breakfast meetings, Gender Intelligence sessions and Lean In Peer Coaching Circles. 47% of participants in key leadership development programs in 2015 were women. Sponsored the <i>Catalyst Connects</i> speaker and networking series with more than 3000 employees, partners and clients attending. Introduced a yearly <i>International Women’s Day</i> learning, networking and speaker initiative to engage in dialogue, provide practical tools and profile role models. Introduced a global <i>Women @RBC</i> social media site and <i>SheBlogs</i> series. Introduced Career Coaching in Wealth Management, <i>Women of Channel Islands (CI) Steering Group</i> and established a <i>Women CI Employee Resource Group Committee</i> within Wealth Management. Sponsored/enabled access to seminars and events delivered by external organizations including Women Executive Network (WXN), Catalyst, Women of Influence, Rotman Centre for Emerging leaders.
3.	Maintaining an inclusive and supportive work environment by evolving and providing access to progressive work/life and flexibility practices and programs.		<ul style="list-style-type: none"> Expanded offerings under the <i>LifeWorks</i> employee care program, provided a 24/7 <i>LifeSpeak</i> video series on physical and mental health, personal growth and relationships, parenting and eldercare. Introduced guidelines to support employees returning from maternity leave. Provided individual transitional coaching for top talent returning from parental leave. Provided access to emergency child and elder care services in Canada and the U.S. Increased membership in the <i>iCARE</i> employee resource group for working caregivers with new chapters in Canada and the Caribbean. Increased awards under <i>Scholarship Program for Children of Employees</i> to \$2500 from \$2000, with 100 scholarships awarded each year.
4.	Developing programs and services for women, women entrepreneurs and women’s markets.		<ul style="list-style-type: none"> Expanded sponsorship and leadership for RBC’s <i>Canadian Women’s Entrepreneur Awards (CWEA)</i>. Hosted <i>Return to Work on Bay Street</i> for professional women (Capital Markets). Platinum Partner of <i>WXN Canada’s Most Powerful Women: Top 100 Awards</i>. Introduced leadership skills training and the <i>Taking the Stage</i> program (Wealth Management). Provided \$500,000 donation to Catalyst in support of the new <i>Centre for Advancing Leader Effectiveness</i>. Donated to initiatives that support women and girls including the <i>Women in Trades Training</i> program, <i>Financial Literacy</i>, <i>Girls20</i> and <i>Combining Our Strength Initiative</i>.
5.	Increasing the representation of women in key client-facing roles (i.e. Financial Advisors) to better serve client markets.		<ul style="list-style-type: none"> Increased representation of women Commercial Account Manager Interns from 44% to 50% in Canadian Banking. Achieved 40% representation in women advisor recruiting in Wealth Management U.S. and Canada.
6.	Advocating for increasing the representation of women in Board of Director positions.		<ul style="list-style-type: none"> Early signatory of <i>Catalyst Accord</i>, a call to increase overall proportion of board seats held by women to 25% by 2017, and the <i>30% Club</i>, a corporate consortium targeting 30% representation by 2030. Representation of women on the RBC board as at December 2015 is 31%. RBC Chair, Katie Taylor, is a frequent speaker on women in leadership and engaged in several public forums including the <i>Ontario Securities Commission</i> public consultations on policy changes.
Minorities and Newcomers			
7.	Increasing the representation of minorities in leadership globally.		<ul style="list-style-type: none"> Representation of Visible Minority executives in Canada remains strong at 15%. Increased representation of Visible Minorities in senior manager roles in Canada from 17% to 22%.

RBC Commitments		Status	Key Progress Indicators
			<ul style="list-style-type: none"> Increased overall representation of Visible Minorities in Canada from 30% to 33%, significantly higher than the external workforce availability rate of 25%.
8.	Providing access to leadership development opportunities including experience-based learning, mentoring relationships and networks to support advancement.		<ul style="list-style-type: none"> Held Global Speed Mentoring events in Toronto, New York and London. Participated in <i>Broadening Opportunity through Leadership Diversity (B.O.L.D.)</i> program. Paired over 2600 mentors & mentees through <i>Diversity Dialogues Reciprocal Mentoring</i>. Founding sponsor <i>Ascend Canada</i>, largest Pan-Asian member organization for business professionals.
9.	Providing employees and clients with access to cultural competency awareness and training.		<ul style="list-style-type: none"> Delivered <i>Building Cultural Dexterity for High Performance</i> webcasts to more than 1,300 employees. Introduced the <i>Toronto Region Immigrant and Employment Council (TRIEC)</i> learning modules for newcomers with more than 700 employees participating. Delivered <i>Intercultural Development Inventory</i> coaching to more than 300 participants. More than 8000 employees attended RBC <i>Diversity Festivals</i> in Canada since 2012. Held <i>MOSAIC</i> and <i>MEA Employee Resource Group</i> professional development and networking sessions for employees and clients. Held <i>Heritage History Months</i> and annual <i>Festival of Nations</i> events providing education and cross-cultural information to employees in the U.S.
10.	Participating in community partner programs that attract newcomers, increase work experience and internship opportunities and address issues and develop solutions for newcomers.		<ul style="list-style-type: none"> Dave McKay, President and CEO appointed Chair, and Zabeen Hirji, Chief Human Resources Officer appointed Co-Chair of <i>TRIEC</i>. Hired 108 interns through the <i>Career Edge Internationally Qualified Professionals Program</i>, with 50 (46%) transitioning to permanent positions. Increased intake to RBCs <i>Career Bridge Associate Host Program</i> for commercial clients. Sponsored <i>Maytree Foundation's</i> online tools and resources on <i>hireimmigrants.ca</i> to help Canadian businesses integrate immigrants. Increased donations to agencies supporting newcomers including <i>Newcomer Welcoming Initiative</i>, <i>Computer & ESL</i> and <i>Community Outreach Program</i>. Donated over \$1.2 million towards cultural markets initiatives, and \$1.6 million to programs for new Canadians. Provided \$2.5 million in support of Syrian refugees and other newcomers arriving in Canada.
11.	Developing and expanding the use of programs to support the unique needs of newcomer employees, including business communications training, networking events and mentoring/coaching.		<ul style="list-style-type: none"> Increased participation in the <i>Mentoring Partnership Program</i> through <i>TRIEC</i>. Introduced peer networking through employee resource groups and access to resources through internal social media sites. Provided access to professional development and networks including <i>ASCEND</i> for Pan-Asians, Latin American MBA Alumni Network, Black History Month events, etc.
12.	Continuing to recognize the accomplishments of newcomers to Canada through programs such as the Top 25 Canadian Immigrants Awards.		<ul style="list-style-type: none"> Started Top 25 Canadian Immigrant <i>RBC Entrepreneur Award</i> to recognize immigrant entrepreneurs and expanded involvement in 2015 to recognize excellence in business. Developed support pieces (e.g. eCards and in-branch posters) for key cultural holidays.
13.	Enhancing and promoting the Newcomers' website that provides relevant advice and information about getting settled and being established in Canada, and managing their personal and business finances.		<ul style="list-style-type: none"> Introduced bundle of newcomer specific products and solutions through <i>RBC Newcomer Advantage</i>. Enhanced newcomer website with focus on a client perspective http://www.rbc.com/newcomers/. Developed web page welcoming Syrian refugees to Canada, http://www.rbc.com/helpingnewcomers/.
14.	Evolving and promoting comprehensive banking solutions for newcomers that include key products, services, access to credit and advice to meet immediate and future banking needs.		<ul style="list-style-type: none"> Delivered keynote address on <i>Diversity and Entrepreneurship</i> at Ryerson Global Diversity Exchange, Academy of Innovation and Entrepreneurship (AIE) conference. Enhanced credit solutions to help newcomers including mortgage solutions, the '<i>no credit history</i>' for car loans and credit card programs designed to build a Canadian credit history.
15.	Providing accessible services through multiple language capability in branches, Contact Centers, mobile bankers and online resources, and continuing to renew our		<ul style="list-style-type: none"> Expanded capability to provide service in over 200 languages through the branch and advice center network. Introduced a Branch Advisory team, with representation from all markets to bring market level

RBC Commitments		Status	Key Progress Indicators
	branch presence and network to reflect the communities in which we operate.		feedback to key stakeholders and to help champion Newcomer based solutions.
16.	Providing tools and resources to support client-facing professionals in expanding their business in minority market segments.		<ul style="list-style-type: none"> Developed financial literacy presentation material with a focus on Latino market in the U.S. Developed marketing material (ads, postcards, etc.) for African American and Latino markets in the U.S. Women's Association of Financial Advisors (WAFA) introduced "Becoming Your Own CFO" seminars.
17.	Developing a Global Minority Growth Strategy.		<ul style="list-style-type: none"> Strategy refocused to regional markets and a greater focus on advancing gender diversity in senior leadership, investment advisor and financial advisor roles.
Active Leaders			
18.	Engaging and developing a cadre of leaders active in diversity related matters internally at RBC and in our communities who raise awareness of opportunities and issues through public speaking, sharing their expertise, representing RBC at events and through other forms of visible leadership.		<ul style="list-style-type: none"> Provided support to hundreds of diversity champions to participate in dialogues on diversity matters and increased engagement in external speaking events including CEO, CFO, CHRO and Regional VPs. Established Continental Europe & Offshore Diversity Leadership Council and instituted diversity training in Luxembourg, and Diversity coaching for Executive Committee. Presented at <i>Profession Championne</i> among women leaders of the Luxembourg public sector.
19.	Increasing the reach and organizational impact of employee resource groups to facilitate inclusion, provide professional development, build engagement for members and support community efforts.		<ul style="list-style-type: none"> Increased membership in ERGs by 11000 (169%) to over 17,500 (2012-2015). Introduced new ERGs: <i>Women In Technology & Operations</i>, <i>NextGen</i>, <i>VETS</i> and <i>Caribbean Women</i>. <i>Women Association of Financial Advisors</i> and <i>Women's Advisory Board</i> in Wealth Management held annual professional development symposiums and networking events.

Marketplace: Offer customized and accessible services and products to diverse client markets and support supplier diversity programs in North America.

Enabling Business Clients			
20.	Enhancing ways for clients to leverage RBC resources, partner tools and experiences including using online channels to provide access to materials, trends, timely research on diversity and inclusion topics of interest to our clients and communities.		<ul style="list-style-type: none"> Expanded partnership with Ryerson's University's <i>Global Diversity Exchange (GDx)</i> and collaborated on enhancements to www.hireimmigrants.ca website including adding Entrepreneurship advice. Introduced new small business product offer including a business account and foreign exchange for newcomer entrepreneurs. Founding sponsor of Toronto Board of Trade's <i>Young Professionals Network</i>.
21.	Leveraging diversity to strengthen relationships with new and existing clients; delivering client presentations and sponsoring/organizing special events on diversity and inclusion-related topics in partnership with business and community groups.		<ul style="list-style-type: none"> Developed multi-language "Starting your First Business in Canada" advice event presentation. Global Diversity Exchange (GDx) and Sales Leadership hosted first in-market Supplier Diversity Forum 'Enabling the growth of your business'. Developed and translated library of financial literacy to orient newcomers to banking in Canada. Participated in the <i>Newcomer Entrepreneur Forum</i> with City of Toronto Newcomer office. Participated in the <i>Women's Business Development Forum (WBDF)</i> and <i>National Minority Supplier Development Council (NMSDC)</i> supporting small business owners.
Supplier Diversity			
22.	Establishing formal supplier diversity guidelines and a reporting and monitoring process in the U.S., and establishing a means of monitoring procurement spending and establishing targets for diverse suppliers in Canada.		<ul style="list-style-type: none"> Formalized Supplier Diversity Program to advance equality of opportunity globally to businesses owned by women, Aboriginal peoples, minorities/visible minorities, LGBT, people with disabilities and service disabled veterans. Embedded supplier diversity processes into day-to-day procurement activities. Developed performance metrics to evaluate the success of our Supplier Diversity Program.

RBC Commitments		Status	Key Progress Indicators
23.	Strengthening our partnerships with diverse supplier stakeholder groups.	●	<ul style="list-style-type: none"> Advanced supplier diversity by collaborating with and sponsoring key supplier diversity stakeholder groups such as the <i>Canadian Aboriginal & Minority Supplier Council (CAMSC)</i>, <i>Women's Business Enterprises (WBE) Canada</i>; <i>Canadian & U.S. National Gay/Lesbian Chamber of Commerce (NGLCC)</i> and <i>National Minority Supplier Development Council (NMSDC) U.S.</i> Recognition received includes: <i>Top 10 Leaders in Diversity in Canada</i>, <i>WBE Canada Corporate Member of the Year</i>, <i>CAMSC Supporter Award</i>, <i>CATA Alliance</i>, <i>CAMSC Corporation of the Year</i>, <i>WeConnect Canada Leader of the Year</i>, <i>Maytree Supplier Diversity Study</i> mention as leader in supplier diversity.
24.	Assisting women, Aboriginal and minority-owned business growth by increasing the opportunities for purchases made by RBC with its suppliers through formal procurement processes in Canada as well as mentorship programs.	●	<ul style="list-style-type: none"> Participated and sponsored supplier diversity events and conferences that included speaking engagements, panel discussions, webinars, and match-maker sessions. Led various mentorship activities which include the introduction of a formal <i>Reciprocal Mentoring Program</i> for certified suppliers and hosted supplier development workshops.

Community: *Support the economic and social development of our communities through leadership in research, strategic partnerships, donations and sponsorships.*

Education & Youth			
25.	Expanding support for youth-focused programs and enhancing scholarship programs for youth, including exploring the opportunity to offer Diversity Grants or Diversity Leadership Awards to students with an innovative idea that benefits a diverse community.	●	<ul style="list-style-type: none"> More than \$1.3 million dollars awarded to 138 First Nations, Inuit and Metis youth across Canada through the <i>Aboriginal Student Awards Program (ASAP)</i> since 1992; 40 awards granted since 2012. Announced <i>RBC Believe in Kids Pledge</i>, a five-year, \$100 million commitment to help one million children and youth be happy and healthy in mind, body and spirit. Founding donor of <i>Canadian Women's Foundation (CWF) Girls' Fund</i> which supports programs to help girls aged nine to thirteen become strong and resilient.
26.	Providing access to practical experience, stay-in-school and mentoring initiatives including work experience for graduates focused on diversity-related issues, i.e. specialized integration/settlement programs, disability or Aboriginal studies.	●	<ul style="list-style-type: none"> Participated in programs supporting the well-being of Aboriginal youth and community members including <i>Outward Bound Canada Foundation National Aboriginal Youth Leadership Program</i>. Started <i>Career Launch Program</i> in Canada to help youth acquire a first career experience with over 100 associates hired per year. Hired 32 interns through <i>Sponsor for Educational Opportunity (SEO)</i> program in U.S. Capital Markets.
Inspiring Progress			
27.	Engaging in ongoing consultation with stakeholders on diversity issues and solutions, participating in independent research and the development of public policy that facilitates dialogue.	●	<ul style="list-style-type: none"> \$1 million, multi-year donation to <i>Carleton Centre for Research and Education on Women & Work</i>. LinkedIn Influencer Dave McKay published <i>How Diversity and Inclusion Make Our Cities Great</i> article. Key partner of the European event <i>Managing Diversity in Practices</i> in Warsaw (Poland) and participated in and promoted the first <i>Luxembourg Diversity Day</i>. Introduced <i>Luxembourg Diversity Charter</i> under sponsorship of the Minister of Family. Sponsored <i>LGBT Retirement Planning</i> study through Waterloo Retirement Research Centre.
28.	Maintaining key academic relationships to help embed diversity learning in undergraduate and graduate degree curriculums where appropriate and supporting educational programs are aligned with our priorities.	●	<ul style="list-style-type: none"> Participated in the <i>Program Advisory Council for Centennial College</i> to assist with development of a program on Inclusive Leadership.
29.	Reporting annually on our diversity-related philanthropic contributions and partnering in areas of common interest, as appropriate.	●	<ul style="list-style-type: none"> In 2015, donated more than \$11.2 million (\$4.4 million more than 2012) to initiatives dedicated to supporting diverse communities with a focus on women, visible minorities, persons with disabilities, Aboriginal Peoples, newcomers, cultural markets, LGBT groups and general diversity.

RBC Commitments		Status	Key Progress Indicators
30.	Identifying, organizing, and sponsoring regional and community-based events, programs, educational seminars, and recognition that raise awareness, foster engagement and address issues of importance and access to employment for women, minorities, persons with disabilities, Aboriginal peoples, newcomers and the LGBT community.		<ul style="list-style-type: none"> Sponsored and participated in a 2015 documentary <i>'Talent Untapped'</i> aimed at raising awareness about the benefits of hiring people with disabilities. Sponsored the TRIEC Annual Immigrant Success Awards. Member and sponsor of <i>Out on Bay Street, Pride at Work Canada, Canadian Centre for Diversity and Inclusion, Conference Board Council for Workplace Effectiveness, Maytree</i> events focused on minorities and newcomers, <i>JOIN</i> for persons with disabilities, <i>Skills for Change</i>, and more.

Geographic and Business Priorities: *Diversity & Inclusion* priorities that reflect regional needs and opportunities

Persons with Disabilities			
31.	Providing convenient telephone access to our services, making print materials and statements fully accessible through alternate formats, and making our websites accessible.		<ul style="list-style-type: none"> Implemented actions aligned with the <i>Accessibility for Ontarians with Disability Act</i>.
32.	Applying barrier-free design standards in new and renovated branches and in ATMs.		<ul style="list-style-type: none"> Adhered to barrier-free design standards in the design of new constructions and renovations of premises in Canada and the U.S.
33.	Continuing to ensure the representation of persons with disabilities working at RBC meets or exceeds employment equity requirements in Canada.		<ul style="list-style-type: none"> Hired 216 PWDs through various recruitment initiatives such as the <i>Pursue your Potential Program (PyP) (2012 – 2015)</i>. Hired 225 <i>Ability Edge</i> graduates with disabilities as interns, with 78 subsequently hired full-time.
34.	Continuing to provide an inclusive work environment and workplace accommodation solutions that address concerns regarding barriers, career development and advancement.		<ul style="list-style-type: none"> Delivered <i>Creating an Inclusive Workplace for Employees with Disabilities</i> webcasts to 700 employees. Held events on mental health for <i>UN International Day of Persons with Disabilities</i>. Increased <i>REACH</i> ERG regional chapters and membership from 655 to over 1100 employees and created a <i>REACH</i> Connect social media site to enable collaboration and sharing of best practices. Organized Disability Awareness Learning Expos for employees from Insurance, Personal & Commercial Banking and <i>REACH</i>. Established an internal network for People with Disabilities in the Channel Islands. Launched <i>Disability Confidence</i> training in the U.K. Partnered with <i>Jersey Employment Trust</i> to assist people with disabilities find employment. Sponsor and founding member of <i>Canadian Business SenseAbility</i>. Recognized with Bronze Award for support of mental health with <i>Fonds de dotation Santé Jonquière</i>.
Aboriginal and Indigenous Peoples			
35.	Supporting initiatives that build community capability and economic self-sufficiency through delivery of: financial services; educational and employment programs; community and social development, and procurement opportunities.		<ul style="list-style-type: none"> Produced <i>A Chosen Journey</i> annual report card to highlight on-going commitment to partnership with Canada's Aboriginal community. Introduced policy changes designed to support access to financing for First Nation Governments. Supported Aboriginal youth initiatives, including sponsorship of <i>New Relationship Trust's Young Entrepreneurs Symposium (YES)</i>. Strengthened relationships with Aboriginal organizations focused on building capacity of Aboriginal leaders and strengthening Aboriginal economies, such as the <i>Counsel for Advancement of Native Development Officers (CANDO)</i> and the <i>Aboriginal Financial Officer Association (AFOA)</i>.
36.	Working towards increasing the representation of Aboriginal peoples at RBC, and meeting or exceeding employment equity requirements through targeted recruitment, employee development and mentoring.		<ul style="list-style-type: none"> Hired 345 Aboriginal employees through various community outreach programs and recruitment fairs. Participated in <i>Inclusion Works</i>, a recruitment fair hosted by the <i>Aboriginal Human Resources Council</i>. Reached Aboriginal communities through campus outreach and social media presence via Twitter, Facebook and ongoing promotional activities. Introduced <i>National Aboriginal Group Mentoring Program</i> to contribute to retention and advancement of Aboriginal employees in Canada. Celebrated annual <i>National Aboriginal Day</i> internally and externally through various events.

RBC Commitments		Status	Key Progress Indicators
37.	Supporting education and employment programs for Aboriginal youth and expanding the summer internship program.	●	<ul style="list-style-type: none"> Hired 53 students in 2015 for the <i>Aboriginal Summer Internship Program</i>, with 211 hired since program inception in 2011; over 40 (19%) converted to permanent positions. Created the <i>Aboriginal Articling Program</i> in Law Group for Aboriginal law students. Supported the <i>Aboriginal Stay in School Summer Program (ASIS)</i> which helps Aboriginal students in grades 9 to 12 develop skills and attain their educational goals. Provided more than 4000 students with back-to-school supplies through the <i>Royal Eagles</i> employee resource group's <i>Backpack Program</i>.
Lesbian, Gay, Bisexual and Transgender (LGBT) Inclusion			
38.	Identifying key markets and working with local business leaders to identify opportunities and develop specific strategies for the LGBT community.	●	<ul style="list-style-type: none"> Organized successful international efforts celebrating <i>WorldPride</i> 2014 in Toronto. Hosted Pride at Work conference in Quebec on <i>Women and Money</i>. Created <i>Planning Landscape Changing for Same-Sex Couples</i> presentation for existing and prospective LGBT clients. Received 100% rating on <i>U.S. Human Rights Campaign Corporate Equality Index</i>. Improved the <i>UK Stonewall 2014 Workplace Equality Index</i> by 38 points. Sponsored <i>Advising the Affluent LGBT Investor</i> study by the Spectrum Group in the US. LGBT sponsorships include <i>REEL Film Festival Winnipeg</i>, <i>Rainbow Resource Youth Centre (Manitoba)</i>, <i>NGLCC National Awards Dinner</i> in Washington, D.C.; <i>Gay Polo Match</i> in Ft. Lauderdale, FL; <i>2015 Out Front Minnesota Youth Summit</i>. Participated in U.S. National Out and Equal Conference, Channel Islands' first official Pride Parade, Queen City Pride, Manitoba LGBT Chamber of Commerce Pride event, Réseau ACCESS Network Pride Film Night and Thunder Pride Film Night. Awarded <i>Up and Comer Award</i> at 1st annual Queen City Pride Awards in Regina.

Stakeholder Engagement

39.	Enhancing the availability of diversity education and awareness initiatives for employees, clients, youth and the general public.	●	<ul style="list-style-type: none"> Expanded <i>Diversity Moments</i> e-learning offerings with more than 9200 employees participating. Introduced multi-year learning and change management program focused on addressing unconscious bias to raise awareness and build capabilities through behavioural change. Numerous workshops held for employees, clients and partners that leveraged the work of Dr. Mahzarin Banaji, a professor at Harvard University. To date, almost 22000 employees participated. Released an innovative research piece in partnership with EY on <i>Outsmarting Our Brains – Overcoming hidden biases to harness diversity's true potential</i>. Offered array of training on various topics including: Gender Intelligence; Creating an Inclusive Work Environment for Persons with Disabilities; Building Cultural Dexterity and LGBT Inclusion. Recognition received includes: Canada's Top 100 Employers (2012 - 2015); Best Workplaces in Canada (2012 - 2015); Best Employers for New Canadians (2012 - 2014); Canada's Best Diversity Employers (2012 - 2015); WXN Canada's Top 100 Most Powerful Women (2012 - 2015).
40.	Continuing to obtain feedback from employees through the global employee survey to assess progress on inclusion and help inform on our actions.	●	<ul style="list-style-type: none"> Increased scores on the global Diversity & Inclusion Index to 82%, above external benchmark data. Conducted yearly analysis by demographic groups to enable actions for continuous improvement.

STATUS KEY (assessments reflect management opinion)		
●	Significant action taken	may include meeting goals, completing action items, research, the implementation of new policies/programs/resources
⦿	Some action taken	may include some visible progress; however work remains before the commitment is fully met
⦿	Limited action taken	plans for action were modified or deferred to 2016 or later