



2015 Diversity and Inclusion Report

Inside

- 04 Our Approach
- 06 Leadership
- 09 Talent and Workplace
- 19 Marketplace
- 22 Community

Our Values Client First Collaboration Accountability Diversity & Inclusion Integrity





A Message from Dave McKay

President and CEO and Chair, RBC Diversity Leadership Council

There is no question in my mind, that diversity and inclusion enriches societies and drives economic prosperity.

I have the privilege of meeting with clients, employees and business leaders in many parts of the world. And increasingly I see the central role diversity and inclusion plays in driving productivity, innovation and growth.

This correlation between the diversity companies and cities cultivate and the success they achieve plays out time and again. In fact recent studies show that companies with more diversity – whether defined by gender, race, ethnicity, sexual orientation and other dimensions – are more likely to have a competitive advantage over less-diverse companies. In my experience at RBC, being inclusive and open to ideas makes a big difference in attracting talent, particularly the next generation, and talent from non-traditional sources – something that is increasingly critical to companies and economies.

The benefits of inclusion also extend to a personal level. Ensuring that we set the right conditions for each and every person to reach her or his potential builds engagement and inspires people to be and to give their best. It's about mutual success.

I'm proud of the role diversity and inclusion plays in RBC's Collective Ambition – our story of what we stand for, why we're here and how we'll continue to be successful. The actions of RBCers make us a diverse, welcoming and inclusive company. It's something that we are passionate about and believe is key to our growth.

Thank you to my fellow RBCers for what you do to bring inclusion to life every day. And I also know, while we have had many successes, we are not where we want and need to be. I look forward to accelerating our journey.

Dave McKay
February 2016

RBC Diversity Leadership Council



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Dave McKay
President and CEO



David Agnew
Chief Executive
Officer, RBC Wealth
Management Canada



Rod Bolger
Executive Vice
President, Finance &
Controller



Otto Chan
Senior Vice
President, RBC
Global Technology
Infrastructure



Montu Gupta
Senior Manager,
Investment
and Retirement
Planning Business
& Role Strategy



Neil McLaughlin
Executive Vice
President, Business
Financial Services



William Onuwa
Senior Vice President
and Head of Risk,
Wealth Management,
Insurance and
RBC Georgia



Zabeen Hirji
Chief Human
Resources Officer



Dianne Salt
Senior Vice President,
Communications



Harry Samuel
CEO, RBC Investor &
Treasury Services and
Chairman, European
Executive Committee



Per Scott
Vice President,
Human Resources



Patti Shugart
Managing Director
and Head,
Corporate Banking
and Global Credit,
RBC Capital Markets



John Stackhouse
Senior Vice President,
Office of the CEO



Norma Tombari
Senior Director,
Global Diversity &
Inclusion



A Message from Zabeen Hirji

Chief Human Resources Officer

Why is diversity and inclusion important to RBC? Simply put, it is essential to attracting, retaining and engaging the best talent – people who help our clients thrive and communities prosper. The stories in this report show not only what inclusion looks like in action but how it brings out the best. This is a great sense of pride for me and my fellow RBCers.

Diversity is a fact, inclusion is a choice. I've seen how choosing inclusion drives our employee resource groups and diversity leadership councils to have meaningful impact. With more than 17,000 members, these groups mobilize RBCers across the company to seize the opportunities that diversity brings. These efforts have generated meaningful conversations about being more inclusive, tackling difficult issues like identifying and interrupting our unconscious biases, and finding new ways to inspire the next generation of diverse leaders.

In one game changing example, RBCers showed what can happen when we work together in the spirit of inclusion. Last June, 20,000 RBCers participated in our Vision & Values Jam – a three day online brainstorming session

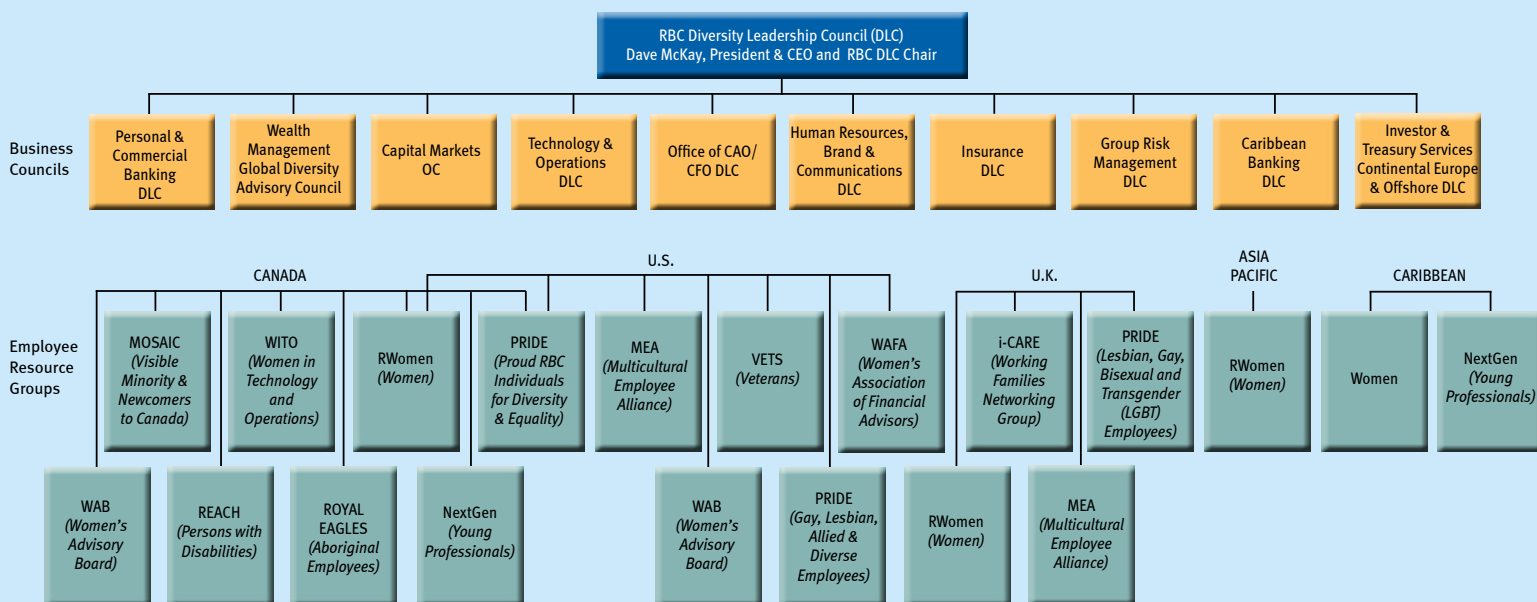
about our future. Everyone had an equal voice. The diversity of perspectives was remarkable, as was a shared sense of what matters to all of us. One outcome was a modernization of our values, and our value of *Diversity* got extended to *Diversity & Inclusion*, where speaking up for inclusion and challenging conventional thinking are now emphasized.

We share our stories in the spirit of continuous learning, showing how RBCers are harnessing the power of diversity and inclusion to meet new challenges, inspiring us to make a difference for our clients and communities, and empowering us to achieve our full potential as individuals and as a company. We have a strong sense of what still needs to be done, and we are united in accelerating our progress.

Zabeen Hirji
February 2016

The RBC Diversity Network

A valuable resource of leaders, champions and grassroots supporters





**Diversity
works here.**

Our Approach

The Case for Diversity and Inclusion

Diversity goes well beyond basic definitions and meeting legal requirements.

Having diversity is just one part of the story; how well that diversity works together is the key. Our approach includes fostering inclusion, leveraging diversity of thought and the principles of human equity. This is looking at a person as a whole – not just their education, physical characteristics, cultural background or work experience, but how all the elements work together.

Diversity and inclusion represent incredible business and economic potential. Innovation is spurred by different perspectives. With demographic and population shifts, globalization, advances in technology and communications, we believe diverse perspectives linked in common purpose can drive innovation and growth for companies and economies around the world.

Diversity Works Here because across our company we know it's the right thing to do and the smart thing to do.

Our Vision:

To have a diverse workforce in an inclusive workplace that unleashes the talents of all employees to create value, deliver a superior client experience and develop innovative solutions for the markets and the communities we serve. By helping our employees, clients and communities succeed with and through diversity, RBC intends to help create better futures for its many stakeholders.

The RBC Diversity Blueprint 2012-2015 - Objectives Achieved

The Diversity Leadership Council was successful in achieving the objectives stated in the RBC Diversity Blueprint 2012-2015.

- To be a recognized leader in workforce diversity
- To be the financial institution of choice for diverse clients
- To leverage diversity for the growth of RBC and the success of the clients and communities we serve

Details on how these objectives were achieved can be found at <http://www.rbc.com/diversity/>

Our Integrated Model for Diversity & Inclusion



Key Pillars and Priorities

The foundations of diversity and inclusion at RBC are respect for all individuals, and a belief that we are better when everyone can reach their full potential.

Our support for diversity is broad, multifaceted and includes many perspectives.

We'll achieve our objectives by enhancing diversity and inclusion in three key areas – Talent and Workplace, Marketplace, and Community – and by focusing on selective priorities to accelerate results.

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

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

Implementing the full spectrum of initiatives in the RBC Diversity Blueprint is a journey that takes long-term commitment. With visible leadership, clear accountabilities, employee involvement, collaborative partnering and open communication – these ambitious achievements are within our reach.

Our Progress

The composition of our workforce is an important measure of how well our diversity efforts are working.

	2015	2014	2013
Women	62%	64%	64%
Women in middle management and above	46%	46%	46%
Women in executive roles	39%	38%	37%
Visible minorities	33%	32%	31%
Visible minorities in middle management and above	33%	32%	31%
Visible minorities in executive roles	15%	16%	15%
People with disabilities	4.3%	4.6%	4.6%
Aboriginal peoples	1.4%	1.5%	1.5%

Figures represent Employment Equity data as a percentage of the number of employees (full-time and part-time) at RBC as of October 31, 2015 in our businesses in Canada governed by the Employment Equity Act. Given variations in legal definitions and restrictions in legislation around the world, comprehensive data on these four designated groups (women, visible minorities, people with disabilities, Aboriginal peoples) is available only in Canada.

In Canada, visible minorities are defined as persons (other than Aboriginal peoples) who are non-Caucasian in race or non-white in colour.



92%
of employees feel
respected at work.

91%
of employees feel they have
sufficient flexibility to meet
personal/family needs.

Leadership

Senior leadership commitment and accountability are essential for a diverse and inclusive work environment. Leaders who respect and support the difference of others and reflect those values in their work and relationships drive the growth and innovation of our business.

Spotlight on RBC's Active Leaders



Marcos Torres, Managing Director in U.S. Investment Banking, was featured in **Hispanic Executive Magazine**. He explained how his underprivileged upbringing played a part in his drive to succeed and discussed the underrepresentation of Latinos in financial services. As Co-

chair of RBC's Multicultural Employee Alliance, Marcos realizes the importance of offering mentoring and volunteering opportunities.



Mark Beckles, Head, Insurance Advice Centre, was presented with the **Harry Jerome Award for Professional Excellence** by the Black Business and Professional Association to honour excellence in the African-Canadian community. Mark has been active in diversity leadership for many years

including leading the Nelson Mandela Children's Fund.



Jennifer Stott, Senior Vice President, Investor & Treasury Services Technology, and **Rob Muroff**, former Vice President, Global End User Services, co-champions of Women in Technology and Operations (WiTO), discussed the progression of women into leadership roles in the **Women of Influence** magazine. "We quickly learned the best way to advance women in our technology organization was to include men, so we opened membership," said Jennifer.



William Onuwa, Senior Vice President and Head of Risk, Wealth Management, Insurance and RBC Georgia, received the 2015 **Award for Professional Excellence** from the Transformation Institute of Leadership and Development.



Jennifer Tory, Group Head, Personal & Commercial Banking, and **Patti Shugart**, Managing Director and Head, Corporate Banking and Global Credit, Capital Markets, were recognized with **Canada's Most Powerful Women: Top 100** awards.



Rachel Megitt, Director, Global Initiatives Group, Capital Markets, was honoured with **Women in Capital Markets' (WCM) 2015 Rising Star Award** for empowering young women in the capital markets industry and promoting a more diverse and inclusive workplace.



Sébastien Danloy, Managing Director, Continental Europe & Offshore, Investor & Treasury Services, officially launched the **Diversity Leadership Council** in Luxembourg. As the DLC chair, he hosted the speed mentoring event dedicated to Women@RBC. I&TS Luxembourg is also a founding partner and Privileged sponsor of the Luxembourg Diversity Charter.



Jacqueline Calisto, Vice President, Commercialization & Digital Delivery, was awarded with the **Women in Payments Rising Star Award** at the **2015 Women in Payments Awards** for her ability to inspire and motivate excellence, leadership and creativity in others.



*“Being recognized as one of **Best Workplaces in Canada** reinforces something we’ve known for a long time – we have a great team at RBC. RBCers are passionate about making a positive difference for our clients, in our communities and for each other.”*

Zabeen Hirji, Chief Human Resources Officer

And the Award goes to RBC for... Leadership in diversity and inclusion

- Once again, RBC was recognized by Mediacorp Canada Inc. as one of **Canada’s Top Employers** for our efforts in creating a high performing, collaborative and inclusive workplace; for **Diversity** highlighting our recruitment programs, the advancement of women, and addressing unconscious bias; and for **Young People**.
- For the seventh consecutive year, RBC has been selected as one of the **Best Workplaces in Canada** by **Great Place to Work® Institute** in its annual study of Canadian businesses. RBC is being recognized for our commitment to investing in a great workplace culture.
- Wealth Management and Capital Markets – U.S. earned an impressive 100 percent rating on the **2015 Human Rights Campaign Corporate Equality Index**.
- RBC was named one of the **World’s Most Admired Companies** for the second straight year by Fortune Magazine. RBC ranked #5 in the Megabanks category. The survey rates companies on innovation, people management, use of corporate assets, social responsibility, quality of management, financial soundness, long-term investment value, quality of products/services, and global competitiveness.
- **Brescia University** in London, Ontario, Canada’s only women’s university, recognized RBC for empowering and supporting women to thrive in leadership positions.
- RBC received an award from **Fonds de dotation Santé Jonquière in Quebec** for support of mental health.
- RBC is the first national institution to be awarded **MOSAIC’s Employer Recognition Award** in British Columbia for providing a workplace that supports multiculturalism and equity. MOSAIC is a multilingual non-profit organization dedicated to addressing issues that affect immigrants and refugees in the course of their settlement and integration into Canadian society.



Sue Trinh, Senior Currency Strategist, Capital Markets, featured in Bloomberg’s **2015 Annual Year Ahead**, discussed U.S. economy and expectations of Asian currencies. This is an example of how the FX Strategy team continues to build its profile in top-tier international media outlets.



Kirk Dudtschak, Executive Vice President, Personal & Commercial Banking, delivered the keynote address on *Diversity and Entrepreneurship* at the 8th Annual Conference of the Academy of Innovation and Entrepreneurship convened at Ryerson University in

partnership with Global Diversity Exchange (GDX). He spoke about how linking diverse talent to opportunity creates value for business and economies. His unique perspective is enriched by business and personal experience as the son of immigrant entrepreneurs.



Kim Mason, Regional President, Greater Toronto Region, Personal & Commercial Banking, received the **Top 10 High Achieving Women Award** from the Rotman School of Management at University of Toronto.

This award recognizes outstanding career achievement amongst their female alumni and strengthens and inspires the women’s network at Rotman.



Lawrence Spicer, Vice President, Personal & Commercial Banking, is Executive Champion of the National PRIDE Employee Resource Group in Canada where he has made a difference through his speaking engagements

as well as one-on-one dialogues, coaching, and mentoring. In May 2015, he was a guest speaker at a panel discussion sponsored by RBC and WestJet called *Engaging Allies for LGBT Inclusion*.



RBC's General Counsel Group received the **Innovatio Award for Diversity** by **Canadian InHouse Lawyer** magazine for demonstrating real change to improve employment, retention, advancement and career path opportunities for lawyers and legal professionals of diverse backgrounds.

From left to right: Tracy Ross, Alison Burton, Suzanne Michaud, David Aylward, Jane Chung, Neil Kothari, and Angela Salmon.



Leading Youth - NextGen builds on Career, Community and Connections



NextGen, an Employee Resource Group with members in their 20s and 30s, showcased their leadership abilities through many regional and national activities during 2015. Nationally, the group leveraged the **Days of Service Program** in April and engaged more than 500 employees and volunteered close to 2,500 hours in the community. **RBC Foundation** donated \$100,000 to various charities as a result of this effort. In addition, for the second year running, NextGen has provided mentorship through its membership to RBC's 100 **Career Launch Program** associates.

"The fact that our membership is growing so fast is a testament to the fact that what we are doing here is resonating with our colleagues and is creating an impact in their lives personally and professionally."

Montu Gupta, National Co-Chair, NextGen



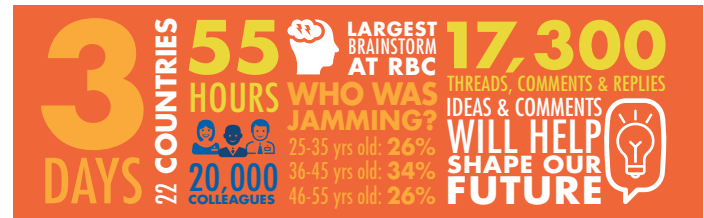
Talent and Workplace

Our strength comes from the combination of what we have in common like shared values and purpose and what makes each of us unique such as life experiences and perspectives. Inclusive work environments where employees develop unique abilities and achieve their full potential help ensure we have a strong and successful company. This year, RBC once again received recognition for our workplace initiatives.

Our Collective Ambition: Focus on Diversity and Inclusion

RBC's innovative three day **Vision and Values Jam** engaged more than 20,000 RBC employees who weighed in from 22 countries, posted more than 17,000 threads, comments and replies, and helped RBC find our collective voice. One of the outcomes was the modernization of our value to Diversity & Inclusion and what that means to RBCers.

"I believe in the potential for RBC to truly be a leading organization in embracing 'inclusion' for all. So that every employee sees the opportunity to join in, so that every employee hears supportive language that encourages sharing of varying views and that every employee feels that they are part of an inclusive organization."



Diversity is central to RBC's culture

Employees believe strongly that RBC respects diversity. It is not just a stated core value – it is how we operate every day.



Inclusion as a powerful business tool

Employees are seeking ways to tap into the different backgrounds, experiences, and thinking of colleagues and clients to solve problems and drive strengthened business results.

RBC Wealth Management and RBC Insurance Diversity and Inclusion Recognition Program winners

Recognized for his work as co-chair of the RBC PRIDE network, **Tom Whittaker**, Business Manager, Wealth Management, London, received a D&I recognition award. He is pictured between **Doug Guzman**, Group Head Wealth Management & Insurance, and **Stuart Rutledge**, Head, Wealth Management International. Other winners include **Kathy Fazel**, PH&N Investment Counsel, who has extensive volunteer experience with professional and community organizations that advocate for women and visible minorities, and **Parul Vora**, Head, Wealth Products, RBC Insurance.





International Women's Day (IWD) at RBC March 8, 2015

Highlights from around the world

IWD allows us to amplify the impact of our women's initiatives, empower women locally and globally, and engage employees at all levels on gender diversity.

To reflect the 2015 IWD theme of **Make it Happen**, RBC's initiatives served to "educate, motivate and inspire." Whether reading inspirational stories from colleagues, watching educational videos of senior leaders and experts, using a discussion guide to prompt further dialogue, accessing learning modules or sending a card to a colleague, partner or client, there was something for everyone. Here are some of the highlights from around the world.



- A Video Message from **Dave McKay**, President and CEO, featured the diversity and inclusion strategy and efforts to address unconscious bias.
- An IWD social media campaign raised awareness on @RBC Twitter and RBC Facebook. RBC committed to donating \$2 per retweet of the campaign, leading to a donation of \$25,000 to the **United Nations Association of Canada**.

- More than 200 women participated in **roundtable discussions** on advancement of women, Lean In themes, work/life balance, and career progression.



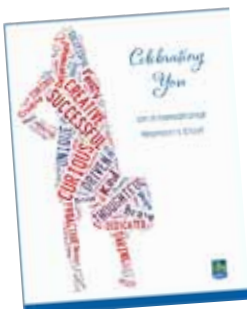
- An enterprise event held on March 3rd featured two keynote presentations by renowned unconscious bias and gender intelligence thought leaders, **Howard Ross** and **Barbara Annis**. More than 200 people attended the session made available on RBC's social media site.

- Several new **Diversity Moments** (vignettes) were introduced to increase awareness of unconscious biases to help eliminate barriers.

- The **HerStory** blog shared stories from RBC leaders on career highlights, lessons learned, and thoughts on the advancement of women.

- Congratulatory cards were sent to recognize women and men within RBC, and externally, who are making a difference in the workplace, marketplace or community.

- Some people say you can't have a successful career and a family. **Nancy Vonk** and **Janet Kestin**, authors of the best-selling book **Darling You Can't Do Both... and Other Noise to Ignore on Your Way Up**, say you can. Women in Technology and Operations (WiTO) welcomed the authors at their second annual event promoting the theme *Equality for Women is Progress for All*.



International Women's Day at RBC

- Senior leaders from Investor & Treasury Services and Capital Markets from around the world shared their views and experiences on this year's theme of *Educate, Motivate and Inspire*.



What I enjoy most about mentoring is helping individuals reach their potential and learning from them in return.

Paulette Jervis, Director, Client Change, RBC Investor & Treasury Services, Toronto



I have worked at RBC for 10 years now and believe it is one of the most progressive organizations in this market and industry when it comes to gender diversity.

Anamika Sharma, Director, Sales & Distribution, RBC Investor & Treasury Services, Sydney



Make sure you learn something from every situation, whether good or bad. Stay positive. Don't take setbacks personally, as they are inevitable. Learning from them is what will help you progress.

Valerie VanDerzee, Managing Director, Institutional Equity Sales, RBC Capital Markets, New York



- On March 24, women from across RBC Capital Markets in Toronto partnered with 22 grade 12 female students for a one-on-one **Ladies who Lunch** event to celebrate IWD and share information about the variety of roles and business groups within RBC. Students, selected from a broad range of high schools across Toronto, were encouraged to explore studies and careers in finance and made aware of the **RBC Capital Markets Scholarship for Women**.
- Toronto Capital Markets employees also celebrated IWD with a **speed mentoring event** to help build knowledge of the Capital Markets business and give participants an opportunity to network outside of their current teams.



- On March 18, in New York, employees gathered for a standing-room-only event to hear featured speaker **Patti Shugart**, Managing Director and Head, Corporate Banking and Global Credit, RBC Capital Markets, reflect on her professional journey, including the triumphs, challenges and lessons she learned along the way.
- **Harry Samuel**, Chair, UK Diversity Council, hosted an IWD panel discussion. Employees from Capital Markets, I&TS, Wealth Management and Global Asset Management heard from a varied group of panelists as they shared their insight on career progression, including how to achieve success and overcome challenges.
- In Luxembourg, **Léa Linster**, world renowned chef and a gold medal winner of the 1989 Bocuse d'Or, the first and only woman to accomplish this, shared her career experience working in a competitive male dominated industry.
- Australia's **RWomen Committee** hosted a panel discussion with professors and students from the University of Technology Sydney (UTS) on the expectations and preparation students need to make the transition from school to the workforce.
- In the **Caribbean**, a celebration breakfast was held at the Trinidad Hilton; donations were made to the Women's Institute for Alternative Development and the Rape Crisis Society of Trinidad and Tobago; and RBC sponsored the Association of Female Executives of Trinidad and Tobago IWD Luncheon.
- Joint events with Insurance and Canadian Banking Advice Centre included a panel discussion – **You Can Make it Happen! Be Inspired, Take Action**. Seven panelists of diverse background, gender and role shared their stories and perspectives.
- A series of **workshops** provided tips on developing presence, networking and personal value propositions to help individuals unleash their potential.



Catalyst “Connects” women across North America

The **Catalyst Connects** series, sponsored by RBC, is designed so that women who have “been there and done that” can share their experiences and valuable career advice on how to succeed in the workplace. In 2015, events took place in six cities across North America with more than 800 participating. These included Toronto, Calgary, Montreal, Vancouver in Canada and New York City, and Austin, Texas in the U.S.



Here are just some of the gems shared by senior women business leaders at the Connects events:

- *Build and maintain relationships. No matter your profession, success revolves around personal relationships. Start creating your network early in your career.*
- *Know what is important to your audience/client – focus on their needs, not what you want to provide. If you know where they want to go, you can lead them; if you try to take them where you want to go, it may not work out very well.*
- *Be prepared. Know enough about the company/person to ask three intelligent questions. Winging it will work on occasion, but it may not when you need it most; don't take the chance.*
- *Follow a passion. Get involved in something that is meaningful to you and that you love. This passion will catapult you forward and rub off on others. It could also be the start of a great relationship.*
- *Manage your energy just like you manage your time.*
- *Build your career on what you want – not what others want.*
- *Don't underestimate the importance of kindness and humility.*

Catalyst Canada Honours Conference

RBC was pleased to sponsor the **Catalyst Canada Honours Conference**. This event was an opportunity to bring together over 200 Diversity & Inclusion practitioners, industry professionals and champions of women's advancement from across industries and the country to learn and discuss the research and tools necessary to make change in Canadian business.



17,000+
employees are
members.

Employee Resource Groups

RBC employees drive diversity and inclusion deeper into the organization by coordinating and participating in Employee Resource Groups (ERGs). These grassroots organizations help members develop personally and professionally, provide peer support through coaching, mentoring and networking, share interests and best practices, and raise awareness.



WoW - Women of Wealth

The **Women of Wealth (WoW) Global Network** is an umbrella group of women's councils and advisory boards which connects women and leverages events and initiatives. The **National Women in Wealth Management Conference** was held in October in Toronto and participants included women Investment Advisors, Investment Counsellors and Portfolio Managers.

The **Women's Advisory Board (WAB)** mandate is to foster an environment that supports women in building successful and rewarding wealth management practices through networking, mentoring and business-building tools that can enhance their productivity and career success.



WAFA and WAB members participate in Simmons Women's Leadership Conference.

The **Women's Association of Financial Advisors (WAFA)** in the U.S. works with senior management to support RBC women's growth strategy and retain women financial advisors and branch directors.

Women in Technology & Operations (WiTO) develops and advances talented diverse and capable employees to better represent various communities and their financial service needs, provide role models and enrich RBC's leadership pool.

This year, WiTO took an active role in supporting the **Dress for Success** campaign by donating gently used business clothing to both men and women in need of suitable attire.



Caribbean Women is a new ERG dedicated to promoting women leadership and excellence in the workforce and in the diverse banking communities served. This year, they provided backpacks to children to support education and make lives better.

95%
of employees are proud
to be part of RBC.

RWomen – Active around the world

Capital Markets **RWomen** is an informal, employee-led network dedicated to fostering the development and career aspirations of women. There are **RWomen** teams in Canada, U.S., U.K., Australia and Hong Kong.

RWomen Canada helped organize the *Inspiration & Influence Series* featuring entrepreneurs, athletes and business and community leaders who discuss unique life experiences and their impact on career development. One session featured **Helima Croft**, Chief Commodities Strategist, Capital Markets, who discussed how her time as an economic analyst for West and Central Africa at the CIA, helped her carve a niche in commodities research.



RWomen Australia debunked gender myths during a lively roundtable discussion by actively debating questions about women's ambition and negotiating skills. Certain beliefs hold back true gender diversity.



“One of the key takeaways was that diversity is not just about gender ratios; it’s about understanding the importance and benefit of respecting different personalities, cultural backgrounds and work practices that ultimately result in a happier and more inclusive workplace.”

Jessica Miller, Assistant Director, Capital Markets, APAC PMO



To honour Women's History Month and International Women's Day, **RWomen U.S.** arranged the *Profiles in Female Leadership Series* which included opportunities for members to demonstrate and explore their leadership potential as role models and participants in a series of professional skill-development workshops. As well, **RWomen** participated at the annual Women's Professional Day at St. Joseph's High School in New York City where they spoke to students about work experiences and the transition from high school to college and college to career.



RWomen U.K. held a **Speed Networking Event** for the second year which attracted more than 50 participants. They also facilitated a regular **'Breakfast with Leadership'** program which aims to bring employees together with our global and local leaders for morning coffee to hear about career journey and choices. The Breakfasts have had fantastic support from Leadership, with a range of Leaders from all business lines and platforms, including **Janice Fukakusa, Mark Hughes, Patti Shugart, Sian Hurrell, Steven De Vos, David Cole, Emma Crabtree** and **Ojan Jamjhou**. The sessions have been very successful and extremely well attended.

RWomen Hong Kong encouraged the Capital Markets and Investor & Treasury Services teams to raid their wardrobes to help underprivileged youth kick-start their careers as part of a **Suits for Success** campaign. They partnered with **Women in Finance Asia (WiFA)** to provide professional attire for young people who are beginning their careers. In total, RBC donated more than 30 kilograms of suits, ties and blouses which helped 140 young adults as they entered internships in 2015.

2,600+
employees participated
in Diversity Dialogues.



Minorities

MOSAIC's mission is to help foster an inclusive culture by enabling the success of visible minorities and newcomers to Canada. This year, the group revitalized their presence on RBC's social media site to spark

dialogue and engagement, including the launch of the **Innovation Through Diversity Challenge**.

MOSAIC also worked with **Technology & Operations – Visible Minorities Diversity Leadership Council** to sponsor **My Diversity Story**. Participants posted 27 diverse stories covering their experiences as newcomers, the importance of valuing diversity of thought, ability and appearance and how RBC accommodates diverse work and lifestyles.

In May, the Meadowvale lobby and conference centre were filled with the sights, sounds and tastes from around the world for the annual **Diversity Expo**. Through dance, music, languages, cultural dress and food, employees came together to celebrate what makes us unique - especially Diversity of Thought! The theme was *Unconscious Bias* – encouraging employees to THINK, LEARN and ACT, with emphasis on ACT. Led by a steel drum band, a parade of nations kicked off the opening ceremonies.

In the U.S., the **Multicultural Employee Alliance (MEA)** groups in Capital Markets and Wealth Management have continued to actively promote an inclusive environment including a number of events celebrating **Black History Month**.



Organizers and volunteers for the Wine Tasting and Networking event with guest speaker Selena Cuffe, co-founder of Heritage Link Brands, LLC, the largest importer of wine produced by blacks from South Africa.

To celebrate **World Day for Cultural Diversity**, the co-chairs of U.K.'s recent MEA were interviewed about how diversity and inclusion contribute to business success.



"I have found that by understanding diversity I can build stronger and more successful business relationships. By joining the MEA, I am able to help others to develop and to further enhance my own understanding of diversity and culture."

Mohammed Marikar, Business Development Manager, Wealth Management



"Companies who view diversity and inclusion as a standard business practice differentiate themselves from their competitors by driving innovation, fostering creativity, attracting top talent and capturing new clients."

Ali Agha Murtaza, Associate Director, Market and Trading Credit Risk, Capital Markets



Celebrating Chinese New Year

At RBC, the tradition of celebrating Chinese New Year is in its 29th year.

On February 27th, nearly 430 RBC employees gathered at Dim Sum King Seafood Restaurant in Toronto to celebrate the year of the sheep. Started in 1986 by just four RBC employees, the lunch celebrates the beginning of the Lunar New Year with traditional Chinese food, Chinese dances and messages from RBC executives who joined in the festivities. All employees were welcome to celebrate together and help continue this RBC tradition.



Employees with disabilities

The mission of **REACH** is to eliminate the stereotypes and stigma associated with people with disabilities and to drive

engagement and performance through awareness, education, coaching and accommodation.

Each year on December 3rd, RBC celebrates the **UN International Day of Persons with Disabilities** to raise awareness of disability-related issues, promote accessibility across the organization and advance inclusion. In 2015, the theme was *Inclusion Matters: Access and Empowerment for People of All Abilities*. REACH focused on refuting common myths about disabilities, promoting inclusion and demonstrating RBC's commitment to supporting persons with disabilities.

Wealth Management – Internationally Recognized as Employer of the Year

Wealth Management received the **Jersey Employment Trust (JET) Employer of the Year Award** at their October conference on *Wellbeing and Mental Health in the Workplace*. JET assists people with disabilities to prepare for, find and maintain employment. RBC has been partnering with JET since 2014 and has offered placements to seven JET clients, one of whom recently accepted permanent employment with RBC.



Gail McCourt, Head of Regional Market Strategy and Wealth Management-International and Laura Tadier, Credit and Lending, receive the award from David Douglas, Heartfelt Ltd.



"I was recently diagnosed with hearing loss and now wear a hearing aid. This is just one of the hidden

disabilities I am handling, along with mental health disorders and learning disabilities in my family. I feel that dealing with these invisible disabilities has made me a more compassionate person."

Helen Briggs Killingbeck, Senior Usability Consultant

Raising awareness about mental health

RBC's recognition of **Green Lime Day** spread beyond the event's home province of Quebec with the participation of more than 10,000 Personal & Commercial Banking employees to raise awareness of issues pertaining to mental health and illness. Employees wore green and dialogued on RBC Connect, generating 800 views and 300 comments.



Meadowvale Collections celebrates Employee Appreciation Day and supports The World in Lime Green.

MYTH:

Disabilities are always visible.

FACT:

Many people have invisible disabilities such as learning disabilities, various medical disabilities (e.g. asthma), mental impairments, and disorders.

Did you know?

1. There are over 1 billion people living in the world with some form of disability.
2. 70% of all disabilities are invisible.
3. Examples of invisible disabilities include: pain; hearing loss; vision loss; neurological disability or impairment; psychological; learning; memory; dementia; and addictions.
4. Depression is the second most common cause of disability worldwide after back pain, according to recently published research.

Source: UN Enable



Caregivers

i-CARE is an employee-led support and information network that supports working parents and caregivers in the U.K., and a newly launched group in British Columbia,

Canada. These groups provide the human touch through forums and events, helping people balance busy working lives with personal responsibilities. In 2015, the group sponsored information sessions on topics such as first aid, creating a safer internet, elder care, diabetes awareness, and how to speak to children in challenging times.



U.S. VETS

In 2015, the **U.S. VETS (Veterans' Engagement & Troop Support) ERGs** in Wealth Management and Capital Markets was launched

with a mandate to promote and aid the recruitment of quality employees from the veteran workforce, to foster community and internal engagement among RBC veterans to further career development and employee retention and to elevate awareness of RBC's diversity initiatives.

Executive Sponsors are **Matt Demonte** and **John Thurlow**.

VETS members Marcus Hull, Paul Keats and Pat Vaughan.



NextGen – Grows Globally

NextGen, with 5,200 members across Canada and the Caribbean, helps RBC employees in their 20s and 30s build

connections with peers and leaders to create positive impact within RBC and the community by organizing events and activities.

Apart from reaching out to as many RBC employees as possible across the globe, another key goal for the group is to collaborate with other ERGs. In 2015, across many chapters, NextGen strengthened partnerships and shared best practices, cross-promoted initiatives and provided support as well as hosted numerous networking opportunities.



Here Barbados NextGen visits children at Queen Elizabeth Hospital.

NextGen membership has grown steadily and made its first mark internationally this year by launching the ERG in the Caribbean.



Aboriginal employees

RBC's first Employee Resource Group, the **Royal Eagles**, started more than 20 years ago. Comprised of Aboriginal and non-Aboriginal employees, this group works to create awareness and support for the Aboriginal culture through recruitment, retention and promotion of RBC as an employer of choice with positive role models for Aboriginal peoples.

In 2015, for the first time, there were active members in every province and territory in the country and membership continues to grow. The Royal Eagles launched its first ever **National Aboriginal Day quiz** on RBC Connect, designed to encourage RBCers to improve their knowledge of the Aboriginal culture. More than 800 Royal Bankers from across the country participated. As well, the **Dawn Adams Gift Box Program**, in its 14th year, distributed toys, games, treats and surprises to thousands of Aboriginal children and youth.



Jim Miller, Manager, Academic Outreach & Innovation, and Jennifer Tory, Group Head, Personal & Commercial Banking.



Lesbian, Gay, Bisexual & Transgender (LGBT) employees

RBC has several PRIDE Employee Resource Groups (ERGs) in Canada and internationally. PRIDE stands for *Proud RBC Individuals for Diversity and Equality*. These groups help create a positive work environment, inclusive of lesbians, gays, bisexuals, transgendered and allied employees to drive engagement, retention, attraction and recruitment of talent.

Here are some of this year's highlights:

- New **PRIDE ERGs** were launched in Jersey and Guernsey.
- Wealth Management – International was the founding sponsor of the **Channel Islands' first official Pride Parade** and has taken measures to enhance disability awareness by partnering with Jersey Employment Trust.
- **National Coming Out Day** on October 11th honours and celebrates individuals who have chosen to come out and raises awareness of the LGBT communities. **A timeline of RBC's LGBT milestones** (1995 to 2015) was developed and posted on RBC's social media site as well as compelling personal employee testimonials.
- RBC won **Corporate Float of the Year** at the Montreal Pride Parade and **Up and Comer Award** at the first annual Queen City Pride Awards in Regina.
- RBC Pride U.K. attended the **London Pride** march. The group was very well represented with a mixture of members, partners and friends. The U.K. Diversity Council also hosted a **Networking Event** for friends of the network to support Pride celebrations.



Introduced Workplace Gender Transition Guidelines

RBC introduced **new comprehensive workplace guidelines** in Canada for employees who are transitioning gender. The guidelines include checklists, transition plan guidance and other suggested resources for transgender employees as well as for managers and colleagues to increase awareness and facilitate integration.

Fostering LGBT Inclusion

RBC participated in the **Pride at Work Canada LGBT Inclusion Index** survey and continues to leverage insights obtained through the benchmarking exercise to enhance and foster LGBT inclusion.



Wide Support for Day of Pink

On April 8, RBCnet, Business homepages, Destination Diversity and RBC's social media site homepage turned pink to mark the **Day of Pink** which focuses on standing up against bullying and harassment. A related new community site featured employee stories, resources and videos and had an 82% increase in traffic over 2014. More than 20,000 employees registered online to show support.



Marketplace

The RBC marketplace is becoming more dynamic and diverse every day. We're responding with customized and accessible products, services and practices, and by engaging diverse partners and suppliers to help us develop new markets and more fully serve existing ones.

Why RBC is the compelling choice for newcomers

Funding to help with integration

RBC has committed **\$2.5 million to support refugees and other newcomers** arriving in Canada which includes a contribution of \$400,000 to the Canadian Red Cross. This funding helps new Canadians with settlement, skills development and employment readiness to integrate more easily into our society.

In Canada, we welcome more than 250,000 new immigrants each year. RBC has been helping newcomers settle across this country for decades, with more than \$15 million contributed to organizations supporting new immigrant programs over the past 10 years. In addition, many employees contribute time and knowledge to support these initiatives.

Offering services in multiple languages

RBC provides service in more than 200 languages. Selected materials and resources have been translated to provide an overview about banking in Canada along with other financial advice to help our newest Canadians get settled. As well a *Starting your First Business in Canada* presentation was developed in Farsi, simplified Chinese, Arabic and Spanish to enable our salesforce to prepare our business newcomer clients for success.

First to offer products and services



RBC wants to be the compelling choice for Newcomers important firsts - first bank account, first credit card, first car purchase, first home, first investment and first business.

Asma Riaz arrived in Canada in 2013 with her family after living in Saudi Arabia for 10 years. They were unhappy with the service they were receiving from another financial institution and switched to RBC.



“RBC quickly become more than our bank – we now have friends and relationships that we know will continue to move our family forward.”

Asma Riaz, RBC client

Helping fulfil their Someday dreams

A television ad shows clients arriving in Canada, being reunited with family, as part of their Someday experience. The first newcomer social media campaign featured experiences from RBC employees who moved to Canada as part of their Someday.



“...for me the best advice was to not hold back, give it your all in everything you do, whether that's studying, working, talking to people, networking.”

Tanya Bihari, Project Control Officer, T&O

Connecting newcomers with mentors

RBC Foundation donated \$50,000 to **Big Brothers Big Sisters of Ottawa** for a new program to connect youth newcomers with mentors of the same background who are first or second generation Canadians. The program helps bridge cultural differences and support integration into Canadian society while respecting heritage.



RBC sponsors Women's Development Forum

The **Women's Development Forum (WDF)** in the Channel

Islands is a not-for-profit organization that supports women in finding greater career success and fulfilment while building strong network connections. RBC, a sponsor of WDF in Guernsey and Jersey, hosted an IWD event featuring motivational speaker Debra Searle.

Jennifer Tory honoured with African Canadian Achievement Award

On February 21st, **Jennifer Tory**, Group Head, Personal & Commercial Banking, was honoured with a Founders Award at the **2015 African Canadian Achievement Awards**, recognizing her contribution towards promoting multiculturalism.



From left to right: Cecil Roach, Erma Collins, Dr. Victor Obasuyi, Lanre Tunji-Ajayi, Jennifer Tory, Founder's Award, Wes Williams, Matt Galloway.



New RBC Entrepreneur Award launched

RBC's new award recognizes immigrant entrepreneurs for adaptability in overcoming obstacles, for impact in the community through mentorship and people development and for leadership thinking that helps build successful businesses.

Winner **Alice Chung** is the entrepreneurial powerhouse behind **Alive Health Centre**, a chain of 29 boutique health stores.



Record-breaking number of nominees for Canadian Women's Entrepreneur Awards

The 23rd annual **RBC Canadian Women Entrepreneur Awards** had a record-breaking 5,000 submissions in 2015. The six winners included the president of Calgary's premiere boutique construction company, the visionary behind Canada's leading provider of loans for almost 20 years and the CEO and founder of the most well-known seal of approval for children's products in Canada.

RBC's Top 25 Canadian Immigrant Awards – the People's Choice



RBC's **Top 25 Canadian Immigrants** is a people's choice award that recognizes inspirational immigrants who have come to Canada,

achieved success and made a positive difference living here. One 2015 winner is Indian-born **Amrik Singh Aulakh** who has also been awarded the Governor General's Caring Canadian Award and the Queen's Golden and Diamond Jubilee Awards for his commitment to volunteerism. The Richmond School Board operations worker has dedicated thousands of hours to volunteering, primarily in the area of crime and safety under the auspices of the Surrey Crime Prevention Society.



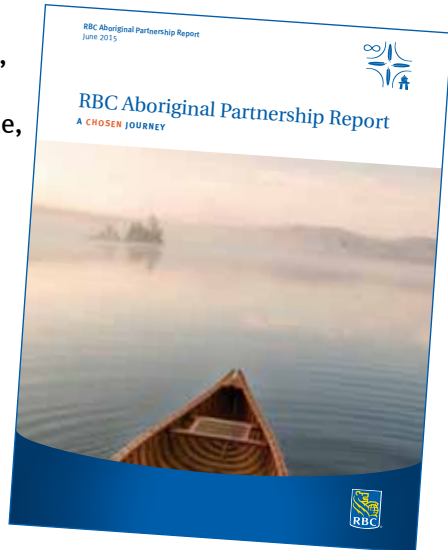
"No one wants to live in a troubled neighbourhood; I want my city to be a safe and better place to work and live in. 'Be the change you want to see in the world' said Gandhi."

To see all the winners, go to <http://canadianimmigrant.ca/canadas-top-25-immigrants/canadas-top-25-immigrants-2015>

Focus on the Aboriginal Marketplace

Celebrating Aboriginal success stories

Opening a community centre near Abbotsford, British Columbia; bringing Fort Qu'Appelle, Saskatchewan the province's first Aboriginal-owned Tim Hortons franchise with a Petro-Canada outlet; and investing in a greener future near Hamilton, Ontario. These are just three of the Aboriginal business and community success



stories celebrated in the 7th annual *RBC Aboriginal Partnership Report: A Chosen Journey*. Achievements of individuals are also honoured within the report.

"RBC will continue to explore ways to create more opportunities for First Nations, Métis and Inuit communities and to increase our understanding of their unique needs and visions," said Elizabeth Jordan, RBC's national director, Aboriginal Markets.

For more information, go to rbccroyalbank.com/aboriginal

Remote banking for Aboriginal communities

A **remote banking program** is in place to serve the banking needs of Aboriginal peoples who cannot travel easily to urban areas. RBC's team of specialized Aboriginal banking managers understand the unique lending issues and financial service needs of Aboriginal governments, businesses and community members. Over the past few years, we have increased the number of communities served, offering banking services in Cree and Inuktitut, two of the most commonly spoken indigenous languages in Canada.

Supporting Aboriginal students

RBC's **Aboriginal Student Awards Program** provides scholarships worth up to \$4,000 annually to Aboriginal students for post-secondary education. For more information on RBC Scholarship programs, visit rbc.com/scholarships



Tyler Cameron Tabobondung

*Objibway – Wasauksing First Nation
RBC Winner 2015 and Recipient of
the Leadership Award
Education: McMaster University –
Doctor of Medicine*

Tyler recently graduated from the University of Toronto with a degree in Neuroscience and Mental Health Studies. He wants to create a clinic on Wasauksing First Nation, with hopes of improving the lives of the people in his home community.

Supplier Diversity can help grow business

Supplier Diversity is important to RBC and to our clients. In 2015, Personal & Commercial Banking partnered with RBC Procurement and the Global Diversity Exchange (GDX) on the first **Supplier Diversity Forum** for RBC business clients with the theme *Enabling the growth of your business*.

As well, we advanced supplier diversity in North America by collaborating with and sponsoring key stakeholder groups such as the *Canadian Aboriginal and Minority Supplier Council*, *Women's Business Enterprises (WBE) Canada*, and *National Gay/Lesbian Chamber of Commerce (NGLCC)*.

\$1.6 million
to Aboriginal students since 1992.
Through RBC's Aboriginal Student
Awards Program, ten students
received scholarships in 2015.

Community

RBC is engaged in a myriad of diversity and inclusive activities and issues in the many communities where we live and work. Our wide range of initiatives includes leading-edge research, strategic partnerships with other organization and individuals, and community-based donations and sponsorships.

RBC partners with WXN in U.K.



With RBC as key sponsor, **Women's Executive Network (WXN)**, a Canadian organization that supports women in leadership and promotes boardroom diversity, launched in the U.K.

Harry Samuel, CEO, RBC Investor & Treasury Services and Chairman, European Executive Committee, is now WXN's London Honorary Advisory Board Member. He opened WXN's Speaker Series in London highlighting diversity in all its forms creates a culture of inclusion.

RBC in Canada has partnered with WXN since 2003 and has sponsored the WXN's **Top 100 Most Powerful Women in Canada** since 2011. This involvement complements our existing partnerships with **Women in Banking and Finance**, **Opportunity Now** and **Working Families**.



Helping women return to Bay Street

For the third year running, Capital Markets sponsored **Women in Capital Markets (WCM)'s Return to Bay Street Award**. This award helps professional women re-launch their careers after an extended period of absence from the

industry. Workshops helped applicants with professional career coaching, provided the opportunity to hear from senior women leaders on Bay Street and get an overview of the award and application process. Successful candidates are given \$5,000 towards an education program, a four-month paid internship, a mentor and a one-year complimentary WCM membership.

Supporting women in finance at University of Technology Sydney

A new partnership between RBC and the University of Technology, Sydney (UTS) includes RBC scholarships for two female students annually and internships to gain first-hand experience of a career in the finance sector. UTS Business School is one of Australia's leading business schools and ranked in the top 100 globally for Accounting and Finance in the QS World University Ranking for 2014.



Blair Wark, CFO, Asia Pacific, Capital Markets and Jo Tornatore-Gallo, MD, Head of ORAM, Capital Markets with Kate McKenzie from UTS.

Advocating for women in academic leadership

The RBC Foundation has donated \$375,000 to the University of Regina to establish the **RBC Woman Executive in Residence Program** which will work closely with other faculties and advocate for outreach and research specific to women in leadership.

Another \$125,000 is earmarked for the **College Avenue Campus Renewal Project** to create a vibrant, accessible centre of learning and strengthen the university's community outreach.



Andrew Gaudes, Dean, Faculty of Business Administration; Vianne Timmons, U of R President; Jim Grundy, Regina Branch Manager; Don Morris, Regional Vice President, Regina and Parkland Region; and Andy Wolske, Vice President, Commercial Financial Services (l-r). Photo courtesy of U of R Photography.

Raising funds for kids around the world

On November 28th, colleagues across Capital Markets and Investor & Treasury Services threw on their favourite sports jersey to support the annual **RBC Jersey Challenge for Kids**. After launching in Canada last year, the challenge went global in 2015. For each registered sports jersey, RBC donated \$10 to **Right To Play**, an organization that supports youth sport and recreation programs, for a total donation of **\$50,000**.



I&TS Malaysia

Peek inside Canada's charities

As one of Canada's largest organizations and most respected employers, RBC is in a unique position to play a key role in helping break the 'no experience, no job' cycle that is challenging many recent graduates. To that end RBC provides one year internships to 100 associates every year.



As part of the **RBC Career Launch Program**, associates spend three months working at a Canadian charity and have experiences like the following: educating the public about breast cancer; interviewing a grandmother whose

grandsons were both in the care of Sick Children's hospital; managing aspects of an Annual Teddy Bears' Picnic; and planning a TED Talk-like speakers' symposium.

Leading positive change

RBC Students Leading Change program supports students pursuing post-secondary education who are leading positive change in their communities. Some of the recipients receive a **Me to We** volunteer trip with Free the Children.

"It's no longer just about academic pursuits for today's students. They're socially conscious and want to affect positive change both at home and in the world around them."

Amber Pearson, Senior Manager, Education Financing

Describing her experience as "transformative" and "eye-opening", the Queen's University student said her time in Kenya provided her with an opportunity to re-evaluate her priorities.

Alexa Scarcello, a 2014 RBC scholarship recipient, travelled to Kenya in May 2015 on a Me to We trip.



RBC Races for the Kids

A series of charitable runs support children's causes around the globe including cancer and mental health. Over 26,000 runners participated raising more than \$7 million. Of that group, more than 11,500 were on Team RBC who contributed more than \$4 million to children's charities.



New Career Edge recruitment initiative for reservists

The new **Career Edge Internship Program for Canadian Reservists** connects employers across Canada with highly skilled candidates from the Canadian Armed Forces Reserves for paid internships while they continue to serve their reserve unit.



Kelly Glass, Vice President, Global Recruitment; Brien Convery, Director, Campus Recruitment; Tom Quigley, Reserve Employment Initiatives - 32 Cdn. Brigade Group; Vivian Li, Manager, D&I Talent Sourcing.



Don Ludlow in the field, now Vice-President, Specialized Sales Force, Commercial Markets, came to RBC in 2001 into the Graduate Leadership Program and knows first-hand how the skills he acquired in the military have contributed to a fruitful career at RBC. He shared his perspectives with Career Edge as they were building their program.

\$11.2 million

in donations to diversity initiatives

We support diverse communities and diversity programs and initiatives, reinforcing our belief that embracing our differences strengthens our communities and contributes to prosperity.

The Mentoring Partnership – Paying it forward

RBC employees are paying their success forward by providing new immigrants with a helping hand through **The Mentoring Partnership** program. RBC and the Toronto Region Immigrant Employment Council (TRIEC) match new immigrants, currently unemployed or under-employed, with mentors employed in their field. Hundreds of RBC employees have become mentors and helped mentees develop skills and secure employment.



"I have witnessed the appreciation of the help we have provided, the benefits it has realized and the elation shown by a mentee when they are successful in finding employment. For me personally, I gained satisfaction out of knowing I was able to help someone."

Mentor **Stuart Oliver**, Director Channel Technology Development

For more than a decade, RBC has partnered with TRIEC. **Dave McKay**, President and CEO, and **Zabeen Hirji**, Chief Human Resources Officer, currently serve as TRIEC Chair and Co-Chair, underscoring RBC's commitment to this important cause. **Dianne Salt**, Senior Vice President, Communications is also a board member with TRIEC.



Supporting Ascend Canada

RBC is a founding member and Platinum sponsor of **Ascend Canada**, a premier national and North American non-profit professional organization dedicated to enabling its members, business partners and the community to leverage the leadership and global business potential of Pan-Asians. More than 500 employees from all businesses are members of Ascend which currently has chapters in Toronto and Vancouver.

Empowerment through employment

In Minneapolis, RBC leaders and employees conduct mock interviews with patrons of the **Twin Cities Rise!** non-profit organization to help build confidence and ensure success through meaningful employment.



RBC Leader Participates in United Nations Human Rights Day Event

To mark International Human Rights Day on December 10, the United Nations hosted an event that will have lasting impact on diversity and inclusion efforts particularly in the LGBT community.

Lawrence Spicer, Vice President, Personal and Commercial Banking, Executive Champion of the PRIDE Employee Resource Group in Canada, joined more than 200 LGBT leaders and advocates from around the globe to participate in a focused discussion on the economic benefits of inclusion.



“It was so encouraging

to see people of all ages from around the world come together to effect change. The passion and commitment of the millennials was most impressive,” he said.

Celebrating Diversity Day in Luxembourg

On May 12th, more than 400 employees from Investor & Treasury Services in Luxembourg marked the country’s first **Diversity Day** with a series of fun and interactive activities. Organized by the Luxembourg Diversity Charter, this nationwide initiative focused on the importance of diversity in Luxembourg’s business world. More than 70 organizations celebrated the event.

“If any country could symbolise diversity, it would be Luxembourg with our 46 per cent foreigners and 170,000 daily cross-border workers.”

Corinne Cahen, Minister for Family and Integration in Luxembourg

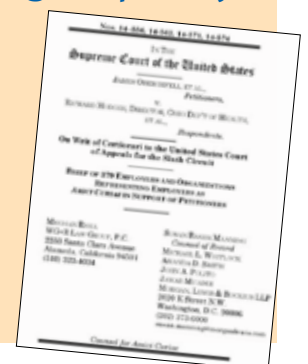
During the day, RBC employees also attended a local conference with members of the Association of North American Banks in Luxembourg designed to increase awareness on unconscious bias.



On the far right, Minister of Family Corinne Cahen joins Sébastien Danloy, Managing Director, Continental Europe & Offshore, Investor & Treasury Services, in the middle, and Yves Lahaye, Managing Director, Luxembourg, on the top left, to celebrate Diversity Day.

RBC supports marriage equality

Demonstrating our support for diversity and inclusion, RBC signed an Amicus Brief in the United States Supreme Court in support of marriage equality. RBC is one of 379 employers and employer organizations to sign.





Conversations in leadership and diversity

Over 1,000 RBC employees in Toronto and New York attended an Unconscious Bias symposium with Dr. Mahzarin Banaji, Harvard University professor of Social Ethics and leading researcher on the effects of unconscious bias on human behavior.

Sharing the latest scientific research about the human mind, Dr. Banaji demonstrated how to uncover personal unconscious biases in order to help enhance teamwork dynamics and leadership. During the session, Dr. Banaji:

- Illustrated the ways the human mind works unconsciously.
- Showed how bias operates.
- Looked at how bias affects our decision-making processes.
- Explored the consequences of unconscious bias and revealed the tools to help overcome hardwired biases.

In addition to the symposium, we have taken the following actions:

- Launched eLearning modules help us better understand and take proactive action.
- Introduced more than 17,000 employees to the topic of unconscious bias. The goal is to reach all employees in 2016.
- Changed our recruiting process to recognize and address how unconscious biases might appear.

“The truth is that despite our best intentions, our unconscious assumptions undermine us. What we think we know can prevent us from making the best decision. But by addressing our own unintentional biases we give ourselves permission to make better decisions and to start to realize the true potential of inclusion.”

Janice Fukakusa, Chief Administrative Officer and Chief Financial Officer

1970 1976/79 1987/90 1994/98 2001 2004/05 2006/08 2009/10

RBC initiates internal task force on the status of women	Appointment of first woman to Board of Directors; Equal Employment Opportunity Coordinator role established; first RBC woman executive appointed	First Employment Equity survey conducted to assess our workforce representation; valuing and managing diversity; diverse market segmentation; work/life initiatives	Closing the Gender Gap Initiative; Diversity Business Council established; Employees with Disabilities Council established	Evolution to RBC-wide strategy and goals; Diversity Leadership Council established	Re-energized focus on women and visible minorities in senior management	PRIDE, REACH and MOSAIC ERGs established; delivery of cross-cultural training; introduction of Diversity Dialogues Reciprocal Mentoring Program; introduction of scholarship program for new Canadians	Release of RBC 2009-2011 Diversity Blueprint; RBC receives international Catalyst Award for Diversity; UK Gender Insight Series delivered; RBC Women ERG established
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Diversity milestones



It takes EACH of us to create conscious inclusion

It's a great privilege for me to participate in the ongoing diversity and inclusion journey at RBC — one that builds on past achievements while looking ahead to new possibilities. Every day, I see the positive impact that inclusion has on our employees, clients, and communities through initiatives that address unconscious bias, enhance recruitment, mentoring and development of diverse talent or provide customized services to our clients.

Much of our collective work focuses on ensuring an inclusive work environment where everyone is comfortable bringing their whole selves to work. We define diversity as the mix and inclusion as the mix working well together. For each of us as individuals our Value of Diversity & Inclusion provides a path to bring this to life - to speak up for inclusion, empower people to grow and seek out different perspectives and challenge the status quo.

"We need to give each other the space to grow, to be ourselves, to exercise our diversity..... so that we may both give and receive such beautiful things as ideas, openness, dignity, joy, healing, and inclusion."

Max de Pree, American businessman and writer

These themes are echoed in Catalyst's -a global expert on gender diversity and inclusion solutions - inclusive leadership *EACH* model that identifies four key attributes: Empowerment, Accountability, Courage and Humility. Inclusive leadership means enabling teams' development; demonstrating confidence in people's unique talents; standing up for what is right; and learning from different viewpoints.

As Zabeen mentions in her message, Diversity is a fact; Inclusion is a choice. Research and experience

has shown that inclusion is the magic that fosters full engagement which in turn drives team cohesion, creative thinking and innovation. But it takes effort and an ongoing commitment to action, to addressing barriers and enabling change, to truly benefit from the power of diversity.

At RBC, we will continue to work on how our individual and collective unconscious biases may hinder inclusion but more importantly on how we can amplify *conscious inclusion*.

The inclusion journey continues.

Norma Tombari
Senior Director, Global Diversity & Inclusion

Tips for avoiding biased behaviour*

- **Increase purposeful mentoring and coaching.** Sponsor people who are not like you.
- **Be proactive about recognizing people's different capabilities,** and help prepare them to take on challenging assignments.
- **Consider who might consistently feel like an outsider,** and take steps to actively address the situation.
- **Establish clearly defined, measurable interview criteria** against which all candidates will be evaluated.
- **Set reasonable parameters around the nature and amount of help** you will offer to special connections.
- **Attend professional affinity group meetings and inclusiveness events** to enrich your understanding of diversity.
- **Evaluate your actions daily.**
- **Seek regular feedback on your own behaviours** and actions from trusted yet objective colleagues.

* EY and RBC's White Paper on *Outsmarting our brains: Overcoming hidden biases to harness diversity's true potential*.

2011

Expansion of business-led diversity leadership councils; expansion of cultural dexterity awareness sessions and Diversity Dialogues Reciprocal Mentoring Program globally

2012

Release of RBC 2012-2015 Diversity Blueprint; named Corporation of the Year by the Canadian Aboriginal and Minority Supplier Council; recognized with the Career Bridge Program Award (private sector) and the Ability Edge Program Award; expansion of ERGs, including RWomen U.K. and Rwomen Australia

2013

RBC receives Innovations in Diversity Award from Profiles in Diversity Journal; releases white paper Outsmarting Our Brain on unconscious bias; new Employee Resource Groups - Women in Technology & Operations (WITO) and NextGen established

2014

RBC recognized with the Visionary Award for Leadership and Governance (Women Corporate Directors); as one of the Best Workplaces in Canada, Best Diversity Employers in Canada and Best Places to Work for Young People (Mediacorp), and for LGBT Equality (HRC); and as the first recipient of the Career Edge Innovation Award.

2015

RBC receives recognition as one of Canada's Top 100 Employers; Best Workplaces in Canada; Canada's Best Diversity Employers; and a 100% rating on *U.S. Human Rights Campaign Corporate Equality Index*. Introduced new global Employee Resource Groups *VETS* and *Caribbean Women*. Sponsored the *Catalyst Connects* speaker and networking series and made a \$500,000 donation to Catalyst in support of the *Centre for Advancing Leader Effectiveness*. RBC provided \$2.5 million in support of Syrian refugees and other newcomers arriving in Canada.



RBC
Diversity
Blueprint™

Simply having diversity is interesting. Doing something with it is powerful.™

We believe diversity creates better value, delivers superior client experiences and develops innovative solutions for the markets and communities we serve. And we believe a diverse workforce in an inclusive and collaborative work environment brings out the full talents of all employees.

To find out more about diversity at RBC, please visit us online at www.rbc.com/diversity.

For more information on RBC's commitment to building inclusive communities, please visit us at: www.rbc.com/community-sustainability

