



# Diversity works here.

## 2012 Diversity and Inclusion Report

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Our Values   service   teamwork   responsibility   **diversity**   integrity





## A Message from Gordon M. Nixon

President and CEO and Chair, RBC Diversity Leadership Council

The idea that diversity is connected to business success is becoming a broadly shared understanding in today's business world.

People are realizing that diversity puts more possibilities into play. And inclusion – when we go beyond the prevailing, predominant or traditional point of view – makes tapping into those possibilities more likely.

At RBC, we believe that diversity and growth are not just integrated, but inseparable, which is reflected in our Value of *Diversity for Growth and Innovation*.

We recognized a long time ago that by anchoring diversity in our values and embedding it in our business, we improve our ability to respond to a changing world. This helps us attract and retain the best minds from a workforce that is getting more diverse each year. And it helps us better serve and meet the needs of our clients.

In 2012, we published our 2012-2015 Diversity Blueprint, which sets out how we see diversity and inclusion. Building on our lessons and successes over the past few

years, it outlines our commitment to continue to draw on the strength of diversity to meet new challenges and help create prosperity for our employees, our clients and the communities where we live and work.

By coming together and sharing our unique perspectives and experiences, our diversity of thought, we have achieved remarkable momentum since our first Diversity and Inclusion Progress Report in 2005. Going forward we hope to inspire lots of discussion about how everyone can contribute to our shared vision to their fullest ability for an even more inclusive future.

Thank you for joining us in this journey and helping us, in your own way, draw on and unleash the true power of diversity and inclusion.

## RBC Diversity Leadership Council



**Chair –**  
**Gordon M. Nixon**  
President and CEO



**Shari Austin**  
Vice President,  
Corporate Citizenship  
and Executive Director,  
RBC Foundation



**Andrea Bolger**  
Executive Vice  
President, Business  
Financial Services



**Rod Bolger**  
Senior Vice President,  
Finance & Controller



**Zabeen Hirji**  
Chief Human  
Resources Officer



**Morteza Mahjour**  
Chief Information &  
Operations Officer



**William Onuwa**  
Senior Vice  
President & Head  
of Insurance, Risk  
Management



**Harry Samuel**  
Chief Executive Officer,  
RBC Capital Markets,  
Europe and Head, RBC  
Investor & Treasury  
Services



**Per Scott**  
Vice President,  
Human Resources



**Patti Shugart**  
Managing Director  
& Head, Corporate  
Banking and Deputy  
Head, Global Credit



**Suresh Sookoo**  
Chief Executive  
Officer, Caribbean  
Banking



**Jennifer Tory**  
Regional President,  
Greater Toronto  
Region, Personal and  
Commercial Banking



**Mary Zimmer**  
Head, International  
Wealth USA and  
Correspondent and  
Advisory Services



## A Message from Zabeen Hirji

Chief Human Resources Officer

The measure of any organization is not what it says about itself, but what others say about it, and perhaps even more so — whether they choose to be a part of it — as employees, as clients, as investors, as community partners.

Over the past year, I have spoken with many RBCers in many parts of the world. I wanted to hear first hand their perspectives, comments and concerns. Most importantly, I wanted to hear their aspirations — for themselves, their business group and RBC.

I was inspired to hear that so many of my colleagues believe that diversity and inclusion is core to RBC's identity. Our people see how diversity and inclusion impacts everything we do at RBC — from how we help our clients succeed, to our ability to attract and retain great talent, to our financial performance. Across our company, employees are actively engaged in resource groups, councils, committees, and community activities and are enthusiastically working together to ensure our core value of *Diversity for Growth and Innovation* remains a vibrant part of our culture. Along with my colleagues, I believe we have not just an opportunity, but a responsibility to do so.

RBC is a people business — and one of our key success factors is to provide a work environment and culture where every employee has the opportunity to reach her or his

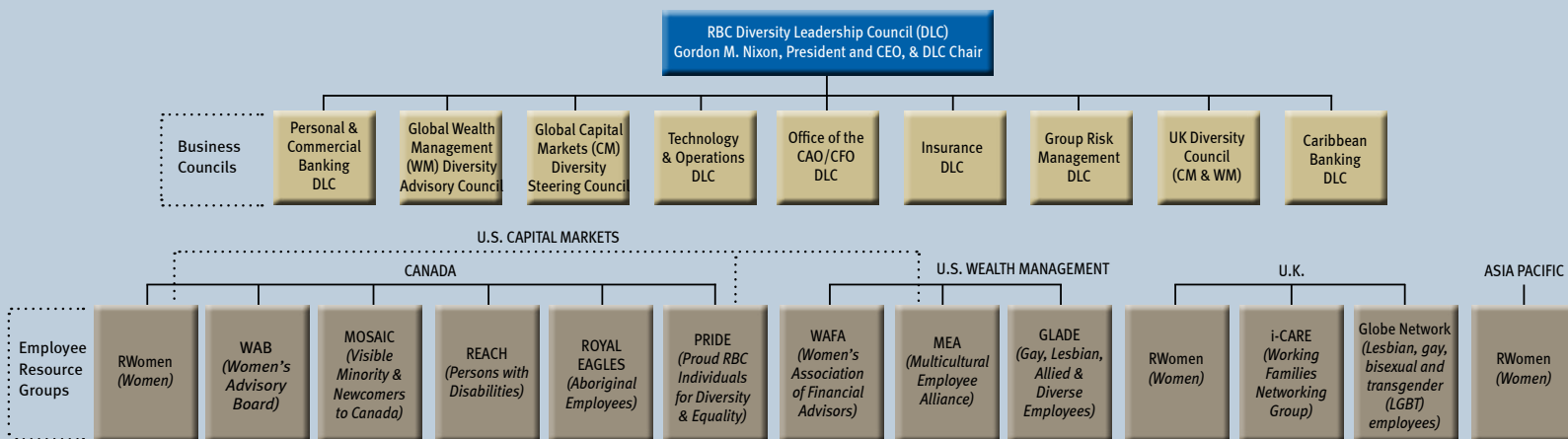
full potential. We support this by implementing workplace programs that enable all employees to develop their skills and talents, and to realize their career goals.

In this report you will see how diversity goes beyond recognizing and appreciating differences in culture, ethnicity, gender, age and sexual orientation. You will see how diversity has evolved — in our work in communities around the world, in how we go to market, and in our workplace. And you will see how we are driving change — in how we think and act by seeking out diversity of thought and actively including different perspectives.

For me personally, the range of perspectives, personalities, and capabilities of RBCers I have had the pleasure and privilege of working with and meeting since joining RBC, is a testament to how we live our value of Diversity for Growth and Innovation. Our diversity and inclusion work is all about ensuring each of us can bring our very best to work. While we know there is more to do, we can be proud of what we have built together. I hope the progress described in this report inspires you as much as it inspires me.

## The RBC Diversity Network

A valuable resource of leaders, champions and grassroots supporters





Diversity  
works here.

# Our Approach

## Business Case, Strategy, Progress

### Our Vision:

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

### The Case for Diversity and Inclusion

Diversity goes well beyond basic definitions and meeting employment and regulatory requirements. We understand that having diversity is just one part of the story; how well that diversity works together is the key. Our framework includes fostering inclusion and leveraging diversity of thought and the principles of human equity. This is looking at a person as a whole – not just their education, physical characteristics, cultural background or work experience, but how all the elements work together.

Diversity and inclusion represent incredible business and economic potential and innovation is spurred

by different perspectives. With demographic and population shifts, globalization, advances in technology and communications, diverse perspectives linked in common purpose can drive innovation and growth for companies and economies around the world.

In addition to the business case, there is an ethical case for supporting diversity. Doing the right thing is embedded in our values and part of what it means to be a responsible corporate citizen. *Diversity Works Here* because across our company we know it's the right thing to do and the smart thing to do.

### The RBC Diversity Blueprint

The RBC Diversity Leadership Council introduced the next phase of our diversity and inclusion strategy, **RBC Diversity Blueprint 2012-2015** this year. This strategy builds on the successful outcomes of our first Diversity Blueprint (2009-2011) and outlines our priorities, goals and commitments as we continue to be a diversity champion in Canada, the U.S. and abroad.

### Our 2012-2015 Diversity Objectives

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

### Our Integrated Model for Diversity & Inclusion







## Key Pillars and Priorities

The foundation of all RBC’s diversity is respect for individuals and groups and a premise of inclusion for all. We support the employment, financial services and community needs of:

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

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

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

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

**View the complete RBC Diversity Blueprint at [www.rbc.com/diversity/](http://www.rbc.com/diversity/)**

## Our Progress

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 progress over time.

	2012	2011	2010
Women	65%	66%	67%
Women in middle management and above	47%	46%	46%
Women in executive roles	36%	36%	37%
Visible minorities	30%	29%	28%
Visible minorities in middle management and above	30%	29%	27%
Visible minorities in executive roles	15%	15%	14%
People with disabilities	4.7%	4.2%	3.5%
Aboriginal peoples	1.5%	1.6%	1.6%

*Figures represent Employment Equity data as a percentage of the number of employees (full-time and part-time) at RBC as of October 31, 2012 in our businesses in Canada governed by the Employment Equity Act. Given variations in legal definitions and restrictions in legislation around the world, comprehensive data on these four designated groups (women, visible minorities, people with disabilities, Aboriginal peoples) is available only in Canada.*

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

**88%**  
of employees feel that management supports diversity in the workplace – recognizing, respecting and leveraging differences.

**89%**  
of employees feel they have sufficient flexibility to meet personal/family needs.

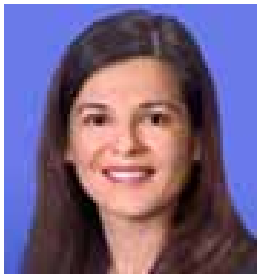
# Leadership

Senior leadership commitment and accountability is essential to having a diverse and inclusive work environment. Leaders who respect and support the differences of others and reflect those values in their work and relationships are critical to the success and sustainability of our diversity and inclusion efforts. In turn, they drive the growth and innovation of our business.

Here are some success stories about RBC leaders who are making a difference.

## Game-Changers: RBC's Active Leaders

Motivating others, sharing their experiences and putting words into action are just some of the ways RBC's Active Leaders are driving RBC's diversity and inclusion efforts. Many of our Active Leaders represent RBC at work, in the community and at events. Here are six who are raising awareness:



### **Doris Bear**

Vice President, Aboriginal Banking, British Columbia, Personal and Commercial Banking

Committed to serving the Aboriginal community, Doris was an executive director

with the Assembly of First Nations before joining RBC in 2008. She leads a team of commercial account managers and also serves as the national executive sponsor of the Royal Eagles, a fellowship of Aboriginal and non-Aboriginal employees who raise awareness and support for Aboriginal culture throughout RBC.

*"It's vital that we work together to build relationships of mutual understanding, trust and respect and explore innovative ideas so that Aboriginal communities, businesses and individuals succeed. Working together is much easier than working alone."*



### **Chitwant Kohli**

Senior Vice President, Retail Finance

Role models helped Chitwant build his career. Now he's helping others as the RBC Executive Sponsor of Ascend

Canada, a professional organization that started in March 2012. Ascend Canada helps Pan-Asian business leaders realize their potential by offering mentoring, networking opportunities, programming and access to role models.

*"Getting involved in Ascend Canada on behalf of RBC is a way for me to give back and help build a platform for the next generation of leaders."*

# 1,000+

## RBC employees are Diversity Active Leaders



### **Gus Kotsiomitis**

Vice President, Commercial Banking, London/St. Thomas Region, Personal and Commercial Banking

Gus not only supports newcomer recruitment and retention at RBC, but he has

made it his calling to rally the wider business community to improve the integration and success of immigrants. Not surprisingly, when the Ontario government created a panel of experts in 2012 to chart Ontario's new immigration strategy, Gus accepted the nomination.

*“To be known as a global company competing in a diversified marketplace, we need to attract and integrate people who may not have home-grown experience.”*



### **Suresh Sookoo**

Chief Executive Officer, Caribbean Banking

The Caribbean boasts some of the most diverse communities in the world — a fact not lost on Suresh. In 2011, he established the Caribbean Banking Diversity

Leadership Council. Soon after, satellite councils in each of Caribbean Banking's six markets followed. Today, women comprise 49% of Caribbean Banking's senior management team.

*“The links between diversity in the workplace, women's empowerment and the success of a business are clear.”*



### **Grace Barki**

Head, Southeast Asia, Wealth Management

This year saw significant hiring in Emerging Markets, especially in Singapore. A diverse mix of front line employees and support staff are led by Grace,

a strong supporter of gender diversity. Grace notes the increased balance in the gender ratio, whereby a strong representation of women and men, at all levels, enhances our ability to attract and retain talent in a tough labour market.

*“Gender diversity allows for the presentation of different perspectives, eliminates destructive biases and balances the unique strengths of the two genders.”*



### **Nicole Fawkner**

Director, Corporate Banking, Asia Pacific Region, Capital Markets

Nicole chairs RBC's Australian Diversity Leadership Council because she feels passionately that her workplace, though smaller than other RBC offices, is

not too small to be focused on continuous improvement. This trailblazer also spearheaded the establishment of the Australian chapter of RWomen, an employee resource group for women in Capital Markets.

*“We want to encourage our members to network better, gain more confidence, and in turn create a more engaged, open and inclusive culture than we have ever had.”*

# RBC Continues to Champion Women

Our goals are to attract and retain talented women, develop and advance women in leadership roles, provide financial services to meet the needs of women and back community initiatives that support women.

Here are examples of strides we are making in that direction.



## RBC Executives Make the “A-Lists”

In the fall of 2012, *Women of Influence Magazine* included seven RBC leaders on its list that recognizes executives who champion women in business, not only in Canada, but globally. Making the list were **Gordon Nixon**, President & CEO; **David Allgood**, Executive Vice President & General Counsel; **Zabeen Hirji**, Chief Human Resources Officer; **Mark Hughes**, Chief Operating Officer, Capital Markets; **Patti Shugart**, Managing Director & Head, Corporate Banking & Deputy Head of Global Credit, Capital Markets; **Norma Tombari**, Director, Global Diversity, Human Resources; and **Jennifer Tory**, Regional President for Greater Toronto Region.



### Woman to Watch: Janice Fukakusa

In October, *American Banker Magazine* released their 2012 list of the “25 Women to Watch.” **Janice Fukakusa**, RBC’s Chief Administrative Officer and Chief Financial Officer was featured once again.

Janice is a strong diversity leader and an inductee of the Women’s Executive Network (WEN) Top 100 Hall of Fame. She is involved in a long list of non-profit organizations, including WEConnect Canada, which certifies women-owned firms and connects women entrepreneurs with businesses looking to engage diverse suppliers.

### In Their Own Words

In recognition of International Women’s Day 2012, seven women leaders shared their stories and advice on building a fulfilling career at RBC on RBC’s Intranet. Participants included **Jennifer Tory**, Regional President, Greater Toronto Region and 2011 Catalyst Canada Honouree; **Azmina Jiwani**, Vice President and Appointed Actuary, RBC Life Insurance Company; **Joann Gomes**, Head, Market Coordination and Optimization, Trinidad and Tobago; **Linda Mantia**, Head, Cards and Payment Solutions; **Monica Brown**, Senior Vice President, Group Architecture and Solution Delivery Services; **Shilpa Narang**, Director, U.S. Convertible Bonds, Capital Markets, New York; and **Tracy Maeter**, Head of Investments, British Isles, Wealth Management.

View a video clip from an interview with Jennifer Tory at [www.rbc.com/diversity/video/JTory1.html](http://www.rbc.com/diversity/video/JTory1.html)







## Media Salute RBC Wealth Management Leaders

Several publications shone the spotlight on women of RBC Wealth Management – U.S. in 2012. In the news were:



### Amy Sturtevant

Senior Vice President, Branch Director

*On Wall Street* magazine named Amy one of the “Top 10 Branch Managers of the Year.” In a profile, writer Vanessa Drucker noted Amy’s “commitment to encouraging and attracting women to the industry” and her creation of “an environment for sharing ideas, communicating and networking.”



### Wanda Brackins

Head, Wealth Management, Global Diversity

Wanda was selected as one of 2012’s “Top Influential Women in Corporate America” by *Savoy*, a magazine that showcases African-American culture.



### JoAnn Neau

Head, Digital Channel Strategy, RBC Wealth Management and Director, Marketing and Communications

*Diversity MBA Magazine* included JoAnn in its “Top 100 Under 50 Diverse Executive Leaders.”



### Catie Tobin

Head, Correspondent and Advisor Service

*Profiles in Diversity Journal* named Catie a “Woman Worth Watching” and published an article she wrote about incorporating practical business skills into the educational system.



### Mary Zimmer

Head of International Wealth, USA and Correspondent and Advisory Services

The *Minneapolis-St. Paul Business Journal* named Mary as one of the Twin Cities’ “25 Women Industry Leaders” in its “Women to Watch” issue.



Andrea Bolger



Mike Michell



Jenny Munford

## RBC Leaders, Customers Share Spotlight

In its Spring 2012 issue on women entrepreneurs, *AMÖI* magazine featured stories about RBC employees and customers. The Canadian magazine, which focuses on diversity and supplier diversity, profiled **Andrea Bolger**, Executive Vice President, Business Financial Services; **Mike Michell**, National Director, Small Business; and three women entrepreneurs whose businesses have benefited from RBC’s supportive relationship. One of them was **Jenny Munford**, owner of Creative Bube Tube, a television and digital marketing agency. In 2011, Jenny won an *RBC Canadian Women Entrepreneur Award*.



## Catalyst Canada Recognizes RBC's Commitment to Women

RBC was honoured in 2010 with the prestigious Catalyst Award, a global award given to companies with an exceptional commitment to the advancement of women and diversity.

In 2012, Catalyst Canada recognized President and CEO Gordon Nixon's commitment to championing women's advancement in Canadian business. In announcing the honour, Catalyst noted that Gordon introduced the Diversity Leadership Council shortly after taking over the helm of RBC in 2001, adding that he "has personally sponsored the development of many women at RBC, and during his tenure as CEO, many have achieved senior leadership positions."

## Catalyst Connects: C-Suite Speaker and Networking Series Inspires

Catalyst formally expanded the very successful Canadian Catalyst Connects speaker and networking series. As a partner and exclusive sponsor, RBC was proud to see the series held in eight cities across North America – a first for both Catalyst and RBC. These highly visible and interactive networking and professional development events, featured senior executive speakers who shared their experiences, advice and stories. One of the objectives of the series is to provide "top talent" women with opportunities for networking and exposure to senior women role models. Speakers included:

- **Ann-Marie Campbell**, President – Southern Division, The Home Depot, Inc.
- **Jan Fields**, President, McDonalds USA
- **Kathryn Henry**, CIO, Lululemon Athletica
- **Janet Holder**, EVP, Western Access, Enbridge Inc.
- **Jeannette Horan**, CIO, IBM
- **Anne-Marie Hubert**, Managing Partner, Advisory Services, Ernst & Young LLP
- **Marie-Josée Lamothe**, CMO/Chief Corporate Communications Officer, L'Oréal
- **Condoleezza Rice**, Former Secretary of State of the USA
- **Mandy Shapansky**, President & CEO, Xerox

RBC looks forward to partnering with Catalyst on this initiative again in 2013, with events in Vancouver, Calgary, Toronto, New York, Montreal, Minneapolis, Washington D.C. and Miami.



Approximately 900 women participated in the Catalyst Connects series across North America.



## And the Award Goes to...

In 2010, RBC was honoured with the prestigious Catalyst Award. Since the award was first introduced in 1987, Catalyst has recognized 82 initiatives at 76 organizations around the world.

RBC is 1 of 9 financial institutions, and 1 of only 4 Canadian organizations to receive the award.

Five RBC leaders and our U.S. businesses achieved special recognition for their leadership and commitment to diversity activities.

**Zabeen Hirji**, Chief Human Resources Officer, was inducted into Canada's Most Powerful Women: Top 100 Hall of Fame by the Women's Executive Network (WXN) for being a four-time winner.



**Mark Hughes**, Chief Operating Officer, Capital Markets, and **Annie Ropar**, Managing Director, Global Equities, for their commitment to advancing and supporting women in capital markets. Both received an Award for Leadership from the nonprofit Women in Capital Markets, making 2012 the third consecutive year that RBC Capital Markets employees have been recognized.



**Manju Jessa**, Senior Counsel and Head of the International Wealth Management legal team was named "In-House Counsel of the Year" by the South Asian Bar Association of Toronto for her outstanding leadership, her diversity and pro bono activities, and for mentoring interns and summer students.



**Fiona Swaffield**, Managing Director and Banks Research Analyst for Capital Markets in London, UK, has been recognized in the Financial News 100 Most Influential Women 2012 survey, which covers European financial markets. In naming Fiona on the list, Financial News cited her excellent credentials and industry-wide reputation for "pinning down bank chief executives on details around capital and costs."

### RBC: Catalyst Accord Leader

In its research on women and leadership, Catalyst found that women hold only about 14.5 per cent of board seats in Financial Post 500 (FP500) companies. RBC recently pledged to help change that by joining with Catalyst Canada in its "Catalyst Accord," which aims to increase the overall proportion of FP500 board seats held by women to 25 per cent by 2017. RBC and Linamar Corporation were the first companies to sign the Catalyst Accord.

Women currently make up 29 per cent of RBC's board of directors. "Increasing women on boards is good for business—simply put, it's the smart thing to do," says Gordon Nixon. "RBC has five women on its board and I've seen firsthand how their skills, experiences and perspectives enhance boardroom discussion, deliberation, and ultimately business results."

**"Increasing women on boards is good for business—simply put, it's the smart thing to do."**

RBC's policies that support the lesbian, gay, bisexual and transgender (LGBT) community have been recognized by the U.S. Human Rights Campaign.

The civil rights organization awarded **RBC Wealth Management and RBC Capital Markets** a 100% rating on its 2013 Corporate Equality Index and named RBC one of the "Best Places to Work for LGBT Equality."



# Talent and Workplace

Our strength comes from both what we have in common, like our shared values and purpose, as well as our differences, such as our life experiences and perspectives. Inclusive work environments where employees can develop their unique abilities and achieve their full potential, help ensure we have a strong and successful company.



## Women Share Tips for Success

### Women in Action

View Donna's video at [www.rbc.com/diversity/video/progress/gmr.html](http://www.rbc.com/diversity/video/progress/gmr.html)

Navigating your career and work/life balance were some of the topics covered by *Women in Action*, a series of video interviews with senior RBC women on RBC's Intranet. The first interview — with **Donna Meyers**, Senior Vice President and Head of Risk, Wealth Management — marked International Women's Day on March 8, 2012.

### Hotel Executive Offers Career Advice

"Go outside your comfort zone, build depth and breadth of experiences, and be resilient" were just some of the tips **Katie Taylor** shared at an evening event with 35 senior-level RBC women in Toronto. Taylor, former president and CEO of Four Seasons Hotels and Resorts, is a Director on the RBC Board. She emphasized the importance of engaging employees in change, of communicating vision and values, and of transparent communications.



## RBC Diversity Dialogues Reciprocal Mentoring

Diversity Dialogues is a program based on the principles of reciprocal mentoring — a model that connects two people with different professional experiences and learning backgrounds, where both teach and learn from each other. Through open conversations partners have the chance to offer their unique perspective on how diversity manifests itself in the workplace and our communities and where there may be opportunities for change. The discussions give participants valuable insight and leaders gain a deeper understanding of the barriers faced and perceived by diverse clients and employees.

*"The 'aha' moment for my mentee and I came when we realized that the major difference in perspective was generational. The generations differ greatly in what they expect and how they define the balance between work and life, particularly family life."*

- Diversity Dialogues Mentor

*"Through my participation in Diversity Dialogues, I have learned that, to be an effective manager, you have to park your assumptions and see things from the individual's point of view."*

- Diversity Dialogues Mentee

1,300+  
employees have  
participated  
in Diversity  
Dialogues.





# RBC Insurance Generates Hope and Kindness



## Employee Events Raise Diversity Awareness

### Employees Share Cultural Riches at Diversity Festivals

It was a feast for the senses and the spirit at two diversity festivals, one held by employees at the Meadowvale office in Mississauga, Ontario; the other by Technology & Operations (T&O) employees to celebrate their diverse cultural backgrounds. Among the offerings were food and drink from around the world, traditional fashion and dance, Tai Chi and a performance by RBC's glee club.

At the 12th annual *T&O Diversity Festival*, one employee spoke about working at RBC after emigrating from Kuwait: "I always dreamed about working in a place where cultural and racial diversity is cherished. The Diversity Festival showcases the spirit of equality and inclusion at RBC."

**William Onuwa**, who chairs the Insurance Diversity Council which helped organize the *Meadowvale Diversity Festival*, sums up the day: "My biggest takeaway was the overarching feeling of understanding and cohesion, as well as the passion of our people who so generously shared their traditions and cultures."

## Shedding Light on Disabilities, Mental Illness

To mark *International Day of Persons with Disabilities*, employees from the RBC Insurance Diversity Council, Personal & Commercial Banking Contact Centres and the Meadowvale chapter of REACH organized the *Disability Awareness Learning Expo* in Mississauga, Ontario, for RBC employees. The event included representatives from Dog Guides Canada, the Arthritis Society and other organizations, and showcased American Sign Language and RBC's Adaptive Technology.

**8.4% of our federally-regulated employees in Canada have identified as having a disability.**



### Campaign Raises Hope, Money and Business

RBC Insurance's annual *Quotes for Hope* campaign surpassed expectations, raising \$10,000 for the Canadian Paralympic Committee. The win-win-win initiative encourages RBC employees to get a quote on their home or car insurance, which includes an employee discount. When they request a quote, RBC automatically donates \$10 or \$20 to a sponsored charity. The 2012 campaign results "help ensure Canadian sports remain open and inclusive," says Ellen Ward-Elliott, Senior Marketing Manager, RBC Insurance.

# International Women's Day at RBC – March 8, 2012

## Did you Know?

Celebrated every year on March 8th, the **United Nations International Women's Day** recognizes the achievements of women worldwide, without regard for divisions - whether national, ethnic, linguistic, cultural, economic or political. At RBC, International Women's Day provides an opportunity to both celebrate and renew our commitment to the advancement of women under the three pillars of the **RBC Diversity Blueprint: Talent & Workplace; Marketplace; and Community.**

We strive to make a difference for women in the markets and in the communities in which we live and work. We support initiatives around everything from supplier diversity programs for women-owned businesses, advancing women's health, to developing girls' self-esteem to driving greater representation of women on boards.

Women bring unique and valuable perspectives to our social fabric and tangible bottom line results to our businesses. We cannot succeed in an increasingly global and knowledge-based economy without the full and active participation of women.

The RBC Foundation announced a significant donation to the **Canadian Women's Foundation "Girls' Fund"** to help improve confidence and critical thinking skills in girls. Past funding has helped support economic development and violence prevention programs for women, among other initiatives.



RBC's Intranet featured women leaders, "In Their Own Words."



RBC Career Snapshots





RBC Canadian Women Entrepreneur Awards



In 2012, RBC hosted its first supplier diversity workshop and networking event



Ad featuring RBC women from across the organization



Businesses across RBC recognized International Women's Day

## Highlights:

As part of our intranet coverage on International Women's Day, members of the Group Executive (GE) were asked the question, **"What does International Women's Day mean to you and your business?"**

In 2012, RBC used social media in conjunction with International Women's Day for the first time.

**Roundtable discussions** were held across RBC. The roundtables recognized talent, gathered insights and 'took the pulse' of women to learn more about what RBC is doing well to support the advancement of women and understand how to enhance efforts. The roundtables were a great success with approximately 400 women participating and over 40 leaders/executives hosting the events.

We announced the 2012 call for nominations for the **RBC Canadian Women Entrepreneur Awards (CWEA)**, an annual event that honours the success of women entrepreneurs across the country.

We also hosted our first **Supplier Diversity Workshop and Networking event** in partnership with **WEConnect Canada**. The event provided women business owners with an exclusive opportunity to learn about being more successful in growing their businesses, developing working relationships, and securing business with large organizations like RBC.

RBC was featured as part of a 3-part series in **AMÖI magazine**, a leading magazine in Canada that focuses on diversity/supplier diversity, and is a certified supplier of the Canadian Aboriginal and Minority Supplier Council (CAMSC). The edition of the magazine which aligned with International Women's Day 2012 included a focus on Canadian Women Entrepreneurs. Key stakeholders from RBC and clients were interviewed.

Businesses across RBC recognized International Women's Day:

- Utilizing their diversity and inclusion websites,
- Profiling senior women role models through career snapshots and video interviews,
- Hosting speaking events, and
- Engaging top talent women in discussions, among other activities.

# Employee Resource Groups Reach Out

Since the early-1990s, RBC employees have driven diversity and inclusion deeper within the organization by coordinating and participating in Employee Resource Groups (ERGs). These grassroots organizations advance affinity awareness and best practices via cross-collaboration amongst ERGs. ERGs play an important role in helping their members develop both personally and professionally. They also provide peer support through coaching, mentoring and networking.

# 6,500+

RBC employees belong to ERGs.



## Women

The **Capital Markets' RWomen network** is a global employee-led forum dedicated to fostering the development and career aspirations of women, and providing networking opportunities within the organization.

After its introduction two years ago, **RWomen Canada** has grown to 530+ members and enjoys a strong connection with Women in Capital Markets (WCM) through its initiatives. RWomen Canada has hosted numerous networking and career development events and in 2012 the group's founding members introduced a steering committee. The aim of the committee is to focus on maximizing internal programs and enhancing alignment opportunities to WCM, in order to support women at all levels within the organization.



Attendees at the RWomen's International Women's Day Breakfast in New York.

*RBC's Milla Kokhanova spoke at WCM's Day in The Life series, which focuses on providing a perspective on what it is like to work in a certain area/role within Capital Markets, with special emphasis on the specifics/aspects of a 'typical' day.*



Milla Kokhanova, Investment Banking Associate, RBC Capital Markets.

**RWomen U.S.** has tripled in size since its inception in 2011. The group now has 200+ members and recently established an association with network groups - 85 Broads and the Financial Women's Association (FWA). On International Women's Day, over 100 employees attended a breakfast event and presentation by RBC's **Janice Fukakusa**, Chief Administrative Officer & CFO. Janice spoke about leadership during challenging markets and provided a candid overview of the steps she has taken on her career path, giving advice to attendees, and offering a look at how the businesses can continue to be successful during current market conditions.





RWomen UK Launch Event.

**RWomen UK** held its first official event in July 2012, which was hosted by Harry Samuel, CEO, Capital Markets, Europe, and Head, I&TS, and attended by **Mark Standish**, Co-Group Head, Capital Markets and I&TS. Over 100 employees were present to learn more about RWomen, while enjoying the stunning views of London from the Riverbank House roof terrace.

*RWomen UK has five senior business sponsors covering front office and functions. With this level of senior support, the UK network is set to repeat the success achieved by chapters in other countries in having a positive impact on the careers and working lives of women at RBC.*

RBC introduced a new chapter of **RWomen in Sydney, Australia**. The Australian Diversity Leadership Council saw that many women and men within the Sydney branch could benefit from this kind of network. Great things are ahead for RWomen in Sydney and the group is collaborating closely and coordinating initiatives with RBC Investor and Treasury Services.

*“We want to encourage our members to network better, gain more confidence, and in turn create a more engaged, open and inclusive culture than we have ever had before.”*

Helen Skamvougeras,  
Director, Change  
Management and Chair,  
RWomen Australia

The Canadian Wealth Management **Women’s Advisory Board (WAB)** was introduced in 2009 and establishes an effective link between women in Wealth Management Canada and senior management. The group also supports efforts to recruit, retain, and enhance career success. WAB is comprised of women from head office, branch management and client-facing advisors. The board discusses the status of women within the business, reviews equity in working conditions, and mitigates potential barriers to success.

Women in Wealth Management Symposiums were held to help attendees discover how to bring in new assets and grow business by leveraging new partnering and wealth management strategies. WAB hosted three separate symposiums in Vancouver, Toronto and Montreal in October.

In addition to symposiums, WAB led several other initiatives:

- Introduced a recruitment initiative and hosted networking events in cities across Canada for client-facing women in Wealth Management Canada and Personal & Commercial Banking
- Matched 60 women in a formal Wealth Management Canada mentoring program



*“Given that 90% of women will be in charge of their family finances at some point in their lives and 67% of all new businesses in Canada are started by women, it is important that we can support an advisor team that reflects this emerging client base and is capable of meeting their needs.”*

Lisa Norton,  
Vice President, Corporate  
Affairs & Diversity and former  
Chair of the Women’s Advisory  
Board (WAB).

## Women *(continued)*

The **Women's Association of Financial Advisors (WAFA)** in U.S. Wealth Management has a mission to recruit, retain and enhance the productivity of women Financial Advisors (FAs) and Branch Directors (BDs). The group works closely with senior management to support RBC women's growth strategy, retention of women FAs and RBC's overall diversity and inclusion strategy.

The 20th Annual WAFA Conference was held in September and attended by over 150 women advisors, along with International Wealth U.S. private bankers. This year's theme - Plan for Your Best Year Ever – focused on holistically building business and encouraged women to set goals and prepare for business success in the year ahead.

As part of RBC's commitment to help advance women in the community, the attendees packed an extra business suit for donation to Tubman, a local organization that provides job-readiness education and professional training to help disadvantaged women thrive in work and life.

*"This conference is an excellent opportunity for the women of RBC Wealth Management to connect and learn from each other to help grow their practices," says Mary Zimmer, Head, International Wealth U.S. and Correspondent & Advisor Services, and Co-Executive Sponsor of the WAFA.*



## Minorities

Since its inception in 2008, the **MOSAIC** ERG mission has been to help foster an inclusive culture by enabling the success of visible minorities and newcomers to Canada. The group

supports networking, coaching and relationship building initiatives and grew by adding new regional chapters.

At an event entitled, "Perspectives on Diversity: Leading the way in 2012," MOSAIC's Executive Sponsors, Donna Lue-Atkinson, Vice President, Global Loyalty Programs & Rewards and Ashif Ratanshi, Head, Branch Investments, Deposits and Direct Investing shared their experiences at RBC, their perspectives on diversity, and how to maximize the impacts of ERGs. The group also hosted a speed mentoring event, whereby participants were afforded an opportunity to speak informally with several senior leaders from Personal & Commercial Banking and to source advice and counsel on professional development.

The **Multicultural Employee Alliance (MEA)** groups within U.S. Wealth Management and U.S. Capital Markets promote an environment that recognizes employees' and clients' multicultural interests, embraces inclusion and supports establishing relationships with diverse communities. MEA members become part of shaping the multicultural fabric of the organization and are provided with insights and inspiration to help develop the next generation of leaders while enriching one's own experience.



To commemorate Black History Month, Capital Markets and the MEA hosted a number of well-attended events. The month kicked off with a screening of Kinyarwanda, a film based on the 1994 Rwandan genocide, and the audience heard inspirational remarks from its writer and director, Alrick Brown. To conclude the month, trailblazer and businesswoman, Jewell Jackson McCabe, shared her life stories with the packed house.

MEA partnered with Human Resources and U.S. Wealth Management diversity leads to offer a unique professional development program to help employees achieve their career goals. MEA also continued to partner with Twin Cities RISE! (TCRI!), an anti-poverty organization that offers a work skills training program for low-income adults with barriers to employment.



## Employees with Disabilities

The mission for the **REACH** ERG is to drive engagement and performance through awareness, education, coaching and accommodation and to eliminate the stereotypes and stigma associated with people with disabilities. REACH introduced new regional chapters and a REACH newsletter. REACH sponsored a “Let’s Talk About It” communications campaign to raise awareness of Mental Illness.

The group also participated in a “Let’s Talk About It” event, organized by the Technology & Operations (T&O) Diversity Leadership Council. More than 250 employees gathered in person or online, to have a frank discussion about mental health. The event featured six-time Olympic athlete and spokesperson for mental health awareness, Clara Hughes. Raising awareness of mental health is a key priority for RBC and the goal of the event was to continue to break down the stigma associated with mental health issues and inform employees about available support.



*Olympic Athlete Clara Hughes*



## Aboriginal Employees

As RBC’s first ERG, the **Royal Eagles** started over 20 years ago and is comprised of both Aboriginal and non-Aboriginal

employees who work together to create awareness and support for Aboriginal culture. The group’s longstanding support of Aboriginal communities and employees is an essential focus. The Royal Eagles support recruitment, retention and the promotion of RBC as an employer of choice for Aboriginal peoples and positive role models within and outside RBC.



*Christel Tedesco (left holding cheque) and the Bank Notes glee club present the RBC Foundation’s contribution to the Six Nations Food Bank.*

The Royal Eagles were once again active in supporting Aboriginal communities across Canada. The Greater Toronto Region chapter, along with the Royal Eagles of Ontario, participated in their 11th annual Dawn Adams Christmas Gift Box Program, which provides Christmas gift boxes to Aboriginal children and families in remote First Nations communities across Northern Ontario.

On June 21, employees across Canada took time to celebrate **National Aboriginal Day** – a day that reflects on the traditions, culture and history of the First Nations, Métis and Inuit Peoples. One highlight involved the **Bank Notes**, an RBC glee club. Christel Tedesco of Customer Support Functions, joined the Bank Notes in Ohsweken at Six Nations in Ontario. The group performed and presented a cheque for over \$27,000 to the community food bank on behalf of the RBC Foundation.

*“Being of Aboriginal descent and a single mother, the stories shared with me [from the reserve] and the condition in which my brothers and sisters on Six Nations have to live day in and day out has left a lasting impact on my heart. This has truly motivated me to get involved and want to make a difference on behalf of RBC.”*

**Christel Tedesco, Account Service Agent  
and Bank Notes Member**



## Lesbian, Gay, Bisexual & Transgender (LGBT) Employees



RBC has several ERGs for LGBT employees. These groups help create a positive work environment inclusive of both LGBT and allied employees to drive engagement, retention, attraction and recruitment of talent, as well as purposeful strategic investments of brand presence in the LGBT community and marketplace.

The **PRIDE** groups in Canada and U.S. Capital



*Members of the RBC Globe Network with Gareth Thomas (back row, third from left), former Welsh and British & Irish Lions rugby captain.*

Markets, **GLADE** in U.S. Wealth Management and **GLOBE** in UK and Channel Islands collaborated to achieve huge success in raising awareness and participation in **Day of Pink** celebrations in April. Over 16,000 employees

in 21 countries supported school and workplace anti-bullying efforts by registering to wear pink. Employees also accessed a Day of Pink “kit,” viewed anti-bullying resources/videos, listened to interviews and attended local events.

In addition, the groups were involved in several initiatives:

- Hosted Pride at Work Executive Sponsor Breakfast for member organizations (PRIDE Canada)

- Participated in Out on Bay Street conference and career fair (PRIDE Canada)
- Developed an overview of LGBT-related benefits, policies and resources for employees and managers and sponsored the Family Equality Council in partnership with Wealth Management (PRIDE Capital Markets)
- Helped introduce an LGBT marketing campaign which included Wealth Management’s recently issued “Peace of Mind: Financial Planning for Domestic Partnerships” brochure for Financial Advisors, clients and prospects to address the unique financial needs of LGBT individuals (GLADE)



*RBC’s ERGs were key to having RBC employees across the globe go “pink” on April 11.*



## Caregivers



**i-CARE** is an employee-led group which champions the needs of and issues faced by working caregivers within RBC UK. The group seeks to bring about change that benefits working caregivers and enhances the perception of the organization by working caregivers. i-CARE prides itself as a group where employees can “be themselves, network with colleagues, share ideas, and build long lasting relationships.”

i-CARE held a seminar to mark **National Careers Week**. The seminar focused on caring for the elderly, including how to identify the physical, behavioural and emotional factors associated with growing older and the difference between age-related and disease-related changes. The group also promoted **National Family Week**, the largest annual celebration of families and positive family values in the UK, and presented at seminars. The group has strong ties with peer group forums within the industry and has a focus on supporting and collaborating with employees on issues related to childcare, eldercare and career supports.



*RBC’s i-CARE ERG promoted National Family Week, the largest annual celebration of families and positive family values in the UK.*





# Special to RBC:

Elaine Newman, CEO, Global Learning, Showcases  
How Diversity of Thought is the Key to Innovation

## Braille Street Maps...

When most people think of a map, they think of a visual representation of a geographical area. That works well for sighted people, but not for the visually impaired. Without being able to “see” a map, how could a blind person figure out how all the streets in their neighbourhood connected or what was the best route to get to their destination on a business trip in an unfamiliar city?

Because sighted people link spatial skills so strongly with visual stimuli, until recently, researchers actually doubted that blind people could interpret maps at all. It was thought that visually impaired people would not possess the same spatial cognition skills as sighted people.

That narrow-minded view has been laid to rest with the invention of Tactile and even Audio/Tactile Maps combining the spatial layout of a traditional map with raised lines, direction symbols, Braille location names, and touch-activated audio information. All it took was for someone to break out of the prevailing visual/spatial mindset and find a way.

## IBM “Jam” events...

Leveraging IBM’s successful technique for hosting massive brainstorming sessions that have served as the catalyst for more than 300,000 employees worldwide introducing over 10 new IBM businesses, the agenda for the UN World Urban Forum was shaped by “Habitat Jam”. This three-day web-based Jam session was hosted by IBM, The Government of Canada, and UN-HABITAT in which tens of thousands of participants from 168 countries shared their ideas for improving the environment, public health, safety, and quality of life in cities across the globe.

## RBC Green IT Initiative ...

Inspired after attending a conference focused on the impact of technology on the environment, 24-year RBC veteran, Stephen Baird formed the Green IT Committee to generate “green technology ideas and solutions and act as advocates for their implementation.” Over the past several years, the Committee has supported a number of initiatives including energy reduction, paper reduction and electronic waste management which have resulted in significant cost impacts for RBC.

**What do all of these have in common? They are just a few examples of how “diversity of thought” is driving innovation within organizations, generated by people**

**who were thinking “out of the box” – looking at problems that had existed for so long that they were considered a fact of life, but coming at it from such a different perspective that it became solvable.**

## How Can You Create Innovation Through Diversity of Thought?

- Consciously Design Diverse Workgroups/Teams
- Create a Respectful Environment
- Consider Whether Rules and Traditions are Still Valid
- Allow For Mistakes
- Acknowledge Personal Filters/Biases

Read the full article at [rbc.com/diversity](http://rbc.com/diversity)

## Increasing Diversity and Inclusion Awareness at RBC

We are committed to providing ongoing learning and developmental opportunities to employees globally. Such offerings enable individuals to strengthen their knowledge, enhance awareness and develop the necessary capabilities to be confident and successful. RBC offers a variety of learning opportunities that focus on increasing awareness and building capabilities in several areas, including:

- Diversity and Inclusion Awareness
- Gender Diversity
- Cultural Dexterity and Communications
- Newcomers/Immigrants
- Disabilities
- Aboriginal Culture
- Generations
- MicroInequities
- Stereotypes
- Sexual Orientation
- Religion
- Group Identity
- Reverse Mentoring



Diversity and Inclusion-related learning opportunities are available to leaders and employees via a variety of guided and self-service channels.

*Over 15,000 employees participated in diversity and inclusion awareness activities.*

# Marketplace

The RBC marketplace is dynamic. As our clients, employees and suppliers become more diverse, so too do our products, services and practices. By offering customized and accessible services and products to diverse client markets and engaging diverse suppliers, we are able to grow new markets and more fully serve existing ones.

## Creating a Win-Win with Diverse Suppliers

### Making the Case for Supplier Diversity

The 2012 report *Supplier Diversity* in the GTA (Greater Toronto Area) highlights RBC's commitment to supplier diversity: "RBC recognizes that its employees and customers are more diverse each year. Matching the diversity of these markets is critical to serving them well," writes Paul D. Larson. The University of Manitoba professor adds: "Beyond the business case, RBC sees an ethical case for ensuring opportunity for all." The report focuses on purchasing policies and practices that support diverse suppliers and is part of a research series by DiverseCity, the Greater Toronto Leadership Project.

### Workshop Bridges Gap between Women Suppliers, Corporations

To bolster our pool of quality suppliers, RBC has partnered with WEConnect Canada, a non-profit organization that certifies firms that are at least 51% owned, managed and controlled by women and connects them with corporations wanting to work with diverse suppliers. RBC purchasing executives and WEConnect held a women's supplier diversity workshop in Toronto where women entrepreneurs and business owners received tips and advice on how to land business with large organizations and win RFPs.



*The panelists at the women's supplier diversity workshop provided attendees with tips and advice on how to win Request for Proposals (RFPs).*



*RBC's Marcel Kampen, Head of Sourcing, Charles Varvarikos, Head of Facilities Sourcing, Anna Bilowus, Relationship Manager of RBC Procurement, Norma Tombari, Director of Global Diversity and Glenn DeSouza, Vice President of Sourcing, at the Canadian Aboriginal and Minority Supplier Council (CAMSC) award ceremony.*

### RBC Takes Top Honour for Supplier Diversity

RBC received the **Corporation of the Year Award** from the **Canadian Aboriginal and Minority Supplier Council**. The award recognizes the very best in corporate promotion of supplier diversity.

RBC has leveled the playing field for companies owed by diverse groups by ensuring that people with disabilities, new immigrants, women, Aboriginals and others have equal access to procurement opportunities. Says **Charles Varvarikos**, RBC's Head of Facilities Sourcing: "Supplier diversity offers us a very broad base of prospective suppliers to choose from. That means a more competitive environment, better pricing and greater innovation."



## Showcasing Women Entrepreneurs in Canada

Since 2006, Personal & Commercial Banking has partnered with Women of Influence through the annual RBC Canadian Women Entrepreneur Awards (CWEA) to provide national support to Canada's women entrepreneurs, whose successful businesses and achievements contribute so much to the Canadian and global economies, as well as to their communities. "Women entrepreneurs are an integral part of the Canadian economy and we are proud to honour and showcase successful women entrepreneurs across Canada," says Kim Ulmer, Vice President, Small Business and Executive Sponsor for Women's Markets, RBC.



*Organizers, presenters and winners at the awards ceremony.*



*6th Annual Immigrant Success Awards.*

the Toronto region. RBC strongly believes that the integration of skilled immigrants is essential for the well-being of the economy. Businesses across the region should be looking to these leaders for their novel strategies to get skilled immigrants working for them.

## TRIEC and RBC announce winners of 6th Annual Immigrant Success Awards

In April, the Toronto Region Immigrant Employment Council (TRIEC) and RBC recognized top employers who are leading the way in integrating skilled immigrant talent in the Greater Toronto Region labour market at the 6th Annual **Immigrant Success (IS) Awards**.

The IS Award winners represent different sectors of the region's economy - from telecommunications to environmental testing - and share the same view: Toronto needs skilled immigrants to address skill shortages and give businesses and the region as a whole a competitive edge.

The winners are part of the growing momentum to embrace immigrant employment as an important part of the solution to address demographic changes and support innovation in

## Clients Join RBC in Celebrating Chinese New Year

From Singapore to Sackville, clients joined us in celebrating **Chinese New Year** to promote cultural awareness. Chinese New Year (aka Spring Festival, Chinese Lunar New Year, Lunar New Year) is the most important Chinese holiday and runs for fifteen days. The last day is called the "Lantern Festival," which is also known as the Chinese "Valentine's Day." Similar to how holidays are celebrated in Western society, people give presents and decorate their homes, windows and doors with red coloured paper cut-outs with popular themes such as "Good Fortune," "Happiness," "Wealth" and "Longevity."

Food also plays a big part in the festivities and a number of special dishes are served. RBC events and traditional dinners were held to show appreciation to clients for their ongoing patronage.



# Diversity Promotes Business Success

## Diversity Efforts Help Drive Business for Municipal Finance

Ensuring diversity of its workforce is key for RBC U.S. Municipal Markets group, which services the borrowing needs of state and local governments – institutions that tend to reflect demographic changes more quickly than other U.S. institutions. Clients often take into account a firm's diversity initiatives when choosing an underwriter, as did The Dormitory Authority of the State of New York (DASNY), a top municipal bond issuer, before choosing the Municipal Markets group as a senior managing underwriter in 2009. Since then, the group has managed more than \$2 billion in issues for DASNY.

### Money Talks: Up Close and Personal

Language is no longer a barrier for newcomers to Canada who want to sit down with their personal banker to discuss their financial affairs. With our multi-language telephone service to more than 200 branches, clients can go to their branch to talk about money matters – in up to 180 languages – in a three-way confidential conference call with a translator.

## Financial Literacy Program Boosts Business

Modifying a financial literacy program to better serve the LGBT community has paid off for RBC Wealth Management – U.S. Financial Advisor **Liz Winfeld** adapted the mutual fund program – with the assistance of Branch Director **Pete Price**, marketing and compliance colleagues and the GLADE Employee Resource Group (ERG) – to suit the local LGBT community. Called *Fits You to a Tea*, the program generated two new accounts representing just under \$2.5M in assets after two sessions.



## UK Employees: Diversity is Key

A research exercise with employees of Global Trust and Wealth Management – UK showed that 94% of participants understood why diversity and inclusion are important to business success. The study included 35 one-to-one interviews with senior leaders, 14 focus groups with more than 130 employees, and an on-line survey. The research also revealed that:

**70%**

of participants agreed that employees are treated equally regardless of differences;

**78%**

of participants believed that women are treated equally to men during recruitment and selection; and

**86%**

of participants agreed that managing diversity and inclusion should be a core responsibility of manager performance.

## Highlighting Opportunities in the Hispanic Market

RBC Wealth Management – U.S. co-sponsored *Faces of the Americas*, a speaker series focusing on business and current events that affect Latin America. Understanding business opportunities in the Hispanic market makes smart business sense. Says South Regional Director **Darryl Traweek**: “By 2014, one out of every six people in the U.S. will be of Hispanic heritage and their buying power is estimated to reach \$1.3 trillion.” RBC Wealth Management partnered with the Teresa Lozano Long Institute of Latin American Studies at the University of Texas – Austin in offering the series.





# Diversity Helps Make RBC Workplace of Choice

## Aboriginal Commitment Attracts Top Talent

A year before he graduated from university, **Thomas Benjoe** received an impressive 17 job offers. He ultimately chose RBC, where he's a Commercial Account Manager in Regina, because of RBC's commitment to the Aboriginal Market.

"I wanted to have the ability to work with the First Nations community in business and entrepreneurship," says Thomas. "It was very important for me to be a part of an organization that would understand my strong commitment to family and culture."

Thomas is involved in First Nations powwows, ceremonies, conferences and legislative assemblies and has joined the Royal Eagles ERG. This allows him "to engage the Aboriginal community through recruitment, retention and community service," he says.



## Mentoring Program Moves Women Ahead

Building on the first-year success of its mentoring program for female advisors, the **Women's Advisory Board (WAB)** of Wealth Management Canada matched 22 established women advisors with 22 less experienced female colleagues for its 2012 group. Through the program, women assist one another in developing skills and knowledge that will enhance their careers and personal growth.

*"My mentor shared not only valuable ideas but some of her early struggles in this business and how she overcame them. Her encouragement and belief in my abilities have made all the difference: I now know that I 'belong' in this business and that I can excel."*

– mentoring program participant

## Partnerships Showcase Women's Growth Strategy

Global Trust and Wealth Management – UK businesses have partnered with **Women in Banking and Finance** and the **Women's Development Forum**, two not-for-profit organizations, to help build brand awareness, recruit job candidates and gather client referrals. "Supporting organizations such as these gives women employees an opportunity to network with like-minded professionals," says **Julie Fairclough**, former Head of Transformation. "It also showcases the depth and breadth of our female talent and RBC's commitment to the women's growth strategy."



# Community

RBC understands that being a leader in diversity extends to raising awareness about diversity issues in our communities and being a partner in finding solutions to challenges. We accomplish this through leadership in research, strategic partnerships, donations and sponsorships.

## Shining a Light on Education

### Aboriginal Scholarships Lighten Financial Load

For the 20th year, RBC awarded 10 scholarships under the Aboriginal Student Awards Program, which has provided 118 scholarships totaling over \$1.2 million to First Nations, Inuit and Métis students pursuing post-secondary education since inception. More than 500 youth competed for the post-secondary scholarships, which provide \$4,000 annually to each student for a maximum of four years. “With the Aboriginal population growing nearly six times faster than the general population, it’s never been more important for Aboriginal youth to overcome the financial obstacles that prevent them from pursuing higher education,” says **Chinyere Eni**, National Director, Aboriginal & Public Sector. “With the right resources and educational support, Aboriginal youth can contribute to Canada’s economic prosperity.”

### RBC Internships Win High Praise

Since 1996, RBC has provided paid internships to Canadian university and college graduates, graduates with disabilities and new Canadians through its partnership with the not-for-profit Career Edge Organization. This year, Career Edge honoured RBC with its **Most Valued Internship Experience Award**. Recruitment Consultant **Sukaina Karmali**, Global Recruitment, nominated RBC because she had such a rewarding experience as a Human Resources intern for the Contact Centre.

Career Edge Organization also recognized RBC for the third consecutive year with awards for providing the most internship opportunities from January 2011 to March 2012 in its industry sector. During that time RBC hosted 20 Ability Edge and 29 Career Bridge internships. Over the years, RBC has helped start the careers of more than 900 interns through Career Edge Organization.



*Vanda Hudak, Program Manager, Diversity Initiatives, RBC Recruitment and Learning, accepts “MoVIE” Award on behalf of RBC.*



*Kelly Glass, VP, Global Recruitment, accepts the Career Bridge Award sponsorship plaque.*



### RBC Academy

The RBC Academy in the UK is an initiative aimed at students from the age of 16 to give them insight into careers at RBC, enabling them with employability skills, providing advice, paid work placements, mentoring and a bursary for successful students while in university. This year the Academy hired eight students in various departments across RBC Capital Markets.

# Celebrating Diverse Cultures



## Ascend Canada Benefits Business Leaders, Employers

Ascend, North America's largest Pan-Asian professional organization, has put down roots in Canada, thanks to the support of RBC and four other founding members. Now, Canadian business leaders of Asian and Pacific Islander descent can take advantage of the organization's programs and mentoring and networking opportunities. For employers, Ascend Canada provides the chance to "find the talent to grow globally," says **Chitwant Kohli**, Senior Vice President, Retail Finance, who played a key role in bringing Ascend to Canada.



*The Top 25 Canadian Immigrants of 2012.*

## Celebrating the Top 25 Canadian Immigrants of 2012

An Olympian wrestler, a world renowned hip-hop star and a Member of Parliament were among the 2012 winners of the **Top 25 Canadian Immigrant Awards**. Then there are the community

leaders, proponents of the arts and individuals dedicated to public service who have one thing in common - they inspire others to do more, achieve more and help more. Winners included hip-hop artist **K'naan**, MP **Olivia Chow** and Olympic wrestling legend **Daniel Igali**. The awards are presented by Canadian Immigrant magazine and sponsored by RBC. More than 550 nominations were received and 75 finalists shortlisted by a panel of judges comprised of previous winners. More than 28,000 Canadians then voted online for their top choices.

## Breaking Down Barriers on Wall Street

Wall Street has long been known for a tradition of "old-boy" culture. But that's starting to change as a story in *The New York Times* pointed out in April. For her article "Muslims on Wall Street, Bridging Two Traditions," writer Ruth Fremson interviewed several Muslims about how they reconcile the teachings and practices of their religion with working in the financial world. **Ali Akbar**, Managing Director, RBC Capital Markets, was interviewed and spoke about how he balances the demands of his job with the teachings of his faith.



*Ali Akbar, Managing Director, RBC Capital Markets*

# Focus on Black History Month



*On February 7, 2012, RBC hosted a special Black History Month celebration in downtown Toronto, where the winners of the RBC Black History Month Student Essay Competition were announced.*

## Essays Celebrating Black Canadians Lead to Scholarships

RBC asked students in the Toronto area to describe how black Canadians have helped define Canada's diverse heritage. The first-place winner of the *RBC Black History Month Student Essay Competition* was **Katura Gibb**, who wrote about Thornton Blackburn, the founder of Toronto's first taxi company, and Michaëlle Jean, Canada's first black Governor General. Second- and third-place winners were **David Grant** and **Shardae Keane**. All three received RBC scholarships for post-secondary studies.



# Commitment to Canada's First Peoples



**RBC Special Advisor –** Phil Fontaine, former National Chief of the Assembly of First Nations (AFN) and Special Advisor to RBC, signed a second three-year term in September and will continue to provide advice and counsel to RBC's Canadian businesses.

**Innovative Housing Program** – British Columbia's Lax Kw'alaams First Nation is just one example of an Aboriginal community that has endured hardship but was able to move forward. A decade ago, this band was close to bankruptcy and coping with lack of proper housing. Today, the band is financially sound and the community has been revitalized. Lax Kw'alaams Band Manager Wayne Drury shares credit with RBC, which helped the band start an innovative on-reserve housing program. "RBC makes our business personal and our community's success their passion," says Drury.



**RBC Aboriginal Partnership Report** – RBC released its 4th annual RBC Aboriginal Partnership Report summarizing initiatives and activities undertaken in four key areas including banking and finance, employment and education, community development, and procurement.

*"This report features stories of initiatives that indigenous peoples have undertaken in communities across the country. We are proud partners in these programs," says Chinyere Eni, National Director, Aboriginal & Public Sector, RBC. "We share the passion of First Nations, Inuit and Métis leaders across the country who continue to work to secure a sustainable future for their communities."*



**Elder's Gathering Sponsorship and Participation** – RBC had the opportunity to sponsor and attend the 36th Annual BC Elder's Gathering in support of the elders of all First Nations communities in British Columbia. The Elder's Gathering was attended by over 4,000 elders, youth and leadership from over 150 First Nations communities around BC.

An Elder's Gathering is held so elders can come together and take their rightful place as advisors, teachers and leaders. They participate in meetings, workshops and various events to support youth, education committees, Band Councils and others. The gatherings provide an opportunity for elders to share traditional

ways with visiting cultural and linguistic groups through food, songs, dances, ceremonies and more.

RBC was the only financial institution in attendance at the gathering. Over 20 employees, primarily Royal Eagles, volunteered four to six hours of their time to help at this event. RBC showed tremendous support and commitment to working with the Aboriginal community in BC.

# Inspiring with Sport

## Sledge Hockey Athlete Inspires Employees

“Like father, like son” has poignant meaning for Paralympian **Kevin Rempel**. Four years after his father broke his back in a fall, Kevin broke his back in a motorcycle accident. He went on to become a sledge hockey athlete and an RBC Olympian and shared his remarkable story with employees in a video series. Interviewed by **Morten Friis**, RBC’s Chief Risk Officer, Kevin talked about sport, motivation, goal setting, mentoring and the importance of groups such as REACH.



View part one of the video series at [www.rbc.com/diversity/video/progress/kevin.html](http://www.rbc.com/diversity/video/progress/kevin.html)



*Liza MacDonald, Regional Vice President, Southwest Nova Scotia, RBC, being recognized as the winner of the Chair-Leaders event.*

## Employees Champion Diversity

### Liza MacDonald Wins Disability Awareness Event

In September, Liza MacDonald, Regional Vice President Southwest Nova Scotia, participated in the Canadian Paraplegic Association’s Chair-Leaders event at Parade Square in Halifax. Participants had to use a wheelchair and work their usual jobs for an entire day to support disability awareness.

Liza says the biggest challenge she found to overcome during her workday was simply accessibility. “Everything takes more time, planning and thought,” she says. “You have to think differently about your day and the decisions you make. We take so much for

granted and the experience was very humbling, not to mention leaving me rather tired and with sore arms.”

Despite the stiff competition, Liza won the event, measured by the number of votes she received on the event Facebook page. She attributed her success partly to her personal competitiveness, but also to the amazing support of colleagues at RBC.

**\$6.9  
MILLION IN  
DONATIONS TO  
DIVERSITY INITIATIVES**

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

**\$5.5  
MILLION IN  
DONATIONS TO  
149 ORGANIZATIONS**

Through the **RBC Children’s Mental Health Project**, we have a multi-year commitment to support community-based and hospital programs that reduce stigma about mental illness, provide early intervention and increase public awareness of children’s mental health issues.

## Building Financial Literacy in our Communities

### Seminars Raise Financial Literacy, Win New Clients

Nine out of 10 women will be solely responsible for their investments at some point in their lives and **June Audette** wants to empower them. A wholesaler in Global Asset Management, she has developed financial awareness seminars that cover subjects such as financial planning, investing, and wills and estate planning. Financial advisors attend with their clients, who often bring a friend. “Not only are advisors solidifying their relationships with their clients,” says **George Lewis**, Group

Head, Wealth Management & Insurance; Chairman and Portfolio Manager, RBC Global Asset Management, “they are also attracting and signing new clients.”





## Do One Thing For Diversity and Inclusion - May 21

RBC supported **World Day for Cultural Diversity for Dialogue and Development** on May 21 by encouraging employees from around the world to “Do One Thing” to support diversity and inclusion. From art work to videos and photographs, employees shared stories about making a difference in the workplace, with clients, and in our communities.

“Every one of us can do ONE thing for diversity and inclusion; even one very little thing can become a global action if we all take part.”

On our intranet we posted 50 ideas for employees to do one thing for diversity and inclusion. Here are a few of them:

- Tell your friends, family and colleagues about this day.
- Coach or mentor colleagues from various backgrounds to enable success.
- Ask your children what cultural diversity means to them and what cultural diversity looks like at their school(s).
- Take a virtual/online tour of a country you’ve never been to.
- Explore art, music or a museum that reflects diverse cultures.
- Make a donation to a non-profit that is meaningful to you, supports community cohesion and intercultural dialogue, or is making a positive impact in your community.
- Volunteer your time to a community organization that is making a difference and fostering inclusion.
- Openly encourage different ideas, perspectives and styles to demonstrate cultural awareness and sensitivity within your team or department.
- Openly encourage, promote and support diversity of thought.
- Consider cultural holidays when booking meetings and planning events.
- Consider flexible work arrangement options to recruit, retain and engage employees in order to help address work/life needs.
- Be creative and think of your own special way to Do ONE Thing for Diversity and Inclusion!



## RBC Diversity Milestones

1970	1976/77	1979	1987	1990	1994	1996	1998	2001
RBC initiates internal task force on the status of women	Appointment of first woman to Board of Directors; Equal Employment Opportunity Coordinator role established	First RBC woman executive appointed	First RBC Employment Equity survey conducted to assess our workforce representation	Valuing and managing diversity; diverse market segmentation; work/life initiatives	Closing the Gender Gap initiative	Leveraging Diversity strategy; Diversity Business Council established	Employees with Disabilities Council established	Evolution to RBC-wide strategy and goals; RBC Diversity Leadership Council established





## Diversity & Inclusion: Striding Forward to 2015

This is an exciting time on our diversity journey! What started as small steps toward greater diversity within RBC years ago has turned into full strides as we extend our diversity and inclusion initiatives from our workplace to our

marketplace and communities. We have proudly delivered on our commitments and raised the bar for ourselves to achieve more with our 2015 Diversity Blueprint.

In my work, I'm privileged to see, up close and personal, just how much leaders and employees channel their energy and enthusiasm into activities that embed diversity and inclusion in our strategies, policies and

practices around the globe. This commitment to making diversity work at RBC drives real change and bottom-line business results. The effort is sustained by a shared vision and an extraordinary spirit of

**“Making diversity work at RBC to drive real change and bottom-line business results.”**

collaboration that enable individuals to work together to develop innovative solutions for mutual success.

Our employee resource groups (ERGs) have grown by leaps and bounds and exemplify this spirit. With over 6,500 employee members, ERGs provide colleagues with enriching personal and professional development via networking, peer coaching and learning events. They serve as excellent ambassadors externally, helping us reach new recruits, clients, communities in need and youth.

As we look to the future, our diversity network of ERGs, councils and champions will no doubt continue to serve as formidable platforms for creativity and engagement. Emerging business and social trends and the multiple intersections of diversity are generating rich conversations and new ways of thinking about diversity and inclusion, moving us forward. As you may have read on page 21, leveraging “diversity of thought” is critical to generating innovation and growth. This type of thinking is enabled by fostering “inclusive leadership” and “inclusive behaviours”, and the courage to challenge the status quo, including tackling some of the more subtle but persistent issues that hinder progress such as organizational and unconscious bias. There is much important and exciting work yet to be done.

**“Diversity and inclusion in action are powerful. They make RBC stronger, internally and externally.”**

Fuelled by the great momentum across our organization, we remain committed to our journey of full inclusion for all and to maximizing the unique talents and potential that each person brings to RBC, to our clients and our communities.

To learn to recognize our biases and appreciate our own uniqueness is our individual diversity journey. The words of best-selling author Deepak Chopra remind us that we always have a choice of destination: “Every time you are tempted to react in the same old way, ask if you want to be a prisoner of the past or a pioneer of the future.”

Norma Tombari  
Director, Global Diversity, RBC

2004/05	2006/08	2009	2010	2011	2012
Re-energized focus on women and visible minorities in senior management	PRIDE, REACH and MOSAIC ERGs established; delivery of cross-cultural training; introduction of Diversity Dialogues Reciprocal Mentoring Program; introduction of scholarship program for new Canadians	Release of RBC 2009-2011 Diversity Blueprint; UK Gender Insight Series delivered	RBC receives international Catalyst Award for Diversity; Aboriginal Corporate Social Network goes live; RWomen ERG established	Recognized as one of the 10 Most Admired Corporate Cultures; expansion of ERGs; expansion of business-led diversity leadership councils; expansion of cultural dexterity awareness sessions and Diversity Dialogues Reciprocal Mentoring Program globally	Release of <b>RBC 2012-2015 Diversity Blueprint</b> ; President & CEO <b>Gordon M. Nixon</b> selected as <b>Catalyst Canada Honouree</b> ; recognized as one of the <b>Best Workplaces in Canada</b> and one of the <b>Best Places to Work for New Canadians</b> ; named <b>Corporation of the Year</b> by the Canadian Aboriginal and Minority Supplier Council; recognized with the <b>Career Bridge Program Award</b> (private sector) and the <b>Ability Edge Program Award</b> ; expansion of ERGs, including <b>RWomen UK</b> and <b>RWomen Australia</b>



RBC  
Diversity  
Blueprint™

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

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

To find out more about diversity at RBC, please visit us online at [www.rbc.com/diversity](http://www.rbc.com/diversity).

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

