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General Overview

Royal Bank of Canada is Canada’s largest bank, and one of the largest banks in the world based on market capitalization. We are one of North America’s leading diversified financial services companies and provide personal and commercial banking, wealth management, insurance, investor services and capital markets products and services on a global basis. We have over 80,000 full and part-time employees who serve more than 16 million personal, business, public sector and institutional clients through offices in Canada, the U.S. and 36 other countries, and 58% (46,093) of whom were federally-regulated under the Employment Equity Act.

RBC helps communities prosper, supporting a broad range of community initiatives through donations, community investments, sponsorships and employee volunteer activities. In 2015, we contributed more than $121 million to various causes.

Our commitment to diversity and inclusion has spanned many years, evolving from adhering to the basic tenets of compliance to diversity and full inclusion for all. We base our ongoing diversity and inclusion journey – whether related to our talent, the marketplace or our communities – on a solid foundation of respect for all individuals and the belief that we all benefit when everyone can bring their entire selves to work and contribute to their fullest potential. Having diversity is just one part of the story; how well that diversity works together is key. We believe diversity is a fact and inclusion is a choice we make as individuals and leaders.

With demographic changes, globalization and advances in technology, we know that diverse perspectives working together for a common purpose have huge potential to drive innovation and growth for organizations and economies around the world. That’s why we embrace both the business case and the ethical case for supporting diversity and inclusion. We use the phrase Diversity Works Here because across RBC, we know it’s the right thing to do and the smart thing to do.

RBC’s Employment Equity strategies are embedded in our diversity and inclusion efforts. This report outlines RBC’s 2015 Employment Equity initiatives and accomplishments for the Canadian federally-regulated businesses and functions.

“The benefits of diversity and inclusion extend far beyond the economic. Ensuring that each and every person has an opportunity to contribute can pay off exponentially by encouraging innovation, strengthening our workforce and enhancing our profile with potential recruits – not to mention inspiring others to give their best.”

Dave McKay, President and CEO
Quantitative Overview

The number of employees working within RBC’s federally-regulated businesses in 2015 was 46,093 compared to 46,084 in 2014. As of December 2015, 74.5% of our federally-regulated positions are located within RBC’s Canadian Banking business; 12.6% are in our Technology & Operations group; and 12.7% are in our key support functions, including Human Resources, Finance, Risk Management. Of RBC’s total federally-regulated workforce, 56.8% (26,226) are based in the province of Ontario, of which 83.7% (21,955) are located in the Census Metropolitan Area of Toronto, 45.3% (9,935) of whom are visible minorities.

<table>
<thead>
<tr>
<th>Permanent Workforce (Full-time and Part-time)</th>
<th>1987</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>77%</td>
<td>66%</td>
<td>65%</td>
<td>64%</td>
<td>63%</td>
<td>62%</td>
</tr>
<tr>
<td>Visible Minorities</td>
<td>7.5%</td>
<td>29.4%</td>
<td>30%</td>
<td>31%</td>
<td>32%</td>
<td>32.8%</td>
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<tr>
<td>Persons with Disabilities</td>
<td>1.6%</td>
<td>4.2%</td>
<td>4.7%</td>
<td>4.7%</td>
<td>4.6%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Aboriginal/Indigenous Peoples</td>
<td>0.1%</td>
<td>1.6%</td>
<td>1.5%</td>
<td>1.5%</td>
<td>1.5%</td>
<td>1.4%</td>
</tr>
</tbody>
</table>

* 7.4% of RBC’s employees report that they consider themselves persons with disabilities; however only 4.4% consider themselves disadvantaged in employment because of their disability.

Overall, staffing activities resulted in the following year end representation for our designated groups:

- RBC continues to have a **strong representation of Women** with an overall representation of 62%, well above the external workforce availability rate of 53.1%.
- **Visible Minority representation continues to grow** and is at 32.8%, 0.8% higher than in 2014, and well above the external workforce availability rate of 25%.
- The representation of **Persons with Disabilities** is at 4.4%, below external availability of 4.8%.
- The representation of **Aboriginal/Indigenous Peoples** is at 1.4%, below external availability of 2.2%.
- RBC’s Workforce Diversity Census **response rate** as of December 31, 2015, continues to be 99%.

Our Enterprise Strategy

**Our Collective Ambition, Purpose, Vision and Values**

In June 2015, nearly 20,000 RBCers from 22 countries participated in an innovative three-day **Vision & Values Jam** to discuss shaping RBC’s future. Our **Collective Ambition**, including our updated **Purpose, Vision, and Values**, was introduced to all employees in October 2015. RBC’s Purpose of **helping clients thrive and communities prosper** inspires us to give our best everyday. We believe strongly that we can contribute to making the world a better place. Our restated **Vision**, to be among the world’s most trusted and successful financial institutions, is what we aspire to and motivates us to contribute our very best.

While **Diversity** has been a long standing Value, it was enhanced to **Diversity and Inclusion**: We embrace diversity for innovation and growth. This highlights the importance of taking action to address barriers and proactively enable inclusion. Every day, RBCers live this value through three key actions:

- Speaking up for inclusion and empowering people to grow and achieve more
- Seeking out and respecting different perspectives to challenge conventional approaches
- Identifying and acting on the opportunities and needs that client diversity brings

This Value is brought to life at RBC in many ways, such as through implementing special measures to recruit from a designated group, increasing personal awareness about unconscious bias and inclusive behaviours and developing a special product or program for a niche market or community.

**Diversity & Inclusion Vision**

Collectively, the actions we take support our **Diversity & Inclusion 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 helps create better futures for our stakeholders.

Our overall approach includes fostering inclusion, leveraging diversity of thought and the principles of human equity. We look 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, and innovation is spurred by different perspectives.

**Our Approach: The 2012 – 2015 RBC Diversity Blueprint**

RBC’s Diversity Blueprint sets out how we see diversity and employment equity and outlines our global and regional priorities, objectives and commitments. We strive to remain a diversity leader in Canada, and to continue to strengthen our diversity initiatives in the United States and internationally. Implementing the full spectrum of initiatives in the Blueprint is a journey that takes long-term commitment, visible leadership, clear accountabilities, employee involvement, collaborative partnering and open communication.
Our Diversity and Inclusion objectives are:
- 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

The Blueprint focuses on three key pillars: Talent and the Workplace, Marketplace and Community, and includes a number of priorities to accelerate results. In particular, we support the employment, financial services and community needs of:
- Women
- Minorities
- Newcomers to Canada
- Aboriginal/Indigenous Peoples
- Persons with Disabilities
- Lesbian, Gay, Bisexual and Transgender (LGBT) People
- Youth

Note: The Diversity & Inclusion Blueprint 2020 was introduced in 2016.

Senior Leadership Commitment

Our senior leadership’s commitment and accountability are essential for a diverse and inclusive work environment. Leaders who respect and support the differences of others and reflect those values in their work and relationships drive the growth and innovation of our business. More than 2,000 RBCers are Active Leaders in diversity and inclusion. The RBC Diversity Leadership Council (DLC) sets our diversity and inclusion strategy and goals. Established and chaired by the CEO since 2001, this group holds management accountable for results and reviews progress against goals on a quarterly basis, including Employment Equity compliance goals.

To ensure that RBC’s diversity philosophy and strategies are visible across the entire organization, from top to bottom, we now have 11 Diversity Leadership Councils (DLCs) for individual business units. The goal is to align strategies and advance diversity and inclusion regionally. Further, representatives from our Employee Resource Groups are regularly invited to DLC meetings to discuss opportunities and barriers to inclusion, and senior leaders are active in promoting diversity and inclusion both internally and in the communities.

Communications

In 2015, we continued to profile and expand the content available on the RBC.com/Diversity site as part of our commitment to inform the public, shareholders and clients of our plans and progress in the area of employment equity and diversity. This website houses messages from leaders as well as tools, resources and research on diversity and inclusion.

Key diversity resources can be downloaded from the RBC.com/Diversity site, including:
- RBC’s Employment Equity Annual Narrative Report
- RBC’s Diversity and Inclusion Report
- RBC’s Diversity Blueprint 2012 – 2015
- RBC’s Diversity Blueprint Report Card
- RBC’s Corporate Responsibility Report 2015


Internally, employees continued to be updated on progress and plans, and learn about role models and active diversity champions on the enterprise-wide RBCnet site and the comprehensive Destination Diversity intranet site, which serves as a centralized repository of information and learning resources related to diversity and inclusion.

In 2015, we promoted RBC Connect (our internal social media site), which provides a wide range of resources and support including information on diversity learning and RBC Employee Resource Groups. We have various microsites related to Diversity and Inclusion including 1) Women@RBC, which provides a forum for employees to learn about and discuss issues important to women; 2) PwD@RBC a community that fosters inclusion, builds awareness about disabilities and links employees to resources and support networks; and 3) the LGBT@RBC community, which connects employees globally on topics of importance to the LGBT community and allies.

We also issue a monthly internal email bulletin providing people managers with short, timely updates on diversity-related programs and initiatives as well as links to online resources.

Community Investment

RBC is one of Canada’s largest corporate donors with a tradition of philanthropy dating back to 1891. We support community prosperity in five ways: Donations, Community investments, Sponsorships, Volunteering, and Financial Products and Services. In 2015, we contributed more than $121 million to causes worldwide, including donations and community investments of more than $80 million and $38 million in sponsorships. In 2015, we provided $11.2 million to over 600 organizations in Canada to support community-based programs focussed on Women, Visible Minorities, Newcomers to Canada, Persons with Disabilities, Aboriginals/Indigenous Peoples and LGBT individuals.
RBC’s Measures To Remove Barriers

Measures to Remove Barriers for All Diversity Groups

Generally speaking, the most prevalent barriers to diversity and inclusion are a lack of awareness or understanding of key issues and challenges, and the skill sets/knowledge required to foster inclusion. To overcome these barriers, we offer ongoing learning and developmental opportunities on a myriad of topics ranging from: Understanding Unconscious Bias to the Invisible Minority: Coming out in the Workforce, and more. All RBC businesses have programs to ensure the effectiveness of people managers, focusing on shaping a positive culture and strengthening employee engagement. In 2015, RBC invested over $178 million in direct and indirect training and career development. Here are some of the ways RBCers are increasing their awareness and abilities to embrace inclusive behaviours.

- **New Diversity and Inclusion E-Learning Curriculum:** In late 2015/early 2016, we piloted and introduced our Diversity and Inclusion E-Learning Curriculum, which includes 9 modules of resources for employees across the organization. This self-paced learning curriculum enables diversity and inclusion behaviours; promotes and directs colleagues to key resources and events; and builds an inclusive work environment by helping mitigate unconscious biases. These courses cover many dimensions of diversity: gender, ethnicity, people with disabilities, Aboriginals/Indigenous Peoples, LGBT and generational diversity as well as providing information on ERGs and personal action planning.

- **Addressing Unconscious Bias:** RBC’s multi-year organizational strategy is inspired by the work of Dr. Mahzarin Banaji, a Harvard University professor of social ethics and co-author of Blindspot: Hidden Biases of Good People.

- **Diversity Moments** is a series of web-based vignettes for employees to increase their understanding of diversity and inclusion. It was expanded to increase awareness of unconscious biases. In addition, employees are encouraged to take the Implicit Association Test (IAT) from Harvard University, a free, anonymous online tool that helps to identify blind spots for one group or concept over another.

- **Gender Dynamics for Business Success** is a learning module that provides key insights on stereotypical gender assumptions that can impact relationships and team dynamics as well as business performance.

- **LGBT Inclusion e-Learning** is designed to foster greater awareness about what LGBT inclusion looks like and why it’s important to RBC. The module explores common barriers to LGBT inclusion, and enables employees to address biases and what they can do to contribute to a more inclusive environment.

- **Building Cultural Dexterity for High Performance,** available to all employees, is a recorded one-hour webcast facilitated by an expert in cross-cultural training. Topics explored include how culture is defined, the differences between stereotypes and generalizations, and verbal and nonverbal communication.

- **RBC’s Diversity Dialogues Reciprocal Mentoring Program** is a talent management initiative that partners employees from all diversity groups with senior leaders who have different professional experiences and backgrounds. The partners learn about leadership and diversity from each other, promoting inclusiveness.

Measures to Remove Barriers for Women

For many years, one of RBC’s top priorities has been advancing women in leadership roles and building an inclusive talent pipeline. We continue to embed gender goals in our hiring and staffing initiatives, and we offer many career development opportunities and networking events for women employees. Our approach involves setting representation targets at both the enterprise and business levels, establishing clear accountabilities to reach goals, assessing gaps and developing holistic strategies to meet and sustain objectives.

At the board level, RBC is an early signatory of the Catalyst Accord, a call to increase overall proportion of board seats held by women to 25% by 2017, and the 30% Club, a corporate consortium targeting 30% gender representation by 2020. In 2015, 31% of RBC’s board of directors were women.

As well, we support various initiatives that address the needs of women and girls in our communities. Here are examples of key initiatives to enhance the recruitment, development and advancement of women:

**Outreach, Recruitment and Pipeline Development**

We continued to embed gender goals in our hiring initiatives and hosted a number of career development and networking events for women employees. When staffing middle management and leadership positions, we require a diverse slate of candidates for pipeline positions, diversity-focused recruitment strategies as well as quarterly reporting on progress to the RBC Diversity Leadership Council and Group Executive members.

In our talent pipeline development, we challenge unconscious bias in the staffing, hiring and talent review processes and have established staffing goals for women executives and senior managers.
The **two-year Graduate Leadership Program (GLP)** builds a pipeline of leaders and is offered to a select number of highly qualified MBA graduates.

Leadership development opportunities — including experience-based learning, mentoring and sponsorship relationships, and networks — are available to support advancement. We ensure that women are strongly represented in development activities for top talent.

In the Canadian Banking business, we have a **Vice President Commercial Banking Internship Program** focused on increasing the pipeline of women commercial banking leaders. This program is designed to provide a tailored developmental experience for women senior managers who do not have a traditional commercial banking background.

The **Women in Leadership Program** supports the development and advancement of women. This 10-month program offers an extended development experience and targeted networking opportunities designed to advance careers and drive business results. Participants receive both individual development opportunities and the chance to join group workshops and networking opportunities with executives.

**Mentorship and Sponsorship**

The **RBC Leadership Mentoring Program** enhances career development, deepens organizational awareness, establishes cross-business group relationships and provides exposure to different business lines.

**Talent Sponsorship** provides women and visible minorities with leadership sponsors who are supported with a **Sponsorship Playbook** that helps define the purpose and differences between coaching, mentoring and sponsorship, and how each applies to the development and advancement of top talent.

The **Judy Project: An Enlightened Leadership Forum for Executive Women** (Rotman School of Management) offers six days of learning and networking experience, providing women with a network and the skills they need to be more effective and inspiring leaders, while addressing the unique challenges they face. It is designed to advance more women into senior leadership positions.

**Networking Opportunities**

RBC’s continued sponsorship of the North American **Catalyst Connects** speaker and networking series provides women with a unique opportunity to hear from and connect with senior women role models from different industries. In 2015, the six-part series included events in Toronto, Vancouver, Calgary, Montreal, New York City and Austin, Texas and brought together more than 800 women including RBC women managers, leaders and clients. We also provided access to seminars and events delivered by external organizations including Women Executive Network (WXN), Catalyst, Women of Influence, Rotman Centre for Emerging leaders and others.

**Work/Life Initiatives**

We continue to evolve and enhance our comprehensive **work/life programs**, which include dependant-care supports, emergency backup child and elder care, leave options (including extended maternity leaves and gradual return from leave), flexible work arrangements, purchased vacation options and personal work/life counselling services through a comprehensive Employee Assistance Program and wellness program. To support employee's overall health and well-being, we also have a LifeSpeak on Demand program, an online library of videos and podcasts.

**Maternity/Parental Leave Transition Support** is a cross-enterprise initiative that supports employees returning from leave. In addition, we piloted a Transitional Coaching process for top-talent female employees, which provided high-touch, individual coaching support when returning from parental leave. Participants attended an educational talk and networking sessions with peers.

**Celebrating International Women’s Day 2015**

Over the past three years, **International Women's Day (IWD)** has become a key date on RBC’s diversity calendar. March 8 is not only a day for employees to reflect on and celebrate the achievements of women, but also an opportunity for RBC to build momentum for its women’s agenda throughout the year, and to engage leaders, employees and community partners.

The initiatives impact the three pillars of our blueprint – talent and the workplace, marketplace and community – across businesses and geographies globally. Information and career tips were posted on the global intranet site and business sites and communications cascaded by the CEO, Diversity Leadership Councils and business leaders. The activities include networking events and roundtables, posting career profiles and video clips of role models, providing learning, delivering presentations, and making key donations.

**Community Partnerships and Donations**

In 2015, RBC contributed more than **$1.5 million** to women causes in Canada, in donations and community investments.

In 2015 RBC donated **$375,000** to the University of Regina to establish the **RBC Women Executive in Residence Program**, which will work closely with other faculties and advocate for outreach and research specific to women in leadership.

RBC donated **$500,000** over five years to **Catalyst’s “Changing Workplaces, Changing Lives Campaign”** for longitudinal research at the Centre for Advancing Leader Effectiveness. The Centre will provide an innovative research platform on promoting diversity in leadership, and will include the topics...
of addressing unconscious bias and engaging men in efforts. Since 1993, RBC has donated more than $1.5 million to the Canadian Women's Foundation including a five year commitment of $500,000 in 2014 to help fund a number of CWF programs.

In November, entrepreneurial women from across the country were celebrated at the 2015 RBC Canadian Women Entrepreneur Awards Gala in Toronto. A record-breaking 5,000 nominations were submitted.

**Measures to Remove Barriers for Visible Minorities**

RBC has strategies in place to attract and retain talented individuals, develop and advance Visible Minorities in leadership roles, represent our diverse communities in our workplaces, address the financial services needs of diverse cultural markets, and support initiatives that address the needs in our communities.

We are proud of our long-standing history of supporting newcomers in Canada. If Canada is to succeed in the global marketplace, we believe that recruiting and fully integrating immigrants in the workforce is crucial. As an employer of choice for newcomers, we strive to fully engage the diversity of our entire workforce, as well as be the financial institution of choice for newcomers to Canada.

Here are some examples of how RBC is removing barriers for visible minorities and newcomers in the workplace:

**Outreach, Recruiting and Pipeline Development**

To ensure we hire the markets we want to serve, we have a dedicated **Diversity Sourcing** team that regularly delivers webcasts, presentations and online tools (e.g., recognizing international credentials, enhancing cross-cultural understanding) to equip recruiters with skills to source and attract diverse talent. The team also partners extensively with the recruitment social media team to promote RBC’s diversity initiatives and programs to diverse talent externally.

We hired newcomers through various agencies across the country including ACCES, which helps people improve their resumes, education, skills and employer connections. RBC shares the goal to match new Canadians with meaningful jobs, as we strive for an increasingly diverse client and employee base.

We continued to participate in the **Career Edge – Internationally Qualified Professionals** internship program for newcomers.

We are members of the **Internationally Trained Lawyers Program Advisory Committee** and attend regular meetings and events. In addition, program interns were placed with RBC, and the General Counsel Diversity Committee Co-chairs mentored other program interns.

**Creating Awareness, Training and Development**

RBC’s **Diversity Dialogues Reciprocal Mentoring Program** is a talent management initiative that partners employees from all diversity groups with senior leaders who have different professional experiences and backgrounds. The partners learn about leadership and diversity from each other, promoting inclusiveness.

A **Global Speed Mentoring** event organized by the Office of the CAO & CFO Diversity Council, Visible Minority work stream in Toronto, New York and London, provided employees and senior leaders a chance to share their thoughts on mentorship and career development.

For more than a decade, we have partnered with the **Toronto Region Immigrant Employment Council (TRIEC)** on many initiatives including their mentoring program. Dave McKay, President and CEO, and Zabeen Hirji, CHRO, currently serve as Chair and Co-Chair of TRIEC, underscoring RBC’s commitment to this important cause. The program provides mentors with a unique opportunity to enhance cultural awareness, build self-confidence and broaden personal development while giving back to the community.

The **MOSAIC Employee Resource Group for Visible Minorities** held a **Diversity Dialogues: Leadership in Action** event featuring diversity thought leaders who shared their perspectives. In 2015, membership in MOSAIC jumped to 3,300, an increase of 1,000 from 2014.

**Broadening Opportunity through Leadership Diversity (B.O.L.D)** is a unique, integrated leadership coaching program designed to equip culturally diverse executives and senior managers, internationally trained professionals and Aboriginal peoples with powerful insights, tools and strategies to skillfully advance their careers to the next level. This program is offered through Diversity Advantage International, Schulich Executive Education and Knightsbridge.

**Black History Month** celebrations in Canada included 1) an event hosted by the MOSAIC Employee Resource Group titled, My Canadian Journey, where prominent Black Canadian leaders shared their experiences; 2) profiles of Black North American employees posted on RBC’s global intranet site; and 3) a student essay contest where winners were awarded a scholarship towards their first year in university. Grade 12 students were invited to submit an essay on the contributions of Black Canadians to the broader society. In 2015, the contest was expanded across Canada and 20 scholarships were awarded.
RBC’s Meadowvale location organized their annual Diversity Expo filled with the sights, sounds and tastes from around the world. Through dance, music, languages, cultural dress and food, employees came together to celebrate what makes us unique — including Diversity of Thought. The theme was Unconscious Bias — encouraging employees to THINK, LEARN and ACT, with the emphasis on ACT. Led by a steel drum band, a parade of nations kicked off the opening ceremonies.

The Technology & Operations business organized their annual Diversity Festival, where executives, leaders, diversity champions, co-chairs of ERGs and employees from across the business shared their perspectives on diversity and inclusion and participated in the cultural and food festivities. Membership in all ERGs increased as a result of participation at the event.

We are a founding and platinum sponsor of Ascend Canada, the largest Pan-Asian member organization for business professionals in North America. Its main objectives are to enhance the visibility of current and future Pan-Asian business leaders and to develop the full potential of members by leveraging Ascend networks through mentoring and leadership programs. In 2015, we sponsored the Ascend Rising Star of the Year Award. Many employees volunteer and the experience provides them with valuable professional development opportunities outside their work.

Community Partnerships and Donations

In 2015, RBC contributed more than $1.26 million towards cultural markets initiatives, and $1.45 million was dedicated to programs for newcomers to Canada.

RBC has been helping newcomers settle across Canada for decades, with more than $15 million contributed to organizations supporting new immigrant programs over the past 10 years. Additionally, many employees contribute time and knowledge in support of these initiatives. In 2015, RBC committed $2.5 million to support refugees and other newcomers to Canada, including a contribution of $400,000 to the Canadian Red Cross. Funding helps new Canadians with settlement, skills development and employment readiness to integrate more easily into society.

RBC 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.

Career Edge recognized our Career Edge Associate Host Program with the first-ever Innovation Award. This program provides business clients with a low risk, cost-effective recruitment solution, while connecting newcomers with roles appropriate to their level of skills and global experience. We partially fund salaries during the internship, and have helped interns re-launch their careers in Canada.

RBC is a founding and title sponsor of the RBC Top 25 Canadian Immigrant Awards, a national people’s choice awards program that lets Canadians vote directly for outstanding Canadian immigrants who have made a difference in their communities since their arrival in Canada. In 2015, RBC also introduced the RBC Entrepreneur Award for excellence in entrepreneurship, which recognizes one of the Top 25 recipients for the positive contribution their business has made to Canada.

Measures to Remove Barriers for Persons with Disabilities (PWDs)

We continually strive to provide a supportive work environment that addresses the unique needs of people with visible and invisible disabilities and mental health challenges.

In 2015, we continued to focus efforts on education and reducing the stigma associated with having a disability, organizing various enterprise-wide events and communication campaigns. We also offer banking products and services that are accessible through alternate formats.

Here are some examples of how we are removing barriers for Persons with Disabilities:

Outreach, Recruitment and Pipeline Development

The Pursue Your Potential™ recruitment program was specially designed to help persons with a disability explore their career opportunities with RBC. Since the launch of this program in 2006, more than 725 people have received one on one support throughout the recruitment process.

Creating Awareness, Training and Development

The annual mental health wellness campaigns build awareness and promote strategies to improve mental health and resilience. Articles and tips are shared on the Living Well intranet site and a Health Risk Assessment is available to help employees assess their current health status, identify modifiable risk factors and evaluate readiness to make changes. Additional mental health-related assessments and on-site employee events build awareness and sessions include guest speakers and information booths.

RBC’s recognition of Green Lime Day spread beyond the event’s home province of Quebec with the participation of more than 10,000 Canadian Banking employees to raise awareness of issues pertaining to mental health and illness.

Every year on December 3, 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, building on the UN’s theme of Inclusion Matters: Access and Empowerment of People of All Abilities, we published substantial content on our internal social media site.
The **REACH Employee Resource Group (ERG)** for employees with disabilities substantially boosted membership in 2015, increasing regional chapters from four to six and membership to 1,130 (up 500 from 2014). REACH participated in many initiatives and events to increase awareness about disabilities. For example, with support from RBC Insurance and RBC Advice Centres in Meadowvale, Ontario, this ERG held the third annual **(Dis)ABILITY Learning Expo** in December, a dynamic interactive forum that helps managers and employees learn about and hear from people living with visible and invisible disabilities.

British Columbia’s employee group for working parents and caregivers, **i-CARE**, sponsored information sessions on elder care and diabetes awareness.

In alignment with the **Accessibility for Ontarians with Disabilities Act (AODA) Customer Service Standard**, a web-based training course was developed for employees to:
- Build awareness of accessibility issues, needs and requirements;
- Transfer knowledge related to the Accessibility for Ontarians with Disabilities Act;
- Build skills to better serve clients with various disabilities.

### Workplace Accommodation

Workplace Accommodation provides employees with the necessary workplace supports to tap into their full potential. This may require, but is not limited to, physical modifications to a workstation or premises, providing adaptive technology, providing flexible scheduling to meet work/family/life needs or accommodating the observance of religious occasions.

Additionally, ensuring barrier-free access to branches and ATMs to better accommodate employees and clients with disabilities is a priority for RBC. Our commitments in regard to our physical and online entry points are as follows:
- Every new branch RBC opens is wheelchair accessible.
- We are committed to applying barrier-free design standards wherever we operate.
- Our physical locations are audited periodically by internal groups and external regulatory agencies to identify and remove barriers.
- All new ATMs have a larger screen to improve readability, and newly purchased walk-up and wheelchair-accessible ATMs use our pioneering Audio Voice Guidance capability.
- Branch ATMs are compliant with the Canadian Standards Association’s Accessibility Standards (B651) for height, reach and knee space.

- Public and secure banking websites are in compliance with the World Wide Web Consortium Web Content Accessibility Guidelines and are compatible with the browsers, keyboard navigation and adaptive devices most commonly used by People with Disabilities.
- We provide a special phone number that can be accessed using a teletypewriter device, giving hearing-impaired employees and clients in Canada 24/7 access to banking services.

### Community Partnerships and Donations

In 2015, RBC donated more than **$978,000** to over 85 organizations dedicated to the education, development and support of persons with disabilities.

We are a sponsor and founding member of **Canadian Business SenseAbility**, a national not-for-profit organization to enable private sector businesses to become more disability competent.

We sponsored **Talent Untapped**, a documentary film by Anna-Karina Tabuñar, a veteran broadcaster and journalist, who documented the untapped talent of people with disabilities and featured RBC leaders and employees.

In 2015, RBC provided $4.9 million to 112 organizations through the **RBC Children’s Mental Health Project** to support community-based and hospital programs that reduce stigma, provide early intervention and increase awareness of children’s mental health issues. This includes a $200,000 donation over three years to SickKids Hospital to support **Tele-Link Mental Health Program**’s expansion to Nunavut to build local mental health care capacity to improve access to services and child and youth mental health outcomes.

**Kids Help Phone** is a national community service for Canadian youth. As part of RBC’s commitment to Children’s Mental Health, we donate to Kids Help Phone and encourage employees to use or promote the service. This is Canada’s only toll-free telephone counselling service for children and youth between the ages of 4 and 19 years seeking confidential assistance from professionals drawn from backgrounds such as child protection, children’s mental health services and crisis intervention.

**RBC Race for the Kids** in Toronto attracted over 8,400 participants and raised over $2 million. Of this total, over 5,800 RBC employees, families and friends raised over $1 million in support of the Family Navigation Project at Sunnybrook Hospital, which connects young people affected by mental illness and addictions – and their families – to the help they need.
Measures to Remove Barriers for Aboriginal/Indigenous Peoples

We have a proud history of strong relationships with Aboriginal/Indigenous communities and are committed to improving access to financial services, supporting economic development, creating employment opportunities and fostering community well-being. The RBC Aboriginal Partnership Report – A Chosen Journey provides a detailed summary of activities and actions RBC has taken from June 2014 to May 2015 to build new relationships and pathways of prosperity for Canadian Aboriginal/Indigenous Peoples.

Outreach, Recruitment and Pipeline Development

Through RBC’s Pursue Your Potential (PyP) program, Aboriginal/Indigenous Peoples who are job applicants are connected with a diversity coordinator in our recruitment group. The coordinator helps applicants understand key RBC attributes, the recruitment process, what to expect in a behavioural interview, and provides meaningful feedback on interviews.

RBC’s Aboriginal Summer Internship Program supports our strategy to attract, train and integrate Aboriginal/Indigenous students enrolled in post-secondary education.

In 2015, we participated in various recruitment fairs such as Inclusion Works, hosted by the Aboriginal Human Resources Council, and Miziwe Biik Aboriginal Employment and Training Centre in Toronto.

Creating Awareness, Training and Development

The National Aboriginal Group Mentoring Program was launched to contribute to the retention, success and advancement of Aboriginal employees at RBC. Aboriginal/Indigenous employees benefit from mentoring, guidance and support from our Royal Eagles Employee Resource Group, related to career development, emotional and social well-being and workplace culture.

National Aboriginal Day is celebrated every June by employees across Canada. This day reflects on the traditions, culture and history of First Nations, Métis and Inuit Peoples. Events are held in branches and with community partners. In June 2015, the intranet site featured career and personal profiles of Aboriginal/Indigenous employees and an Aboriginal Day quiz to raise awareness among employees. We also created a National Aboriginal Day social media site profiling various resources and tools. Employees were encouraged to complete the Aboriginal/Indigenous e-learning module to increase their awareness.

In November and December 2015, the National Office DLC of the Canadian Banking business in partnership with Royal Eagles promoted a series of initiatives designed to increase Aboriginal/Indigenous awareness. These included the promotion of the Aboriginal/Indigenous e-learning on the RBC TalentLink learning management system, a panel discussion on RBC’s business opportunity and contribution to the Aboriginal/Indigenous community, weekly blogs and participation in the Dawn Adams Urban Gift Box Program.

Community Partnerships and Donations

In 2015, RBC donated over $3.1 million to over 120 organizations dedicated to the education, development and support of Aboriginal/Indigenous Peoples.

RBC committed $150,000 over three years to the Centre for the North initiative to help government, business and community, and Aboriginal leaders achieve a shared vision of sustainable prosperity in the North and define the actions required to realize that vision.

RBC provided $25,000 to the Shibogama Kanawayenidowin Hockey Referees and Coaches Training Program in Sioux Lookout, Ontario to improve and deliver the game of hockey at all levels within the Shibogama First Nation communities, to encourage more physical activity among youth.

The Canadian Aboriginal and Minority Supplier Council (CAMSC), of which RBC is a founding member, mentors and assists in the development of Aboriginal/Indigenous and minority suppliers, and passionately promotes supplier diversity and business development both internally and externally. In 2015, RBC and CAMSC continued the RBC Diversity Scholarship Program, designed to recognize the children of CAMSC Certified Supplier members and CAMSC partners’ members who have high academic achievement and community involvement. Two awards of $1,000 each support students enrolled in a full-time study at a Canadian college, university or community college/trade school and are renewable in the second year for successful students.

In 2015, more than 4,000 students across the country were provided with back-to-school supplies through the Royal Eagles Employee Resource Group’s Backpack Program.

The Royal Eagles, ERG continued to participate in the Dawn Adams Gift Box Program. In 2015, more than 1,200 children in one remote community (Northern Ontario) and five urban communities (Toronto, Hamilton, Kitchener-Waterloo, Kirkland Lake and Ottawa) received personalized gifts.

Special Measures

To further assist with outreach, recruitment and development of People with Disabilities and Aboriginals/Indigenous Peoples, we partner with external organizations and leverage the insights and experience of our employee resource groups to deliver solutions. A particular area of focus in 2015 was the increased use of social media campaigns to reach a wider membership of these groups.
PWD candidates' accommodation needs are addressed during the job application process; PWD candidates are proactively profiled with our recruiters and hiring managers.

We forged strong partnerships with a number of external organizations to source PWD talent including WESP, Neil Square, Career Edge, The Bennett Edge, March of Dime, Specialisterne, Linkup, Spinal Cord Injury Ontario, Ready, Willing&Able, and LIME Connect.

We continued to leverage the LIME Connect partnership to recruit entry-to-intermediate-level professionals for RBC opportunities.

We continue to focus on promoting the Career Edge PWD internship to build a talent pipeline. This is a paid internship program for new graduates with disabilities and a key source of permanent hires of persons with disabilities at RBC.

The Persons with Disabilities (PwD) @ RBC community on the internal social media site provides resources and a discussion forum for an array of topics including disability and inclusion, mental health, accessibility, professional development, networking and more, resulting in increased employee engagement.

Managers at RBC play a unique role in promoting a healthy, safe, inclusive and productive workplace. To help team members facing mental health challenges, RBC offers two resources:

- Managers Promoting Mental Health, which is a 35-minute training module for managers to learn important mental health facts, recognize common signs and symptoms, and learn how to act on this information appropriately.
- Mental Health Team Discussion Guide, which helps managers comfortably share the facts and promote mental health within teams, and build awareness of the RBC resources available.

We continue to focus on educating employees about workplace accommodation. We offered webcasts under the Creating an Inclusive Workplace for Employees with Disabilities banner with managers and employees participating. We also delivered presentations on workplace accommodation to different businesses across RBC.

Members of our REACH Employee Resource Group are active in recruiting, developing and raising awareness about PWDs. In 2015 six new REACH chapters were created across Canada supporting growth and leadership opportunities for chapter members through mentorship and coaching.

Pursue your Potential (PyP) is a special program designed to help persons with disabilities explore their career opportunities with RBC. Through this voluntary program:

- PWD candidates’ accommodation needs are addressed during the job application process;
- PWD candidates are proactively profiled with our recruiters and hiring managers.

We continued to leverage the LIME Connect partnership to recruit entry-to-intermediate-level professionals for RBC opportunities.

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Members of our REACH Employee Resource Group are active in recruiting, developing and raising awareness about PWDs. In 2015 six new REACH chapters were created across Canada supporting growth and leadership opportunities for chapter members through mentorship and coaching.

Pursue your Potential (PyP) program is designed to help Aboriginals/Indigenous Peoples explore their career opportunities with RBC. This program recruits Aboriginal/Indigenous talent to help us better serve their communities with relevant financial services. Through this program:

- Job search assistance is provided to candidates through a discovery conversation on careers at RBC;
- Candidates have access to dedicated support during the job application process;
- Candidates receive resume writing and interview coaching if needed;
- Candidates are proactively profiled to recruiters and hiring managers.

We continued to partner with existing and new external organizations to source Aboriginal/Indigenous Peoples talent: Rupertsland Institute, Saamis Aboriginal Employment, Siksika Employment and Training Services, Stoney Nation Employment Centre (SETS), The Aboriginal Opportunities Employment Centre, Tsuu T’ina, Aboriginal Schmoozefest, Ceda Pathways Winnipeg and Pathways to Education.

We continued to participate in Inclusion Works, a national recruitment fair hosted by the Aboriginal Human Resources Council (AHRC), which brings together thought leaders, employers and top Aboriginal/Indigenous graduates from across Canada, and also with Miziwe Biik Aboriginal Employment and Training Centre.

The recruitment team in the Greater Toronto Region of Canadian Banking partnered with local leaders in their participation at the joint PAYE (Partnership to Advance Youth Employment) Aboriginal Recruitment event.

The Aboriginal/Indigenous Articling Program created by the RBC Law Group for an Aboriginal/Indigenous law student provides an articling student with a 10-month rotation to gain experience and learn about the organization.

The RBC Aboriginal Student Awards Program (ASAP) provides select Aboriginal/Indigenous post-secondary students with scholarships to use toward tuition, supplies and living expenses. Since the program was launched in 1992, more than $1.6 million dollars have been awarded to 148 First Nations, Inuit and Métis youth across Canada pursuing post-secondary education. A record-breaking 577 youth competed for the winners and silver medalists to RBC recruiters for various potential job opportunities at RBC.
We promoted RBC as an employer of choice through targeted pipeline building, campus visits, strong social media presence such as Twitter, Facebook, etc. As a result, the Aboriginal/Indigenous candidates’ application rate increased 35% year over year.

Positive Policies And Practices

To create an environment that supports a diverse and inclusive workforce, free from barriers, RBC has implemented a number of policies, practices and initiatives.

Employee Resource Groups (ERGs)

RBC’s strong, multi-faceted and growing Employee Resource Groups are both a source of innovative ideas and a grassroots network that can successfully implement many positive changes. They build strong community links to recruit and retain top talent and create an inclusive environment for members. They raise awareness and understanding of specific needs and help members develop personally and professionally by providing access to peer support, mentoring, coaching, and fostering employee engagement. Employees drive diversity and inclusion deeper in the organization by participating in ERGs.

We have seen tremendous growth of ERGs. These groups strengthen employees’ sense of belonging, which so powerfully defines our culture, and further inspire employees to contribute based on their own unique perspectives. In 2015, our ERG membership increased to 17,500 (up from 13,500 in 2014).

To increase reach and organizational impact, provide professional development, build engagement and support community efforts, a new ERG Leadership Summit was introduced in 2015 for all national ERG co-chairs. The two-day offsite included participation at an external one-day Catalyst conference that brings together HR and ERG leads from North America and a half-day RBC offsite hosted by the Global Diversity Group to discuss strategies and share best practices.

Employee Resource Groups in Canada

- **Women in Technology & Operations (WITO),** with 540 members, focuses on creating a workplace and culture that enables all women employees within our Technology & Operations function to achieve personal and professional fulfillment. A key objective is to develop and advance women into leadership positions and to provide role models.

- **Women in Capital Markets** encourages networking, communicates about industry events, initiatives and coordinates attendance. The group also fosters the development and career aspirations of women in the industry, with current membership at 550.

- **Women's Advisory Board (WAB)** is a Wealth Management network that fosters an environment that supports women, enhances the productivity/career success of women and establishes an effective link between women and senior management. WAB has almost 500 members.

- **NextGen for Young Professionals,** with more than 5,250 members in eight chapters across Canada, enables RBC employees in their 20s and 30s to build connections with peers and leaders while creating a positive impact on the people they work with and the communities they work in.

- **MOSAIC for Visible Minorities and Newcomers to Canada** promotes and supports an inclusive environment for all employees in Canada. In 2015, MOSAIC hosted over 25 events, frequently partnering with local community organizations. MOSAIC’s membership remains strong at 3,300.

- **REACH for Employees with Disabilities,** with 1,100 members, supports both employees with disabilities and their managers by enhancing understanding about disabilities, workplace accommodation, and by providing mentoring, coaching and networking opportunities to foster a positive and accessible environment for all.

- **Royal Eagles for Aboriginal/Indigenous Employees,** now at 550 members, help raise awareness of Aboriginal/Indigenous culture within RBC; provide peer support through mentoring, coaching and networking; support the recruitment and retention of Aboriginal/Indigenous employees; and liaise with Aboriginal /Indigenous communities in their home provinces and territories.

- **PRIDE for LGBT Employees** works to create a positive and sustainable workplace environment for LGBT employees to promote full and unencumbered contribution to RBC, and enhance employee engagement and retention. The 2,800 members include both LGBT members and allies.

- In 2015 we launched **i-CARE in British Columbia,** an employee-led support and information network for working parents and caregivers. These groups provide the human touch through forums and events, helping people balance busy working lives with personal responsibilities. The group sponsored information sessions on topics such as first-aid, creating a safer internet, elder care and diabetes awareness.

LGBT Inclusion

RBC is committed to having a diverse, inclusive workplace where every employee has opportunities and access to the resources to realize their full potential. Examples of RBC’s commitment to fostering LGBT inclusion are:

- **A new Workplace Gender Transition Guidelines** was introduced in Canada for employees who are transitioning
from one gender to another. The guidelines include checklists, transition plan guidance and suggested resources for transgender employees, managers and colleagues to increase awareness and facilitate integration.

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

- On April 8, 2015, our intranet site, Destination Diversity, and social media site homepage turned pink to recognize Day of Pink, which focuses on standing up against bullying and harassment. A related internal social media 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.

- National Coming Out Day on October 11 honours and celebrates individuals who have chosen to come out and raise awareness of LGBT communities. A timeline of RBC’s LGBT milestones (1995 to 2015) was posted on RBC’s social media site as well as personal employee testimonials.

- Pride Month Celebrations occurred across the organization in June, and RBC won Corporate Float of the Year at the Montreal Pride Parade and the Up and Comer Award at the first annual Queen City Pride Awards in Regina.

### Religious Accommodation

RBC fosters an inclusive culture and respects and makes reasonable efforts when responding to employee requests for rescheduling or time off to address religious obligations or cultural observances. The Standard for Religious Accommodation defines expectations regarding our approach. The Multicultural Calendar helps employees and managers become aware of various religious and cultural days when employees may want to take time off to fulfill their obligations.

The Employee Relations Advisors continue to support managers with accommodation requests, which are generally resolved quickly through the proactive usage of the Multicultural Calendar. The team also works with the Corporate Real Estate group to create designated areas or multi-purpose rooms at various RBC locations for prayers, meditation, pumping of breast milk, etc. At the new Personal & Commercial Banking head office, foot baths were installed to accommodate employees’ need for cleansing prior to praying.

### Wellness

Through our Living Well program, employees can participate in an annual online health risk assessment to help understand personal health risks and learn how to make healthier choices. Interactive wellness campaigns throughout the year provide additional educational content and engagement opportunities, as well as incentives. The campaigns are focused on nutrition (Eating Well), physical activity (Being Active) and mental well-being (Feeling Good). An additional program, Invest In Yourself, focuses on financial wellness, education and literacy. Collectively, these wellness initiatives benefit both employees and their families.

Other supports for overall health and well-being are available:

- Work/life/health resources are available through the EmployeeCare Program and offered online, by phone or by mobile app.
- An online library of 360 videos and podcasts as well as a monthly Ask the Expert webchat are provided through the LifeSpeak On Demand program.
- A 35-minute online learning program is available for employees and managers to learn important mental health facts, to recognize common signs and symptoms, and to learn how to act on this information appropriately.

### Work/Life Flexibility and Family Supports

RBC promotes a work environment and culture that allows employees to reach their full potential. RBC takes a proactive approach to providing employees with opportunities for a flexible integration of work, personal and community responsibilities and activities. RBC offers a wide variety of programs, policies and resources as well as a number of learning programs that provide tips on dealing with stress and work/life challenges. These include:

- Emergency Backup Childcare & Eldercare Services
- Training and educational initiatives
- Workplace flexibility
- Leaves and sabbatical policies
- Wellness programs
- Financial information and counseling
- Employee assistance programs

Of note: In RBC’s 2015 employee opinion survey, 92% of respondents in Canada agreed that their manager provides sufficient flexibility for employees to meet their personal/family needs.
Health and Safety

RBC’s Code of Conduct outlines our commitment to providing safe workplaces for all employees and we have specific workplace safety policies in many locations. Our business is primarily conducted in office environments, and consequently presents very few traditional occupational health and safety risks.

We provide online health and safety training to all employees in Canada, which helps increase their knowledge and clearly articulates the role of each employee in maintaining a safe workspace. Given the office environment, these incidents are mostly minor in nature. We also have an Ergonomics Guidelines site, which provides information relative to safe ergonomic practices for both work and home offices.

Respectful Workplace

A respectful workplace means giving due regard to the differing viewpoints, abilities, needs and beliefs of our colleagues, clients and stakeholders. Treating each other with respect and dignity helps ensure healthy, productive and rewarding work environments. RBC prohibits harassment, sexual harassment, discrimination, disrespectful and inappropriate behaviour, retaliation and violence in the workplace and in all interactions between employees, contract workers and third parties. RBC’s Respectful Workplace Policy sets the organization’s expectations for employees to contribute to a safe, respectful and professional workplace.

Resolving Employee Concerns

We encourage open communication and the resolution of employee concerns locally, whenever possible. Employees can have their issues addressed through several touch points including connecting with managers, their manager’s manager, senior management, as well as Human Resources and Employee Relations professionals available through a telephone helpline. Here are some other options:

- The Resolution Help Line enhances the support options available for direct access to Human Resources for advice or help in managing and escalating workplace issues.
- A Reporting Concerns/Reporting Misconducts web page includes contact information for reporting concerns about a wide range of workplace issues, including discrimination, harassment, violence and workplace accidents.
- The RBC Employee Ombudsman provides an impartial and informal resource for employees and retirees to discuss work-related issues and explore resolution options confidentially.

Consultations With Employee Representatives

We have many programs and channels in place that enable regular consultations about the implementation of employment equity with our employees. For example, every year to help understand our employee experience, Employee Opinion Survey results are reviewed for each designated group as is the Diversity and Inclusion Index, a composite of seven key questions on fairness, openness, flexibility and diversity support, which measure inclusiveness. Results are discussed by business/department heads and operating committees and action plans are put into place to focus on areas of opportunity as needed. We have experienced positive year-over-year Diversity & Inclusion Index results for almost all business segments and functions. Across all segments, management support for diversity and flexibility continues to score consistently highest of all the survey items.

Select results from the 2015 Canadian employee opinion survey are:

- 90% of employees feel that management supports diversity in the workplace: recognizing, respecting and leveraging differences.
- 92% of employees feel they have sufficient flexibility to meet personal/family needs.
- 93% of employees believe they are treated with respect at RBC.
- 96% of employees are proud to be a part of RBC.

The Employment Equity Integrated Solutions (EEIS) Team expanded in 2013 and includes reps from Personal and Commercial Banking, Technology and Operations and functional representatives from Recruitment, Donations, Business, Communications and Marketing, HR Effectiveness as well as ERGs. The team meets to discuss planned priority actions, assigned accountabilities and progress against established EE goals.

In 2015, we continued to leverage our Employee Resource Groups, who are regularly invited to Diversity Leadership Council meetings to provide insights and recommendations on employment equity/diversity plans. The “voice of the employee” is a key component in communications to the workforce.

As well, an online community continues to support leaders of our Employee Resource Groups by providing a platform for sharing best practices, identifying initiative alignments among groups, increasing reach and impact, posting annual plans and quarterly accomplishments. All of these actions result in greater transparency and recognition of efforts.
**Constraints**

We recognize the importance of encouraging employees to self-identify their designated group status. Accordingly, we continue to monitor and assess survey responses for persons with disabilities using the four-part question approved by the Canadian Human Rights Commission in 2002.

As of December 31, 2015, more than 7.4% (3,395) of employees reported having a disability. However, only 4.4% (2,048) indicated they felt disadvantaged in employment because of their disability. Reviewing the definition of a person with a disability for self-identification purposes was a recommendation when the Employment Equity Act was last reviewed by the House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities in 2001.

While there hasn’t been any government action as a result of these recommendations to date, we will continue to collect survey data using the four-part question to allow for meaningful dialogue regarding the definition of persons with disabilities when a review of the Act is undertaken.

**A Final Perspective**

RBC believes that our strength comes from the combination of what we have in common like shared values and purpose and what makes each of us unique. Inclusive work environments where employees develop unique abilities and achieve their full potential help ensure we remain a strong and successful company.

**Looking Forward**

RBC has long believed that diversity is not only the right thing to do, but also the smart thing to do. We understand the ethical case for ensuring an equitable workplace, and with this in mind, we will continue to embed Employment Equity requirements in our diversity and inclusion initiatives. We will continue focusing efforts on increasing the representation of Persons with Disabilities and Aboriginal/Indigenous Peoples through proactive hiring initiatives in tandem with deliberate retention activities that will include mentoring and development, and education and awareness.

**Recognition & Awards**

In 2015, RBC received recognition for our workplace initiatives as follows:

- **Canada's Top 100 Employers**, Mediacorp Inc.
- **Canada's Best Diversity Employers**, Mediacorp Inc.
- **Canada's Best Workplaces**, Great Place to Work Institute Canada and The Globe and Mail
- **Canada's Top Employers for Young People**, Mediacorp Inc.
- **Canada's Top 50 Most Socially Responsible Corporations**, Maclean's magazine
- **World's Most Admired Companies**, Fortune Magazine
- **Best Places to Work for LGBT Equality**, Human Rights Campaign
- **Most Powerful Women in Banking by American Banker**: Janice Fukakusa, CAO and CFO
- **WXN 2015 Canada's Most Powerful Women Top 100 Awards**: Jennifer Tory, Group Head, Personal & Commercial Banking, and Patti Shugart, Managing Director and Head, Corporate Banking and Global Credit, Capital Markets
- **Top 10 High Achieving Women Award** by Rotman School of Management at the University of Toronto: Kim Mason, Regional President, Greater Toronto Region, Personal & Commercial Banking
- **African Canadian Achievement Award** by Pride News Magazine: Jennifer Tory, Group Head, Personal & Commercial Banking
- **Award for Professional Excellence by Transformation Institute for Leadership and Innovation**: William Onuwa, Senior Vice President and Head of Risk, Wealth Management and Insurance