



2010

Diversity

Progress Report



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service

teamwork

responsibility

diversity

integrity





Diversity for Growth and Innovation

A message from Gordon M. Nixon
President and CEO, RBC
and Chair, RBC Diversity Leadership Council

When we talk about our work environment at RBC, the idea of winning together is often part of the conversation. The people we work with, the opportunity to contribute our best, and feeling valued and supported as we aspire to common goals, are all part of the RBC experience.

Central to this winning approach is one of our company core values: *Diversity for Growth and Innovation*. This value steers us toward a better understanding of our clients, our colleagues, our community partners and suppliers so that we can achieve more together.

It's rewarding when others take note of these achievements. Earlier this year, I was honoured and proud to accept the *2010 Catalyst Award for Diversity* on behalf of all my colleagues at RBC for our diversity and inclusion initiatives. The award is a meaningful acknowledgement of the progress we've made so far and an inspiration to do more.

Pride in our diverse and inclusive culture is evident when I speak to RBC employees. As you read about some of the initiatives and events in which they were involved in 2010, you'll experience their energy and engagement.

Diversity for Growth and Innovation is gaining momentum every day thanks to the people of RBC who support and contribute to our winning activities. I continue to look forward to our progress together on this journey.

Gordon M. Nixon

January 2011

RBC Diversity Council Members in 2010



Andrea Bolger
Head, Business
Financial Services,
Canadian Banking



Jim Little
Chief Brand &
Communications
Officer



Greg Mills
Managing Director
& Co-Head of
Global Equities



Suresh Sookoo
CEO, Royal Bank
of Trinidad
and Tobago



Reggie Davis
President,
RBC Bank



Morteza Mahjour
Chief Information &
Operations Officer



William Onuwa
Senior Vice President
& Head of Insurance
Risk Management



Jennifer Tory
Regional President,
Greater Toronto
Region, Canadian
Banking



Zabeen Hirji
Chief Human
Resources Officer



Linda Mantia
Senior Vice President,
Head, Enterprise
Services and Chief
Procurement Officer



Harry Samuel
Head of Global
Treasury Services
& Co-Head of Fixed
Income Currencies



Mary Zimmer
Head of US &
International
Wealth
Management

Our Commitment to Diversity & Inclusion

RBC believes diversity is a source of innovation and sustainable economic prosperity. One of our five core values is *Diversity for Growth and Innovation*. Innovative business ideas come from bringing together different perspectives, and in today's global marketplace we can draw from a dynamic mix of people and abilities. We are committed to diversity and inclusion because it's the right thing to do, and also because drawing on the strength of diversity means we can better meet new challenges and help create prosperity for our clients, employees, shareholders and communities.



2010 Diversity Highlights At-A-Glance

This Diversity Progress Report is one way for RBC to inform you about diversity and inclusion activities that have taken place across RBC. A number of other accomplishments are also noteworthy. Here is a snapshot of some of them...

Talent and Workplace

- Expanded RBC's **Diversity Dialogues Reciprocal Mentoring** program to reach more than 400 participants
- Sponsored the 2010 **Out on Bay Street** recruitment fair in Toronto
- **English clarity courses** were delivered and a **Talk English Café** was developed with community partner, ACCES
- RBC US Wealth Management launched **Create Connections**, a five-step recruiting roadmap designed to enhance the recruiting efforts of experienced women financial consultants
- More than 1,800 RBC employees attended the **RBC Diversity Festival**, a celebration of cultural diversity and networking with diversity leaders
- More than 550 leaders received **on-line resources, coaching support** and opportunities to engage in **dialogues** about diversity matters, internally and externally
- Expanded participation of Royal Eagles employees across Canada and established a **Royal Eagles National Leadership Committee**

Marketplace

- There are now about 2,550 full function, **voice capable ATMs** in our network across Canada for visually impaired clients
- Our **Welcome to Canada** website was enhanced to include a language locator tool allowing clients to find business and personal account managers in their preferred language
- RBC US Wealth Management partnered with Lozano Long Institute of Latin American Studies at the University of Texas at Austin, to organize a **Speaker Series** on Latin America and the Global Economy
- Branch and ATM Locator with **Language Preference Search Capability** was made available on-line for clients to find service in their preferred language
- **RBC fact sheets/how-to-guides** were created in 14 languages to address relevant topics for newcomers
- Presented the **RBC Canadian Women Entrepreneur Awards** to provide national recognition for successful businesses and achievements by women

- **Increased** representation from **minority suppliers**, including new immigrants, people with disabilities, women and Aboriginal peoples

Community

- RBC was the presenting sponsor of the **Vancouver 2010 Paralympics and Torch Relay**
- RBC US Wealth Management sponsored the **Fort Lauderdale Performing Arts Series**, featuring five concerts in as many months, performed by musicians from the local LGBT community
- More than 600 employees volunteered with **Junior Achievement**, delivering programs to 9,000 students across Canada
- Sponsored **projects for high school students** in 13 Caribbean countries
- Sponsored the **Simon Fraser University Leadership in Diversity Award** as well as the **Canadian Centre for Diversity Educational Programs**
- Created a video to encourage **Aboriginal Youth** to consider a career in financial services

Leadership

Having senior leadership commitment and clear accountabilities are critical to the success and sustainability of our diversity efforts.

Bringing our RBC Diversity Blueprint™ to Life

Simply having diversity is interesting. Doing something with it is powerful. At RBC, diversity is a journey that requires everyone's commitment if progress is going to continue. The RBC Diversity Leadership Council, chaired by **Gordon M. Nixon**, determines the strategy and sets the direction for diversity and inclusion. Our employees bring the integrated diversity strategy to life through their commitment and enthusiasm.

That strategy is articulated in the RBC Diversity Blueprint. A three-year plan introduced in 2009, it builds on RBC's legacy of diversity leadership to achieve more with employees and all our diversity stakeholders. While we are proud of our achievements to date, we know more can be done. The Blueprint is our guide to doing better.

The Blueprint focuses on three priorities:

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

By helping our employees, clients and communities succeed with and through diversity, RBC intends to help create better futures for our many stakeholders.

Our Integrated Model for Diversity



Our goal is to remain a leader in Canada, and to strengthen our diversity initiatives in the United States and internationally.

Active Leaders

The most effective leaders take action and lead by example. When proactive and visible, they drive change and inspire others. We believe that an active group of diversity leaders will accelerate achievement of our diversity goals. In 2010, more than 600 *Active Leaders* represented RBC at work, in the community, on

relevant organizational boards, and at client events. They shared information about RBC's diversity initiatives and spoke of their personal stories.

The business case for diversity is a key message that our *Active Leaders* communicate. An *Active Leaders* website is available with information to enable them to spread this message, and to tell, teach and champion diversity.

Regional Leadership

Business-specific and Regional Diversity Councils are in place throughout RBC. For example, our Canadian Banking Diversity Leadership Council is chaired by **Jennifer Tory**, Regional President, Greater Toronto Region. The Council, which includes leadership representation from across Canada, meets regularly on action plans and drives the achievement of the Business' diversity strategy.

Community Leadership

Since the inception of the Toronto Region Immigrant Employment Council (TRIEC) in 2003, RBC has been working with TRIEC to find solutions to immigrant employment challenges. In June of 2010, TRIEC chair **Gordon M. Nixon**, and co-chair **Zabeen Hirji**, launched a Council discussion about a clear vision for action that would lead to greater inclusion of and prosperity for immigrants.

Leading the Way on Supplier Diversity

RBC is on the leading edge of an emerging trend – one that started in the US and is gaining momentum in Canada and abroad. Our process of inviting suppliers to bid for RBC business – to provide everything from office supplies to legal services – is setting new standards for building diversity practices into procurement.

In an effort to bolster our pool of quality suppliers, RBC looks for more representation from minority suppliers, including new immigrants, people with disabilities, women and Aboriginal peoples. Answers to questions about a supplier's diversity status are taken into account when evaluating a potential vendor for delivery of a good or service. The purpose is to understand the importance of diversity in the supplier's values and management practices.



"If we invite diversity suppliers into our supply chain, we gain a better understanding of the markets they represent, which enables us to advance RBC Diversity Blueprint priorities in other areas, such as community and new talent," says Linda Mantia, Senior Vice President, Head, Enterprise Services and Chief Procurement Officer and member of RBC's Diversity Leadership Council.

"Working with different communities to foster creativity, innovation, economic growth and profitability is not new for RBC," says Charles Varvarikos, Head of Facilities Sourcing for RBC. *"To deepen this commitment, we introduced processes within procurement to ensure that we offer minority suppliers the opportunity to increase sales of products and services to RBC."*



At the Top of Their Game

In November, *Canada's Most Powerful Women: Top 100 Awards* were presented to **Francine Blackburn**, Executive Vice President, Regulatory Affairs, **Zabeen Hirji**, Chief Human Resources Officer, and **Jennifer Tory**, Regional President, Greater Toronto Region. The annual award, presented by Women's Executive Network, is Canada's most recognizable award for the country's highest achieving women leaders in the private, public and not-for-profit sectors. Zabeen and Jennifer joined over 500 women who have received the award in the last eight years, while Francine was inducted to *Canada's Most Powerful Women: Top 100 Hall of Fame* for having won the *Top 100 award* three or more times.



Francine Blackburn



Zabeen Hirji



Jennifer Tory

"We are extremely proud of Francine, Zabeen and Jennifer," says Gordon M. Nixon. *"This recognition honours not only the calibre, professionalism and diverse contributions of these women but is also a testament to the value of diversity in our senior leadership team and throughout our company. Today 37 per cent of our executives are women."*

"Our Top 100 community is a powerful group of women who are at the top of their game, exemplify success and empower the next generation of women," says Pamela Jeffery, Founder of Women's Executive Network, which sponsors the awards.

The 2010 Catalyst Award: Profile of a Winner

In 2001, Gordon M. Nixon established *Diversity for Growth and Innovation* as one of RBC's core values. By doing so, he set the company on a progressive course that included advancing women and diverse groups at RBC...



At the 2010 Catalyst Awards Conference, Catalyst's Julie Nugent and RBC's Zabeen Hirji and Gordon M. Nixon presented and took questions.

Fast-forward to March 2010 and the global *Catalyst Award for Diversity*, presented annually to companies with an exceptional track record of diversity and inclusion practices. When **Gordon M. Nixon** accepted the prestigious award on behalf of RBC, he recognized the progress so far: "We have embedded diversity throughout our business and for that we are a better company – a company that can effectively serve our diverse clients and recruit the best talent."

What made RBC a winner?

The selection process was rigorous. It included on-site interviews and employee focus groups to determine how commitments and priorities are evident in the workplace. The interviewers paid particular attention to how we've expanded our women's programs in order to engage other diverse groups: visible minorities, Aboriginal peoples, lesbian, gay, bisexual and transgendered employees, new Canadians, and persons with disabilities.

What the Catalyst organization found are winning initiatives that are integrated across employee groups, clients and communities. These include:

- *Diversity Dialogues* reciprocal mentoring that matches employees of different backgrounds and position levels with senior leaders so that they can learn about diversity from each other;
- Specific staffing goals, coaching and development plans for women and visible minorities;
- "Active Leaders" who speak about diversity at RBC and at externally hosted events; and
- Employee Resource Groups that enable and expand the diversity discussion about the organization.

International Recognition

As a global organization, RBC values international recognition and the *Catalyst Award* is credible validation of our direction. As **Gordon M. Nixon** stated in his acceptance remarks: "The question is not whether we want a diverse workforce – it's already here – but rather, how to attract and develop the best talent which happens to be diverse. There's a lot of hard work required to move from simply having diversity to unleashing its full potential."

In Their Own Words

Employee interviews conducted by the Catalyst researchers revealed that *Diversity for Growth and Innovation* is more than words in a corporate statement. The corporate value comes alive in work and life experiences at RBC.

Through Diversity Dialogues reciprocal mentoring program, I got to tell my story to someone who was listening and wanted to help me bring my unique experiences and perspectives to the organization.

Naim Kazmi

Director, Credit Origination Systems

RBC gives me the flexibility to work in my community and the opportunity to give back and to make a difference, which is a fundamental part of our culture.

Harry Willmot

Manager, Aboriginal Market Development, Co-Chair, Royal Eagles

As the primary caregiver for my grandmother, RBC helped me find backup care for her when I needed it so I didn't feel torn between my job and finding care.

Donna Lopez

Manager, Policies and Procedures



In the Headlines

- In a Financial Post article entitled “Making the Case for Diversity,” published at the time of the *Catalyst Award* announcement, **Julie Nugent**, Chair of the Catalyst Award Evaluation Committee, was quoted. “Not only are the programs [at RBC] in place, the programs are working. These awards are not about top-down talk...the programs must have made a significant impact on the entire workplace culture.”
- HR Magazine featured RBC in an article about the *Catalyst Award for Diversity* entitled “Multiple Efforts Help Companies Advance Women”. An excerpt from the article reads, “In a country like Canada, which has the largest per capita immigration intake in the world, the question isn’t whether RBC wants a diverse workforce, but how to attract and develop the best talent.” It went on to quote **Gordon M. Nixon** who said, “I just can’t reinforce enough the importance of selling the business opportunity...because if people understand the business opportunity, a lot of good behaviour automatically follows along. And creating that win-win is a huge driver of success.”
- News of RBC’s *Catalyst Award* win spread across Canada through the South Asian and Chinese media in a total of 62 print publications and online sites. Many of the headlines read “RBC earns international recognition for diversity” and pictured **Gordon M. Nixon** with the Award. **Camon Mak**, Client Strategy, Multicultural Markets at RBC, says of this coverage, “The award has certainly highlighted RBC’s overall leadership and continued commitment to diversity in the corporate environment. We believe that diversity is one of the key drivers that will help Canada stay at the forefront of an increasingly competitive global market.”



The articles conveyed a strong message from **Zabeen Hirji**:

“If Canada is to become the destination of choice for skilled and knowledge-based workers, professionals and entrepreneurs, we must all do a better job of leveraging the diversity of our current and future workforce. While this may not always be the easiest road to travel, it requires diligence and commitment and it is our chosen path at RBC.”

Partnering for Immigrant Success

Dave McKay, Group Head, Canadian Banking, wrote an opinion piece or “OpEd” for *Canadian Immigrant Magazine* soon after RBC was announced as winner of the *Catalyst Award*. Here are excerpts from that article, which ran under the title, “The Opportunity of Immigration.”

Numerous studies point to the potential benefits newcomers bring to Canada. A 2005 RBC study showed that if newcomers are fully employed, at their level of education, and earning equal pay to someone born in Canada, personal income increases by \$13 billion a year – that’s just from embracing and leveraging the talent in our own backyard. And this calculation doesn’t include the value created by immigrants’ high level of patent applications, entrepreneurial endeavours and other wealth-generating activities.

Partnerships between immigrant community organizations, businesses and governments have come a long way in helping new Canadians. But, it will take multiple approaches to make the immigrant journey in this country a success.

It has been our experience at RBC that the advice and services we offer to newcomers are always appreciated and valued. The challenge now is to make it personal – internalize that commitment to immigrant success – and ensure a mindset where newcomers are embraced as full-fledged participants in Canadian society. Fully integrating immigrants into the Canadian economic and social fabric is not just a business opportunity; it’s a personal responsibility we must all share.

To read the entire article go to:
<http://www.canadianimmigrant.ca/newsandviews/views/article/6963>



Talent and Workplace

We strive to create inclusive work environments where our people can work together while developing their own unique abilities and realizing their aspirations. We believe that every employee brings with them diverse perspectives, experiences and personalities, and that we are stronger for it.

What do JAWS and a Dragon have in common?

Like others at RBC, **Jennison Asuncion** checks emails when he arrives at work but unlike most, he does so using a screen reading software called *JAWS – Job Access with Speech*. Thanks to the IT Accessibility team, employees and clients who are visually impaired still have a high-quality experience when using RBC web and desktop-based technologies.

Jennison, who is visually impaired, is part of the IT Accessibility team, whose mandate includes identifying accessibility gaps for clients and employees. They also assist employees with adaptive technology, which in addition to *JAWS*, includes *ZoomText* – screen magnification software, and *Dragon Naturally Speaking* – voice recognition software.

When IT projects are reviewed, an improved experience for all users is taken into consideration. This includes clients with disabilities who were previously unable to view their Personal Deposit Account monthly statements in PDF format or receive their past transaction history in an accessible format. Now they can do so using the same technology available to employees.

Jennison Asuncion has been recognized by the Canadian National Institute for the Blind for his ongoing community work with SCORE, a summer camp for young people with vision loss.



Diversity Dialogues Promote Unique Learning

Reciprocal: complementary; equivalent; mutual as in “reciprocal respect.” With this definition in mind, it’s clear to see why *Diversity Dialogues* is considered a *reciprocal* mentoring program. When senior leaders and executives are matched with talented mid-level employees drawn from RBC’s diverse population, mutual respect is the result.

Since 2006, the program has brought more than 400 people together from across RBC. The goal for mentors is double-pronged: to accelerate learning about diversity and inclusion and to enhance knowledge of diverse talent at RBC. For the mentee, benefits include gaining visibility and insight into the organization, their own career, and shared experiences.

“While it may appear that *Diversity Dialogues* is about cultural differences,” says mentor **Francine Dyksterhuis**, Senior Vice President, Contact Centres, “it extends far beyond into differing approaches to business issues and opportunities.”

Mentors and mentees meet at least six times over a 12-month period. They discuss personal goals, work and life challenges, cultural biases and misconceptions, client interactions, and more. It’s a unique and valuable partnership that demonstrates what can be gained when two people with different professional experiences and backgrounds learn about leadership and diversity from each other.

RBC and ACCES Help Change Lives

“Visiting royalty” is how the people at ACCES Employment describe RBC recruiters when they attend one of their organization’s events. While the description may seem a bit grand, it certainly reflects how ACCES views the importance of its community partnership with RBC.

RBC and ACCES share the goal to match new Canadians with meaningful jobs. ACCES helps people improve their resumes, education, skills and employer connections, while RBC strives for an increasingly diverse client and employee base.

The two organizations hosted information events in 2010 resulting in 33 new hires. During the past three years, RBC has hired more than 100 employees through our partners at ACCES.

Clarie Arenajo is one of those people. A recent immigrant from the Philippines, Clarie was hired as an account manager in March shortly after completing the ACCES workshop. “I could never have imagined that I would be able to continue my banking career in Canada,” says Clarie. “It really changed my life. My family is very happy and I’m inspired to work with RBC.”



“I could never have imagined that I would be able to continue my banking career in Canada,” says Clarie. “It really changed my life. My family is very happy and I’m inspired to work with RBC.”



Who thought banking could be this much fun? “I loved the workshop and will definitely apply for the RBC Academy,” said one participant.

RBC Academy Taps into Young Talent in the UK

To an inner city high-school student living in London, England the business of banking may seem worlds away. RBC Capital Markets, UK wants to change that mindset by tapping into a sometimes overlooked group of bright individuals, with the *RBC Academy*.

The *Academy* launched at four community partner schools with the goal to inform first year A-Level students (17 year olds) about banking careers. More than 100 Capital Markets employees volunteered for the *RBC Academy* in 2010. Many have presented at workshops, led a trading game and facilitated discussions.

During their second year of A-Levels, talented students are selected for advanced workshops and internships. The staged approach enables students, early in their academic careers, to explore jobs that might be available upon graduation. Two students from each school who excel in the *RBC Academy* receive a £2,000 (more than \$3,000 Cdn.) bursary for each year they are at university. While there, they will have the opportunity to do RBC work placements and apply for one of the graduate training programs.

Feedback after the first workshops was enthusiastic. “Everyone was delighted with the work RBC did with the students,” said a school staff member. “They are more aware of the opportunities and are energized and keen to do more.”

Diversity in our Workplace in Canada*

The composition of our workforce is an important measure of how well our diversity efforts are working. Diversity initiatives can take several years to show results, so it's important to look at our longer-term progress.

	2010	2009	2000**
Women	67%	68%	74%
Women in management	54%	54%	58%
Women in executive roles	37%	37%	28%
Visible minorities	28%	27%	14%
Visible minorities in management	27%	25%	14%
Visible minorities in executive roles	14%	13%	6%
People with disabilities	3.5%	3.7%	2.7%
Aboriginal peoples	1.6%	1.6%	1.1%

* Figures as of October 31 for each year presented, for 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.
 ** 2000 data provided for comparative purposes.

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

International Women's Day – Women Helping Women Succeed

Each year on March 8 – *International Women's Day* – RBC profiles women leaders on our intranet site. This year we focused on RBC women who mentored women for success at RBC and externally. Here are excerpts from two of the profiles:



Heather Hogg (right) presents entrepreneur April Glavine with the Halifax Chamber of Commerce Small Business of the Year Award.

Heather Hogg is a market champion for women entrepreneurs in Atlantic Canada.

"The women I meet at community and business functions are open to sharing ideas and want to learn from others in order to grow their business or to become more influential in their corporate environments. There is often a sense that we can help each other meet our respective goals and a willingness to do that."



Dawnita McCain is Director, Commercial Shared Services for RBC Bank.

"Women leaders are well positioned to succeed as global leaders because they are usually more willing to acknowledge and respond to the 'human' element, which makes employees and partners more trusting. The advice I provide is to have a good attitude, a strong work ethic, demonstrated ability to add value, and a genuine desire to grow and learn."



Inclusion – A Facilitator of Success

Nearly 40 per cent of RBC executives in North America are women, and women hold 54 per cent of management roles. Continued efforts to advance women and other diverse groups led to **Deborah Freer's** role as host at the *Financial Women's Association (FWA) Leadership Roundtable* at RBC Capital Markets' US headquarters in New York.

Deborah is the firm's Chief Operating Officer. In addition to acting as event host, she was also one of five panelists in a discussion that included diversity in the

workplace. She spoke about the firm's Diversity Leadership Council and its goal to embed diversity and inclusion principles into our approach with employees, clients and communities.

The FWA connects, educates and advances women in business and finance. "Events such as this...develop future leaders in finance and have enormous value toward developing a diverse workplace culture," said Deborah in her comments. "Several years ago, RBC affirmed a goal of increasing the representation of women and other diverse employees in executive and pipeline positions," she continued. "Our accomplishment to simultaneously grow our business and become a more diverse organization shows how a commitment to inclusion is not a sacrifice, but a facilitator of success."



RBC UK Helps Caring Families

When difficulties affect a family, knowing who to call for help can alleviate much of the anxiety. This thinking is behind an emergency child and adult care service for RBC employees in the UK. Communicated in September 2010 and launched in January 2011, *My Family Care* is an external service that enables permanent employees to arrange care for their child or adult dependents when their usual arrangements are significantly disrupted. Employees can meet their work commitments knowing that family members are well looked after.

“RBC recognizes that combining work and care responsibilities is often a challenge even at the best of times,” says **Harry Samuel**, Head of Global Treasury Services & Co-Head of Fixed Income Currencies, and a member of RBC’s Diversity Leadership Council. “The emergency care benefit is part of RBC’s commitment to support employees who are balancing these two important roles.”

Worth Watching

Mary Zimmer, Head of US & International Wealth Management, and a member of RBC’s Diversity Leadership Council, was honoured by three organizations in 2010. While each honour highlighted a different aspect of Mary’s contribution to business and work culture, they all shared a common theme of outstanding leadership and excellence.

Profiles in Diversity Journal named Mary in a special feature dedicated to “women leaders worth watching.” Mary was given the opportunity to explain her secret to a successful career: “Seize every opportunity to acquire a wide array of business experience, get a well-rounded education and most importantly, value key relationships, because people can and will help others succeed.”

Wealth Manager Magazine’s “50 Top Women in Wealth” celebrated Mary as a leader who “epitomizes the profession of wealth management” and recognized her and her co-winners for their integrity, longevity and knowledge, in addition to the encouragement they give other women in the industry.

The **Top 100 Under 50 Executive and Emerging Leaders award** included Mary in its list of exceptional women, minority and multicultural executives. Each has achieved success in highly competitive corporate, government or entrepreneurial environments, and has made an outstanding contribution to their community and business.

Relationships matter

Whether achieving your career goals as a female financial professional or accomplishing your investment goals as a woman, the people you choose to work with can play a key role in your success. At RBC Wealth Management, our culture values the contributions of women. And we actively encourage women to support one another through a variety of programs designed to help women create the futures they want. Both for themselves and those that they care about.

Congratulations, for being named one of the Women Worth Watching.

Mary Zimmer, Head of International Services
One of the many RBC Wealth Management women worth watching.



RBC Wealth Management

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RBC Capital Markets is committed to diversity and advancing women in the workplace. Doug McGregor, Chairman and co-CEO of the firm is joined by creators of RWomen (left to right): Alicia Payne, Patti Shugart, Annie Ropar, and Joanne Stewart.

RWomen R Networking

In a business that relies heavily on trust, credibility and consistent results, strategies that will keep RBC Capital Markets ahead of the pack are essential.

One such strategy is a group called *RWomen*, which began when a number of Capital Markets (CM) women asked to network more effectively. “This interest led RBC CM women to come together,” explains **Joanne Stewart**, Institutional Equity Sales Trader at RBC Capital Markets, and *RWomen* coordinator. They focused their efforts on communicating events held by the external networking organization, Women in Capital Markets (WCM). RBC CM’s multi-year sponsorship of WCM provides *RWomen* with relevant programs and events. Members are informed of upcoming industry and WCM initiatives, as well as internal networking events.

“*RWomen* is employee-led so we want to ensure that we capture views and feedback,” adds Joanne. The group plans to expand throughout Canada, the US, UK and Asia.



Personal Branding Helps Navigate Success

Anyone who's flown, sailed or driven appreciates that the skills of a good navigator will make the difference

between success in reaching a destination, or being blown off course. But what about being our own career and life navigator? Do we understand how to be successful? These questions formed the basis of RBC's first career event for women senior managers: *Navigating Your Career and Life Success*.

International career expert and best-selling author, **Dr. Barbara Moses**, led the discussion with 120 women who joined in-person and by webcast. They learned about discovering and leveraging what makes them distinct as professionals, how to deepen their knowledge of their work style, preferences and values, and how women in particular can design a personal brand that contributes to career, team, clients and RBC.

"Women should not be embarrassed by the qualities we have to offer," observes **Jan Bremner**, Senior Manager Process & Operations Support. "Before attending the session I never thought of myself as a 'product' but personal branding helps us make the right career and life choices to be successful."

RBC Named A Top Employer for Canadians Over 40

"Working Canadians are increasingly aware of significant differences among employers when it comes to the benefits that are important to employees over 40." This statement, from the organizers of the *Top Employers for Canadians Over 40* competition, highlights why Canada's leading companies offer special programs and benefits to attract and retain older workers.

RBC was honoured as a competition winner in 2010 for benefits that include succession and retirement planning, phased-in retirement, paid health benefits for retirees, and organized social activities/volunteering for retirees.

When **Eileen LeBlanc**, a customer service representative in Halifax's new RBC Retail Store, was asked if RBC deserves the award, she answered, "Absolutely!" With 45 years of employee experience she observes, "RBC has always been there to accommodate my wishes and needs. I now work a four-day week in an exciting environment, plus I have time off to pursue my first university course. I'm sure if RBC is doing this for me, they're doing it for others."



The *Top Employers for Canadians Over 40* competition is organized by the editors of *Canada's Top 100 Employers* – a title RBC has won for three years running.



David Allgood, Executive Vice President & General Counsel, supports LAWS as an important diversity and inclusion initiative, "Not only because it is the right thing to do but because we firmly believe that diversity and inclusion are key factors to our business success."

LAWS Puts Students at the Head of the Class

Law in Action Within Schools (LAWS), is a University of Toronto/Toronto District School Board program for marginalized students. Law-themed education and real-world experiences provide students with the skills, knowledge and confidence to succeed in school and consider post-secondary education.

"Real-world experiences" is where RBC comes in. Two students spent a total of one month this summer with the Law Group and Investor Relations. **Karen McCarthy**, Assistant General Counsel, RBC Law Group, and manager of the two students in 2010, says, "We want to give these students an overview of the groups and involve them as much as possible in our work environment by assigning them high school level tasks, and including them in interesting projects or meetings."

Karen found the students were reliable and keen to learn about the Law Group and other areas of RBC. "We have participated in the program for three years and find it very rewarding to watch the students evolve, then leave RBC with a positive attitude and a new-found sense of confidence."

Since its inception five years ago, LAWS program organizers have seen an improvement in school attendance, grades, engagement and the future outlook of its participants.

Diversity Champions Increase their Cross-Cultural Strength

Just as cross-training is an effective way to enhance physical strength, cross-cultural training helps to enhance the strength of diversity champions. So when *Building Cultural Dexterity for High Performance* was offered as a webcast for people managers, more than 500 jumped on the opportunity.



Fritz Junior Charles-Antoine

“I attended the webcast to improve my skills in managing people from diverse communities and cultures,” says **Fritz Junior Charles-Antoine**, a Branch Manager in Brossard, Quebec. “Getting a better understanding of what makes us different allows me to provide a better work environment, which will help my employees become stars.”

The interactive, one-hour webcast was facilitated by **Dr. Lionel Laroche**, an expert in cross-cultural training and consulting who helps organizations reap the benefits

of cultural differences in their work. Topics explored included how culture is defined, the differences between stereotypes and generalizations, and verbal and nonverbal communication.

“It only takes one bad interpretation and you could lose a client or excellent employee,” continues Fritz. “The webcast helped me to have better judgment and to create stronger and better relationships with clients, employees and colleagues.”

Tips for Improved Cultural Dexterity

- Being “on time” varies from one culture to another. Confirm that there’s mutual understanding when setting appointment or meeting times.
- Ask for feedback, especially from colleagues of a different culture. This will help confirm that the message received lines up with what you meant to say.
- Be sensitive about probing into personal accomplishments. In some cultures, a focus on the individual instead of the group causes discomfort.



Awareness and Learning Initiatives

RBC promotes diversity by sharing knowledge and encouraging discussion. Here are some examples from 2010:

Creating an Inclusive Workplace for Employees with Disabilities – Webcast

This session for people managers lived up to its title, according to participant **Julie Snell**, Senior Manager Operations Support. “It was something all new team leaders and people managers should attend because it provided good insights about managing and on-boarding individuals with disabilities.” Topics included how to recognize the impact disclosing a disability may have for the individual, providing performance enablement and career coaching to employees with disabilities, and workplace accommodation. It also encouraged employees with disabilities to self-identify when completing the Employment Equity/Diversity survey.

Newcomers to Canada: Building a Successful Career at RBC – Webcast

Newcomers were invited to a session to help them gain a deeper understanding of RBC values and culture. They learned about the importance of communication skills, how to network effectively, and the advantages of sharing career success stories. “The webinar helped me to better understand how things operate here and the best means of communicating with people of different cultures,” says **Françoise Lewis El Hag**, Talent Management Initiatives Associate. “I learned more about people’s differences and how to adapt to different cultures and backgrounds.”

Diversity Connections

“*But You Look So Good!*” and *Seven Other Things Not to Say to a Person with a Non-Visible Disability*.

The headline noted above is just one example of the informative and sometimes provocative subjects available to readers of *Diversity Connections*, a quarterly e-bulletin circulated to those who are involved in diversity at RBC.

The e-bulletin reports on a range of topics, and offers website links and resources. Subjects include...

- Building cultural dexterity
- Creating an inclusive workplace for persons with disabilities
- Access to an online multicultural calendar

Since its launch in 2008, subscriptions have increased to 1,000.



EMPLOYEES SUPPORTING EMPLOYEES

Employee Resource Groups (ERGs)

ERGs are self-governing networks of employees that help cultivate an inclusive work environment by raising awareness and understanding about their needs. ERGs help their members develop personally and professionally by providing opportunities for peer mentoring, coaching and networking. Groups that are formally recognized by RBC receive an annual budget and communications support, and follow operating guidelines.



“It was great to be with all the members from various cultures and backgrounds and with diverse experience that will make this chapter a real success.”

RBC’s Newest MOSAIC

A mosaic is formed when diverse elements are brought together to form a single composition. How fitting then that RBC’s employee resource group for visible minorities and newcomers to Canada is called MOSAIC.

A new MOSAIC chapter was launched this year for employees who live and work in the Greater Toronto North area. Though their backgrounds differ, they look to each other for peer support, coaching and information about RBC resources for new Canadians.

The group meets monthly to share their global stories and experiences. **Rebecca Lai** and **June Payne**, chapter co-chairs, have created an inviting environment where employees can learn from each other: “This type of camaraderie enhances the positive experience of working at RBC.”

MOSAIC chapters promote and support an inclusive environment – a goal that’s understood by members like **Kamran Siddiqi**, Senior Manager. “It was great to be with all the members from various cultures and backgrounds and with diverse experience that will make this chapter a real success.”



Social Networking for RBC’s Aboriginal Community

RBC entered the world of employee social media in May with the first internal network of our own. The *Aboriginal Corporate Social Network (ACSN)* called “*One Heart*” is designed to enrich the working lives of RBC’s Aboriginal employees. As an open, online community, it spans geographies and roles and helps build personal and business capabilities among those with a shared interest.

The site brings Facebook-like functions and benefits to users. “As soon as I saw the request to join the site I knew it was something I wanted to be a part of,” says **Julie Smillie**, Branch Manager, Hay River, Northwest Territories, and one of more than 800 ACSN users. “I hope the experiences I have will benefit the site and its members.”

Human Resources created the site by working closely with members of Royal Eagles (the ERG that raises awareness of Aboriginal culture within RBC), Aboriginal employees, and Technology & Operations’ Applied Innovation team. Lessons learned will be passed on to business groups that are interested in using social media networking to help employees work together in innovative ways.



AIDS Walk participants.

GLADE Highlights

Thanks to its involvement with business and the arts, community centres and community activities, GLADE is well known among the LGBT population and its supporters, wherever RBC US Wealth Management operates.

GLADE is the firm’s employee resource group for gay, lesbian and allied* employees. Its members increase awareness within RBC and help employees achieve their goals. Here’s a snapshot of some 2010 GLADE highlights:

- Supported “Quorum,” the Minneapolis LGBT Chamber of Commerce
- Supported the Greater Seattle Business Association (LGBT Organization) and its scholarship program
- Created a GLADE *Financial Consultant Roundtable*
- Sponsored a reception for the Equality Florida Board of Directors and top donors
- Sponsored a “meet the authors” reception at the Stonewall Library for the GALLA (Gay and Lesbian Literary Arts Festival) in Fort Lauderdale

* “Allied” refers to straight, supportive relatives, friends and co-workers.

PRIDE Comes Out to Show its Support

“Being out at work is not just about announcing one’s sexual orientation, gender identity, or preferences in gender expression. It is much more than that,” says **Joe Teves**, Senior Manager of Strategy and Payments and co-chair of the national RBC PRIDE employee resource group.

Joe’s remarks coincided with *National Coming Out Day* on October 11, which is celebrated annually by members of the LGBT (lesbian, gay, bisexual and transgendered) community, their supporters, organizations and community groups. PRIDE’s activities are aimed at creating an environment of inclusion for LGBT employees. Support of the internationally recognized event in 2010 included a reception where **Gordon M. Nixon** gave the keynote address; participation in Toronto’s *Pride and Remembrance Run*, a fundraising event supported by Team RBC Capital Markets; and videos featuring two PRIDE members in Canada. These videos, posted on RBC’s intranet site, featured **Jay Arnett**, Investigator, AML Financial Intelligence Unit, and **Sarina McKenzie**, Commercial Sales Specialist, who spoke of their experiences coming out at work. “For me,” says Jay, “being out at work is not trying to change someone’s beliefs or thoughts – it’s an extension of who I am and I only expect respect for my right to be true to myself. I believe that RBC has created an inclusive environment that goes beyond this.”



PRIDE hosted an RBC-sponsored event to recognize the significance of National Coming Out Day.



Sarina McKenzie is pictured playing with her daughter. The co-chair of PRIDE says, “I believe that it is the faces behind diversity that bring about awareness and acceptance.”

Pursue Your Potential™ Program

Thanks to RBC’s Pursue Your Potential (PyP) program, Aboriginal peoples and persons with disabilities who are job candidates are connected with a diversity coordinator in our recruitment group. The coordinator helps candidates understand key RBC attributes, the recruitment process, what to expect in a behavioural interview, and provides meaningful feedback on interviews. In 2010, we hired 109 employees through this special program.

WAFC’s key priority is to increase the representation of women in corporate and field leadership roles and as FCs. The Women’s Growth Strategy at RBC US Wealth Management includes:

- Targeted recruiting, mentoring, succession planning and leadership opportunities for women
- Recruitment and development of internal talent as future women FCs
- Retaining women FCs
- Attracting women clients

Diversity Agenda Draws Large Crowd

When 108 Financial Consultants (FCs) at RBC US Wealth Management take time away from day-to-day business to attend an internal conference, you know it’s because they see value in the agenda.

What drew this audience together in 2010 was an annual event convened by the Women’s Association of Financial Consultants (WAFC) employee resource group. In addition to hearing from the firm’s leadership team, attendees listened to a panel discussion with four FCs who focus their businesses specifically on Latino, Native American, Indian, LGBT and Women groups. The panel offered ways for the audience to extend diversity into their communities and their business.





REACH Communication Campaign – *Let’s Talk About It!*

Since 2007, RBC’s REACH members have been increasing awareness about the challenges and strategies used by persons with disabilities. In 2010, they launched “Let’s Talk About It” – video profiles on RBC’s intranet where individuals discuss what it’s like to work with a disability and what RBC does to support them. The following video excerpts highlight advice for others with a disability:

Copyrights : Kevin Bogetti-Smith for Canada Wheelchair Basketball



*Elaine Allard,
Account Manager,
Laval, Quebec*

Elaine Allard

“I don’t think in terms of my disability. When I was an RBC Olympian, the challenge for me was meeting people, convincing and getting my message out. Now, as an Account Manager, I like to give my clients the best possible service. To me, that’s a challenge. As for my disability, it’s all a matter of attitude. It’s also a question of people not knowing, for example, what life is like for someone in a wheelchair. I think it’s best to reassure people. Then, they’ll eventually realize... ‘You’ve got a car, you live in your own apartment, you work out. You know what, Elaine, your life is not so different from anyone else’s.’”



*(Left to right): Russ McNally,
REACH ERG Co-Chair and
Geoff Woodworth, REACH
ERG Co-Chair and Manager
Financial Planning, Central &
South West Nova Scotia*

Geoff Woodworth

“I do often get asked about my disability and what it is like to be in a wheelchair. One of the main take-aways is to make sure that I am open about my disability, to allow people to have a comfort level in speaking to me – and also creating that opportunity for them to understand what it is like to be in a wheelchair. I’ve run into numerous occasions where managers or colleagues are not comfortable approaching me. That’s where I approach them, to create that communication and comfort level between us. Once I’ve created that ease then it allows me and the manager or a colleague to open up.”

MEA Reaches Across Communities

When members of the Multicultural Employee Alliance (MEA) at RBC US Wealth Management get together, they’re focused on taking action to support the firm’s diversity and inclusion strategy.

The members promote an environment that embraces minority employees and their communities. In 2010, they participated in personal development forums and workshops, and offered peer-to-peer mentoring as career development opportunities.

From Florida to Texas and at points in between, members of the MEA employee resource group, and other colleagues, not only helped drive diversity within the firm, but extended their reach across communities. Here are some examples:

- The Tampa branch provided **financial literacy training** to students and their parents through the local YMCA.
- The San Antonio branch hosted a **career exploratory workshop** for students participating in *Good Samaritan Community Services’ Modelos* program.
- The Minneapolis headquarters **donated 100 hours** of time and talent to Twin Cities RISE! – an organization dedicated to ending the generational cycle of poverty.

i-CARE for Working Caregivers

It’s your first day back at work after months of caring for your new baby. Worries and feelings of guilt consume you. You pick up the phone to check on your day-care provider but hesitate, and decide to call your office i-CARE buddy instead.

i-CARE is a UK-based employee resource group (ERG) to champion and highlight the needs of working carers, as in the scenario described above. A working carer may be a new, experienced or expecting parent, or someone looking after an elderly, sick or disabled relative.

Like all ERGs, the networking group is run by employees, for employees. Launched in early 2010, its members arrange seminars and talks to address the concerns and interests of a specific group. As a result, buddies are supporting parents returning to work from maternity, paternity and adoption leave. Eldercare issues are being reviewed and discussed. Ideas and best practices are being shared with other companies. It’s all part of helping to improve work and family lives by sharing experience, knowledge and external expertise while providing a voice for carers at RBC UK.



Marketplace

When it comes to our marketplace we are committed to offering customized and accessible services and products to diverse client markets and we support supplier diversity programs in North America. This helps us to grow new markets and serve existing ones more fully. RBC's strategies to address marketplace diversity include market segmentation, expanding to select global markets, and customization through a variety of delivery channels and advertising approaches.

Special Advisor Honoured for Achievements

As RBC's Special Advisor, **Phil Fontaine**, former National Chief of the Assembly of First Nations, is directly involved in providing advice and counsel for many of our key corporate citizenship and sponsorship initiatives.

His first project was to help ensure RBC's involvement with the Aboriginal community in the *2010 Olympic Torch Relay*. He is currently involved with RBC's *Blue Water Project* and continues to help build RBC's relationships with Aboriginal peoples and communities across the country.

In March, Mr. Fontaine was honoured with the first **Equitas Award for Human Rights Education*, for advancing the cause of Aboriginal rights, and promoting awareness of human rights for all Canadians. In an interview published for RBC employees, he talked about facilitating change and advancement for First Nations peoples:

"The most effective way to bring about change for First Nations is to reach out to all Canadians through public information and education about our history, our vibrant and diverse cultures and languages, and our challenges. This is not achieved through intimidation or threats. Rather, by informing Canadians, we have witnessed a positive shift in the perception and attitude towards First Nations peoples."

* Equitas is a non-governmental organization and a global leader in human rights education.



There was a strong Native presence at the 2010 Vancouver Olympic Winter Games. Phil Fontaine not only carried the Olympic Flame but was also instrumental in maximizing the involvement of the Aboriginal community in the Olympic Torch Relay.

RBC & WEConnect Celebrate Entrepreneurial Women

RBC is a member of WEConnect Canada, a non-profit organization that certifies firms which are at least 51 per cent owned, managed and controlled by women. With a growing global demand to find diverse and innovative suppliers, the organization connects women entrepreneurs with corporations and the public sector. In October, RBC hosted the *WEConnect International Women Entrepreneur Awards* celebration in Toronto.



John Taft

Perfect LGBT Inclusiveness Score for US Wealth Management

In an annual review administered by the US-based Human Rights Campaign (HRC) Foundation, RBC US Wealth Management received a 100 per cent rating in its *2010 Corporate Equality Index* and was recognized on the Foundation's *Best Places to Work* list.

The *Corporate Equality Index* is the Foundation's report card that rates American businesses on their treatment of gay, lesbian, bisexual and transgender employees, clients and investors. Scores are based on factors such as domestic partnership benefits, LGBT employee resource groups, and inclusive non-discrimination policies that specifically address LGBT employees.

"We are extremely proud to receive a perfect score of 100," says **John Taft**, who is head of RBC US Wealth Management and was named *Corporate Diversity Leader of the Year*, by the National Gay and Lesbian Chamber of Commerce. "We are committed to maintaining an inclusive work environment built on mutual respect, trust and fair treatment where individual differences are valued and celebrated. This recognition underscores our serious commitment to diversity."



Latino Outreach

The growing Latino population in the United States is an important segment for RBC US Wealth Management. In an effort to make meaningful connections with business leaders and other investors interested in building,

preserving, enjoying and sharing wealth, the firm has developed two exciting partnerships, described here.

Latino Business Expo

This event, along with our partnership with the Washington State University, has been leveraged over the past three years to develop a pilot program aimed at the interests of the central Washington Hispanic community. The *Latino Business Expo* brings together more than 3,000 Latino visitors, large corporations, small businesses and community leaders. Through our association with Tu Decides, the largest bi-lingual newspaper in the Washington area, and sponsorship of the event, RBC US Wealth Management was given the opportunity to provide a 30-minute presentation about Latinos and investing. The presentation included basic investment topics that address typical challenges faced by the Latino community.

Latin America Speaker Series

RBC US Wealth Management has partnered with Lozano Long Institute of Latin American Studies (LLILAS) at the University of Texas at Austin, to organize a speaker series on *Latin America and the Global Economy*. The series examines the opportunities that globalization brings to the south region and reviews the challenges Latin American countries face to achieve international competitiveness. The speakers are drawn from prominent leaders in the private sector as well as governmental institutions in Latin America and the United States who specialize in Latin American economic development.

Banking Service Offers Indigenous Languages

Cree and Inuktitut, two of the most commonly-spoken indigenous languages in Canada, were added to our multi-language banking service in March 2010. This made RBC the first Canadian financial institution to offer telephone services in these languages.

RBC's multi-language telephone service has more than 2,600 specialized interpreters who help with day-to-day basic business and personal banking inquiries. Interpreters are available to help translate 180 different languages. Clients call 1-800 ROYAL® 2-0 (1 800 769-2520) to access the RBC agent-assisted service and within minutes are connected to an interpreter via a three-way confidential conference call.

“Canada is home to a variety of languages that many organizations do not recognize or have the capacity to service through translation,” explains **Dale Sturges**, National Director, Aboriginal Banking. “We are pleased to continue reaching out to an underserved market by incorporating Cree and Inuktitut in our customer service capabilities.”

Cree is spoken by approximately 117,000 people and roughly 35,000 Canadians speak Inuktitut.

Connecting with Cultural Communities

Cultural Markets have been a priority for RBC for more than a decade. We want to be the financial institution of choice for newcomers, to serve the needs of the communities and cultures they represent, and to make it easier for them to succeed. These advertisements help new Canadians and cultural communities see that RBC wants to develop a deeper understanding of their needs and priorities.

Community

Through leadership in research, strategic partnerships, donations and sponsorships, RBC recognizes that to be a leader in diversity we must not only advance within our organization but also raise awareness about diversity issues in our communities.



Career Edge Achievement Awards

In a 14-year community partnership with Career Edge, RBC has provided paid internships to recent graduates, graduates with disabilities and newcomers to Canada. RBC Insurance hosted 17 interns last year and in 2010 two took the spotlight at the *Career Edge Achievement Awards*.

Patricia Forbes overcame injury, re-entered school and says of her *Intern of the Year Award*, “I knew I had a job for six months where I could do nothing but grow...it was like a gift.” It’s going to look awesome on a résumé and just the name RBC Insurance – the recognition is great. It’s going to be great for me because of this chance.”

Shahzad Ali moved to Canada, landed an RBC internship and excelled on the job. His manager, **Andria Azevedo**, Branch Manager, RBC Insurance, was honoured with *Mentor of the Year Award*. In commenting about being a mentor, Andria says, “I took it very seriously because I knew that not only would I be representing Shahzad’s Canadian work experience, I’d be representing the organization.” Andria continues, “As exciting as it is to be *Mentor of the Year*, I do believe Shahzad is the real winner.”

Andria Azevedo



Branches Embrace Diversity

RBC branches play an important role in raising awareness about diversity issues. Here in pictures, are some examples of how that message plays out in our communities.



RBC’s Eglinton and Creditview branch celebrated the *Chinese New Year* with clients and friends in Mississauga.



Day of Pink raises international awareness against bullying, discrimination and homophobia. At the Westgate Branch in Ottawa, employees participated fully. “It was a great day and generated many questions and supportive comments from clients,” says Branch Manager, **Sue Santoni**. “It also seemed like a great way to welcome spring with a pink flower at each wicket. Fantastic!”

A Chosen Journey Marks 100 Years

In 1910, the company that was to become RBC opened a branch at the Hudson's Bay trading post village of Hazelton, BC. Since then, RBC has remained committed to supporting and promoting the interests of Aboriginal peoples, businesses, organizations and communities. Each year, we proudly lend our support to National Aboriginal Day (NAD) on June 21.

This year's Canada-wide highlights included:

- British Columbia: the Royal Eagles employee resource group joined local First Nation groups in parades and other celebrations in Vancouver, and Kelowna/Westbank.
- Alberta: Royal Eagles Edmonton hosted a fundraising barbeque with the Amiskwaciy Academy to benefit its High School's Hot Lunch program.
- Manitoba: Selkirk branch staff adorned the four symbolic colours of Aboriginal culture – yellow, red, black and white.
- Ontario: Downtown Toronto offices displayed banners and posters to inform employees about Aboriginal history and culture.
- Quebec: RBC celebrated with Val-d'Or Native Friendship Centre for a reception to recognize the achievements of Aboriginal students.
- Atlantic Canada: Members of the Aboriginal community worked with branch staff, conducted traditional ceremonies and displayed local artisans' work.



Trading post village of Hazelton, BC, circa 1914. The Royal Bank branch relocated to Hagwilget First Nation in 1977.

For more information about RBC's commitment to Aboriginal peoples see

"A Chosen Journey: RBC Aboriginal Partnership Report" available by linking to "publications" from www.rbc.com.

Lasting Impressions in Atlantic Canada



Why was it smiles all around for these three youngsters and close to 180 others from Halifax, Fredericton and St. John's? They began their school year in style and with lots of supplies, thanks to new backpacks from the Friendship Centres and RBC's Royal Eagles. The Friendship Centres promote and advocate the concerns of Aboriginal

peoples and are longtime partners with RBC. According to **Adam Buckle**, Branch Manager in Cornerbrook and chair of the Atlantic Royal Eagles chapter, "Staff at the Friendship Centres were simply amazed that RBC would provide financial assistance to help. They felt the contribution will provide lasting impressions to the community and individual families."

"Staff at the Friendship Centres were simply amazed that RBC would provide financial assistance to help. They felt the contribution will provide lasting impressions to the community and individual families."



When the Bank of Mom and Dad Needs Help

RBC is serious about making it easier for newcomers to get settled, established and to succeed in Canada. We understand that higher education is a pathway for immigrants to achieve personal success and to contribute to Canada's prosperity today and into the future. Scholarships can help when the bank of mom and dad is under pressure by children seeking post-secondary education. That's why RBC provides 12 scholarship opportunities for new Canadians.

In addition to being Canadian citizens or permanent residents since 2000, scholarship applicants must attain certain academic achievements and be willing to share their viewpoints and personal experience about immigration in Canada.

"We're very thankful for this scholarship to help pay for our child's education. We've faced a lot of financial challenges since immigrating so it's wonderful that RBC has a scholarship program for new Canadian families like ours."

Xiaoya Sun, mother of Wei Pang, winner of an *RBC Scholarship for New Canadians*

For more information about all of RBC's scholarship programs, go to: <http://rbccroyalbank.com/scholarships>.

RBC Mentor Helps New Canadians

Ritu Narayan was delighted but puzzled when she learned that she had been nominated for a *Volunteer Service Award* from the Ontario government. The Director, Immigrant Investor Program for RBC Wealth Management, has mentored dozens of new Canadians but she knows others who've done the same. What her nominators at Skills for Change recognized in Ritu, however, is that she embodies what the *Volunteer Service Award* is all about: "Ontarians who make our province a better place to live."

Ritu emigrated from India 15 years ago. "I found my way around but I realized that it's not like that for everyone." She discovered Skills for Change in 2003 and was attracted to the non-profit organization's focus on learning and training for immigrants and refugees. Its mentor program was a perfect fit.

Ritu meets with mentees on her personal time to provide advice, job strategies and a sounding board. Many have gone on to successful careers in financial services and marketing. "When I see a struggling immigrant who is educated, intelligent and with a track record of success," says Ritu, "I know that a little bit of guidance will go a long way to help."



Looking Out For the Overlooked



RBC Bank's 2010 summer interns.

"People who come from where I come from are not given chances to experience and learn the way I have been able to." These are the thoughts of **Mia King**, who completed the second year of RBC Bank's *Summer Diversity Internship Program* in 2010, and is now working as a senior teller while continuing her studies.

The program introduces visible minority students to careers at RBC Bank. Rather than a one-shot approach common to similar programs, students have the chance to work for two summers. As a result, eight returned for their second year and like Mia, understudied as relationship bankers in preparation for full-time placement. Five new interns joined the program and will follow the second year track when they return in the summer of 2011.

RBC Bank partners with colleges and universities in the Southeastern United States that have ethnically diverse student populations. **Brian K. Taylor**, Manager, Recruitment for RBC Bank in Raleigh, North Carolina, says of the program: "It's a tangible example of living our values and building for the future...it provides opportunities and valuable experience to deserving young people who might have otherwise been overlooked in these tough economic times."



Yvette Holt

“Events like Black History Month inspire us to create environments in business, in our neighbourhoods and communities, and encourage us to be our very best, fully realizing all human potential.”

Celebrating Black History Month

“Black History Month offers us the wonderful opportunity to celebrate the history and achievements of African Canadians,” says **Yvette Holt**, Vice President, Commercial Financial Services for Halton South and Executive Champion for MOSAIC – RBC’s employee resource group for newcomers and visible minorities.

As part of that celebration, more than 100 employees gathered for a *Black History Month* event in Toronto on February 16, 2010, to honour the historical and current contributions of African Canadians.

The first-time event was sponsored by the Greater Toronto Sales Region and MOSAIC. **Jennifer Tory**, Regional President, Greater Toronto Region, Canadian Banking and keynote speaker **William Onuwa**, Senior Vice President & Head of Insurance Risk Management – both of whom are RBC Diversity Leadership Council members – hosted the activities with Yvette Holt.

- *Black History Month* was created to build general awareness of the successes and accomplishments of Blacks, much of which was not included in standard American history books.
- In 1915, **Carter G. Woodson** founded the Association for the Study of Negro Life and History, to educate Black historians and to collect and publish relevant information.
- In February 1926, Woodson distributed a press release announcing *Negro History Week*. Over the years it evolved into a month-long celebration that we now call *Black History Month*.
- In 1995, Member of Parliament, **Jean Augustine**, introduced a motion that was passed unanimously by the House of Commons, to recognize February as *Black History Month* across Canada. It is also celebrated annually in the UK, during October.

Professional and Personal Benefits Motivate Active Leader

Janet Martin, Manager, Group Risk Management in Atlantic Canada, is a diversity ambassador in her community. As one of RBC’s “Active Leaders”, she seeks ways to develop and inspire others to take positive action to support diversity and drive change. “Being an Active Leader allows me to continually celebrate accomplishments with both peers and partners,” says Janet. “As a mother, it also allows me to model the behaviour for my children.”

For the past ten years, RBC and *Partnership for Access Awareness Nova Scotia (PAANS)* have been improving accessibility and increasing educational and professional opportunities for people with disabilities. Janet presented RBC’s diversity messages at a PAANS’ event in Halifax. “I have always had a passion for celebrating diversity. Participating in committees or volunteering with organizations like PAANS leave me a better person and more open minded. In part, I think my passion for inclusion and diversity for personal growth is what drew me to RBC in the first place.”





The Power of One Leads to the Accomplishments of Many

What a great year for diversity and inclusion at RBC!

The pages of this report show how our diversity programs and activities are in full swing. We've never had more employees engaged in diversity and we've never won more awards recognizing our diversity initiatives. Why is this so?

Perhaps it's because diversity is becoming more firmly rooted across RBC. Perhaps it's due to the realization that the goals, purposes and values that link us together are made stronger when we leverage what makes each of us different. In practical terms, we believe that diversity is the 'mix'; inclusion is getting the mix to work well together, and turning it into value for clients, employees and the organization. Making the most of this mix requires fully engaging the talents of our people to meet the needs of clients around the world. And it requires organizational conversations, planning, boldness and patience because supporting *diversity for growth and innovation* doesn't happen overnight. Most of all, it requires the participation of individuals who care deeply. I call this *The Power of One*.

- It's the banker who volunteers his time to mentor inner city students.
- It's the Active Leader who speaks to groups about the importance of diversity and inclusion and the ability to drive change.
- It's the sales specialist who talks publicly about her sexual orientation despite her fears.

The Power of One is about people who see possibilities and potential and care enough to embrace diversity in people, skills and ideas.

American author, *Marianne Williamson* said, "In every community there is work to be done... In every heart there is the power to do it." *The Power of One* takes a desire to get involved, to give our time and a little bit of ourselves – a little bit of our heart – to others.

It's true that 2010 was a successful year in our diversity journey but we're not complacent. There's more to be done, more people to engage, more barriers to break down, and more to explore in the power that each of us has to make a difference.

The journey continues!

Norma Tombari
Director, Global Diversity

RBC Diversity Milestones

1970s

- 1970:** Internal task force on the status of women
- 1976:** First woman on the Board of Directors
- 1977:** Appointment of Equal Employment Opportunity coordinator
- 1979:** First woman executive

1980s

- 1987:** First RBC Employment Equity survey conducted to assess our workforce representation of the four designated groups in Canada: women, visible minorities, people with disabilities and Aboriginal peoples

1990s

- 1990:** Valuing and managing diversity; market segmentations (cultures, women); work/life initiatives
- 1994:** Closing the Gender Gap initiative
- 1996:** Leveraging Diversity strategy; Diversity Business Council
- 1998:** Employees with Disabilities Council

2000s

- 2001/2002:** Evolution to RBC-wide strategy and goals; RBC Diversity Leadership Council established
- 2004/2005:** Re-energized focus on women and visible minorities in senior management
- 2006:** Expansion of employee resource groups including PRIDE and REACH; Delivery of cross-cultural training; Launch of Diversity Dialogues mentoring
- 2007/2008:** Introduction of our visible minority and newcomer to Canada employee resource group, MOSAIC; Introduction of scholarship program for new Canadians
- 2009:** Development of RBC's 2009-2011 Diversity Blueprint; Introduction of Gender Insight Series in the UK
- 2010:** Received international **Catalyst Award for Diversity**; Introduction of **RBC Academy** in UK; Launch of the **Aboriginal Corporate Social Network**; Expansion of Business-led **Diversity Leadership Councils**; Launch of **RWomen**, Capital Markets' networking group



**Simply having
diversity is
interesting.**

**Doing something
with it is powerful.™**

We embrace the power of a diverse workforce and provide an inclusive and collaborative workplace — one that unleashes the talents of all its employees. We believe diversity creates better value, delivers superior client experiences and develops innovative solutions for the markets and communities we serve.

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



**RBC
Diversity
Blueprint™**