



2013 Diversity and Inclusion Report



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Our Values service teamwork responsibility **diversity** integrity





A Message from Gordon M. Nixon

CEO and Chair, RBC Diversity Leadership Council

I am often asked: Why does diversity matter to RBC? Simply put, it's both the smart thing to do and the right thing to do.

It's no secret that our diversity helps us to be a strong and successful company. It impacts everything from our ability to attract and retain great talent, to our ability to help our clients succeed, to our overall reputation.

Our belief that diversity and growth are not just integrated but inseparable is reflected in one of our five company Values – Diversity for Growth and Innovation.

When I became CEO in 2001, we had already made great strides in diversity. Building on that success, we established our Diversity Leadership Council (DLC), created our Diversity Blueprint and adapted our approaches to more broadly engage employees and our communities. As a company we've learned, and as an employee I've learned, about the issues, opportunities and challenges of becoming a more inclusive workplace. We are a better company for it and it has given me better perspective as a leader.

I'm proud to say that over the last few years at RBC and in the communities we serve, I have seen progress, a sense of purpose and genuinely productive dialogue and action around diversity and inclusion. I have seen

firsthand how the commitment of RBC employees has never been stronger – whether it's driving change through an employee resource group initiative, or stepping up to share experiences and insights. Pride in our inclusion efforts is evident at RBC and visible throughout this report.

Along with this pride, we also have a strong sense of purpose for what we have yet to achieve. For example we know through research how unconscious bias – or blindspots in our perception – results in barriers to workplace advancement and full inclusion in many different organizations.

I believe that one way to move to the next stage of diversity and inclusion is by acknowledging and having strategies to overcome our unconscious and unintended biases. We started this work at RBC in 2013 and plan to do more in 2014.

I want to thank all of our employees who have made RBC a more open, welcoming, inclusive and progressive company possible. I know that with their support RBC will continue to advance its diversity and inclusion journey within the organization and across our communities.

February 2014

RBC Diversity Leadership Council



Chair –
Gordon M. Nixon
CEO



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



Rod Bolger
Senior Vice President,
Finance & Controllor



Wayne Bossert
Executive Vice-President
Sales, RBC Canadian
Banking, President &
CEO, Royal Mutual
Funds Inc.



Monica Brown
Senior Vice President,
Group Architecture
and Solution
Delivery Services



Zabeen Hirji
Chief Human
Resources Officer



William Onuwa
Senior Vice
President & Head
of Insurance
Risk Management



Stuart Rutledge
Head, RBC WM
British Isles &
Caribbean



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 of Global
Corporate Banking



Suresh Sookoo
Chief Executive
Officer, Caribbean
Banking



Jennifer Tory
Regional President,
Greater Toronto
Region, Personal &
Commercial Banking



A Message from Zabeen Hirji

Chief Human Resources Officer

When I talk to people about our culture at RBC, diversity and inclusion is always a big part of the conversation. And it usually results in a story or two about how a more inclusive workplace helps employees thrive and RBC succeed.

It could be a story about employee involvement. RBC employees have driven diversity and inclusion deeper by participating in initiatives and through Employee Resource Groups (ERGs). Today, more than 9,500 RBCers belong to ERGs that reflect and represent communities and interests of women, minorities, Aboriginal peoples, persons with disabilities, Lesbian, Gay, Bisexual, Transgender (LGBT) individuals, working caregivers and NextGen members. I've heard from many employees how being part of an ERG helps them progress in their careers, builds confidence and opens doors to new opportunities.

It could be a story of how we hire newcomers to Canada whose valuable skills and international expertise help us grow our business and serve our clients. RBC is full of examples of how employees from different backgrounds have helped us better meet the needs of our clients.

It could be a story of how we use our resources for economic prosperity and positive social change. One of the truly great things about RBC is that when we get involved it's more than just about money. It's about

inclusion and helping to ensure everyone has the opportunity to achieve their full potential. Through donations, sponsorships and involvement, RBC is helping ensure the health and prosperity of the people in the communities where we live and work.

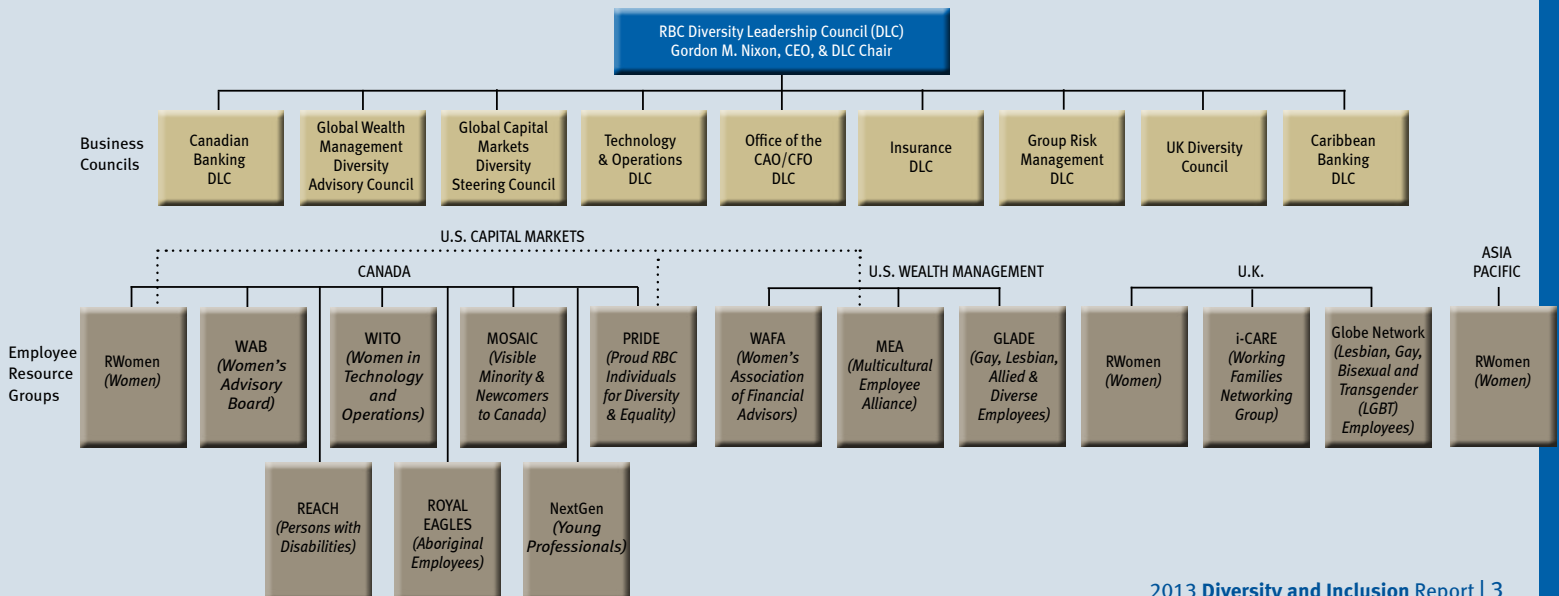
It could be a story of how we are striving to overcome our unconscious biases as Gord Nixon says in his message. We all have unconscious biases that influence our actions and decisions and I am starting to hear stories of how RBCers are identifying their own blindspots and, equipped with new self-awareness, taking action to address them. On a more personal level, I am doing the same.

A multitude of stories – some reflected in this report – and all with impact. I encourage you to read this report and see how the overall story of diversity and inclusion at RBC is about every single employee, how it's firmly embedded in our culture and how it enables us to meet new challenges and create prosperity for our clients, employees, shareholders, and communities.

February 2014

The RBC Diversity Network

A valuable resource of leaders, champions and grassroots supporters





Diversity works here.

Our Approach

The Case for Diversity and Inclusion

Diversity goes well beyond basic definitions and meeting legal requirements.

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

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

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

Our Vision:

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

The RBC Diversity Blueprint

The RBC Diversity Leadership Council continued to make progress on the diversity and inclusion strategy, RBC Diversity Blueprint 2012-2015. This strategy outlines our priorities, goals and commitments as we continue to champion diversity in Canada, the U.S. and internationally.

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

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

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

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

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

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

Our Progress

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

	2013	2012	2006
Women	64%	65%	70%
Women in middle management and above	46%	47%	46%
Women in executive roles	37%	36%	34%
Visible minorities	31%	30%	24%
Visible minorities in middle management and above	31%	30%	21%
Visible minorities in executive roles	15%	15%	9%
People with disabilities	4.6%	4.7%	3.2%
Aboriginal peoples	1.5%	1.5%	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, 2013 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.

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



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

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

Leadership

Senior leadership 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.



Spotlight on RBC's Active Leaders

1,300+ RBC employees are Active Leaders in diversity and inclusion

Amöi Magazine, a leading Canadian diversity magazine, devoted their spring 2013 cover story to the work of more than 20 RBC leaders who shared their experiences on the importance, advantages and challenges of diversity and inclusion.

Below is just a small sample of what they said. To see all the profiles, go to <http://www.rbc.com/diversity/docs/RBCcoverstory-final.pdf>

(Top Row, Left to right): **Zabeen Hirji**, Chief Human Resources Officer; **Norma Tombari**, Director, Global Diversity; **Jennifer Tory**, Regional President, Greater Toronto Region, Personal & Commercial Banking; **William Onuwa**, Senior Vice President & Head of Insurance, Risk Management; **Francine Dyksterhuis**, Regional President; **Kirk Dutschak**, Senior Vice President, Strategy & Human Resources. (Bottom Row, Left to right): **Anne-Marie Vanier**, Vice President and Chief Property & Casualty Actuary, RBC Insurance; **Doris Bear**, Vice President Aboriginal Banking; **Chinyere Eni**, National Director, Aboriginal & Public Sector Markets; **Paul Sy**, former Director, Multicultural Markets; **Glenn Desouza**, Vice President, Sourcing; **Shari Austin**, Vice-President, Corporate Citizenship.



About business success related to diversity and inclusion

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

"I believe that the key components for successful business in today's global marketplace include conviction not just compliance of the need for diversity, engagement of the whole business, and the use of a phased approach not a big bang to ensure sustainability."

About persons with disabilities

Francine Dyksterhuis, Regional President, Southwestern Ontario

"We need to talk within the organization about the challenges and reward of recruitment and advancing persons with disabilities. Sometime fear gets in the way because we are afraid to ask for help from colleagues and indeed to open the conversation with the individual with the disability to see how we can help them be successful."

About newcomers to Canada

Paul Sy, former Director, Multicultural Markets

“Building a new life in a new country is no small feat. Newcomers are faced with a myriad of tasks and decisions to ensure their future success. Speaking to a financial advisor, someone who understands the challenges and can provide solutions, is integral to helping newcomers build their lives in Canada.”

About responsible procurement

Glenn DeSouza, Vice President, Sourcing (Chair of the board of directors of the Canadian Aboriginal & Minority Supplier Council)

“We ask suppliers about their values and policies around the environment, labour, health and safety, ethics and diversity...ensuring we select the company that we believe can best do the job, as well as fits with our enterprise values.”

RBC's Active Leaders - Making a Difference



Michael Carter, Co-head Technology Sector, Global Investment Banking, U.S. Capital Markets, received a Council of Urban Professionals Catalyst in Finance Award, which recognizes leaders who achieve extraordinary success in business while making a significant impact on their community. Michael is

also a member of the Executive Leadership Council.



Su-Lin Ong, Managing Director RBC Capital Markets & Head of Economics & Fixed Income Strategy, Australia / New Zealand has been a leader in addressing the regions' gender gaps through various initiatives as part of RWomen Sydney, including organizing volunteer days, hosting events. She is an active member

of RBC Sydney's Flexible Work Hours Committee, Diversity Committee and Mentoring Program.



John Montalbano, CEO of RBC Global Asset Management (GAM) is the executive sponsor of the GAM Diversity Council and actively supports women's efforts through his sponsorship and participation in various pilot programs such as “Taking the Stage” and “Speaking as a Leader”. John is Chair of

the University of British Columbia (UBC) Board of Governors and is committed to the research and development of women and immigrant talent.

And the Award goes to... RBC's leadership in diversity and inclusion

RBC and many of our leaders were recognized for thought leadership and innovative programs.

For innovation in diversity

Profiles in Diversity Journal announced RBC as one of the **Top 10 winners of the 10th Annual Innovations in Diversity Awards**. The same journal honored **Gord Nixon** in its **2013 CEO Leadership in Action Awards** for his commitment to diversity and inclusion.

For empowering women

RBC was honored for our commitment to empowering women by **Almas Jiwani**, President of UN Women National Committee Canada.

For top ERGs and Diversity Councils

Wealth Management's U.S. Diversity Leadership Council was named sixth out of the Nation's Top 25 Employee Resource Groups (ERGs) and Diversity Councils at the 5th Annual Diversity Council Honors Awards.

For diversity awareness in legal profession

RBC's General Counsel Group received the Association of Corporate Counsel's **Matthew J. Whitehead, II Diversity Award** recognizing the outstanding achievement of a corporate legal department in promoting programs that improve the workplace. RBC's General Counsel Group is a founding member of the Legal Leaders for Diversity.



Veta Richardson, President of the ACC, presents David Allgood, EVP and General Counsel, and the General Counsel Group the Matthew J. Whitehead II Diversity Award for their work in promoting diversity and inclusion.



Breaking new ground - Kathleen Taylor is first woman Chair

On January 1, 2014, **Kathleen Taylor**, former CEO of Four Seasons Hotels and Resorts, became RBC's Chair, the first woman to lead the board of a major Canadian bank. The news was covered in various media, including an August 30, 2013 Globe and Mail article: **Kathleen Taylor Breaking New Ground for Women on Bay Street**. "RBC was hailed on Friday for breaking down what had been one of the most intractable barriers on Bay Street," the article stated, and also noted that Taylor would have the opportunity to demonstrate there is no limit to leadership roles for women. She has been on RBC's board of directors for 13 years.

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 some RBC women who have been recognized for their leadership and commitment to diversity activities.

Recognizing women leaders



Jennifer Tory, Regional President, Greater Toronto Region, received the **Ministry of Citizenship and Immigration Diversity Award**, from the Black Business and Professional Association's at their annual Harry Jerome Awards.



Anne-Marie Vanier, Vice President & Chief Property & Casualty Actuary, RBC Insurance, is a strong advocate for inclusion and fostering acceptance and support for LGBT employees in the workplace and across our communities.

Anne-Marie was recognized by **Out on Bay Street** as a **Leader to be Proud of**. She is Executive Sponsor of RBC's **PRIDE Canada Employee Resource Group**.



Cathy Preston, Vice President, Life and Health, RBC Insurance, was nominated for the **Most Influential Women in Insurance** in the **Journal de L'Assurance** and featured as one of 60 women making a difference in the industry.



Wanda Brackins, Head of Global Diversity, Wealth Management was named **Outstanding Corporate Leader of the Year** by the U.S. National Gay and Lesbian Chamber of Commerce in their **Financial Services Diversity Leadership Awards**.



Shauneen Bruder, (left) Executive Vice President, Head of Operations, and **Linda Mantia**, (right) Executive Vice President, Cards & Payment Solutions,



were honored with the **Women's Executive Network Canada's Most Powerful Women: Top 100 Awards** for their exemplary leadership.



Janice Fukakusa, Chief Administrative Officer and CFO, was named one of the **25 Most Powerful Women in Banking** by **American Banker Magazine** in September, the second time she was honoured. A feature article focused on

Janice's advocacy for sponsoring and advancing women and visible minorities.



Kim Mason, Regional President for Atlantic Canada, was named one of the **Top 25 Women of Influence™** by Canada's Women of Influence Inc., one of five women recognized for exceptional achievement in the business category.

She was also recognized as a **Top 50 Atlantic CEO** and with the **Progress Women of Excellence Award**.

Catalyst Connects inspires women

Professional women leaders, clients and community partners gathered to network and learn at the prestigious 2013 **Catalyst Connects** in seven cities across North America. This interactive speaker series is sponsored by RBC in partnership with Catalyst, a leading non-profit organization that expands opportunities for women in business. More than 800 women participated in the Catalyst Connects series. The following inspiring role models shared personal experiences and offered professional advice.

New York

Debbie Freer, U.S. Capital Markets, COO, CEO RBC CMC, LLC.
Ann Marie Petach, Senior Managing Director, BlackRock Solutions
Susan Silbermann, President and General Manager, Vaccines, Pfizer Inc

Vancouver

Jennifer McCarthy, RVP, Vancouver East Market, RBC
Debbie Nagle, SVP & CHRO, BC Hydro
Martha Piper, Past President and Vice Chancellor of the University of British Columbia and Corporate Director

Toronto

Zabeen Hirji, Chief Human Resources Officer, RBC
Kathleen Taylor, Chair of the Board, RBC and Former President and CEO, Four Seasons Hotel and Resorts
Mary-Anne Vuicic, Executive Vice President, HR, Shoppers Drug Mart

Washington D.C.

Kristen Kimmell, Chief of Staff, U.S. Wealth Management, RBC
Jacqueline Berrien, Chair, U.S. Equal Employment Opportunity Commission
Christine Hendrickson, Roth CFO and Vice President of Finance, Sodexo

Miami

Mary Zimmer, Former Head of International Wealth Management, RBC
Grethel Kunkel, President of Latin America Global at Stanley Black & Decker
Romaine Seguin, President, UPS Americas Region

Minneapolis

Kristen Kimmell, Chief of Staff, U.S. Wealth Management, RBC
Jacque Berglund, Founder & CEO, Finnegan's Inc.

Montreal

Annie Laurin, Human Resources Business Partner, RBC
Kim Thomassin, Managing Partner, Quebec Region, McCarthy Tetrault
Nathalie Bernier, Managing Partner, KPMG



Women enjoy networking at the *Catalyst Connects* events.

Leading the Way

RBC Leaders are often asked to comment about our leading edge diversity and inclusion initiatives. Here are a few examples.

Tone at the top – promoting diversity and inclusion

Demographics, globalization, the rapid development of our knowledge economy – these and other factors compel a company to embrace diversity if it plans to be successful, according to **Gord Nixon**, CEO in the **Director Journal**, a publication of the Institute of Corporate Directors.

In his article **How RBC secures its future by embracing differences**, he states “Our support for diversity is multi-faceted and is integrated into all aspects of RBC – from our global workforce and culture to our brand and business strategy.”

“There is no finish line in building a diverse and inclusive organization. The needs, expectations and composition of society are constantly changing.”

Gord Nixon, CEO

Career tips for Latin American MBA Alumni Network

In September, senior executives in Toronto met with members of the **Latin American MBA Alumni Network (LAMBA)** to share career insights and advice. Topics included interview tips, unwritten rules for career advancement, how to get noticed in the organization, professional organic growth, and a summary of the top skills that successful senior executives have in common.

Emiliano Mendez, RBC’s Manager of Strategy and Transformation, IT Global Consulting Services and LAMBA’s Vice President Sponsorships & Partnerships, introduced the panel which included **Lucila Branco**, Regional Vice President, International Private Banking, RBC Wealth Management; **Caroline Cole**, Chief Human Resources Officer of Canadian HR Solutions; and **Scott Vance**, Chief Operating Officer, Global Quality and Risk Manager, KPMG International.



Zabeen Hirji recognized for spearheading diversity

Diversity Canada Magazine featured Chief Human Resources Officer **Zabeen Hirji** as one of

2013’s Influential Women in Diversity and HR recognizing her as a driving force behind RBC’s diversity and inclusion efforts.

Diversity Canada commended her on work in advancing talent management and leadership practices, developing a presence in diverse markets, and exercising corporate leadership of successful strategies for women and visible minorities.



Maurice Côté – Bringing passion to the workplace

Fugues magazine applauded **Maurice Côté**, Vice President, Private Banking, Centre Montreal for his passion, commitment and contributions to

LGBT work and support of the arts. Côté serves on the RBC PRIDE and RBC LGBT committees, sits on the board of directors with the Montreal Opera and Grand Ballet and has worked with the Farha Foundation and GREY Montreal.

A former dancer with Les Grands Ballets Canadiens de Montreal, Côté said “I am as passionate about my work today as I was before as a dancer!”

Talent and Workplace

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

RBC is one of the best...

Workplaces in Canada



For the fifth year, RBC was named one of the **Best Workplaces in Canada** by the Great

Place to Work® Institute Canada and The Globe and Mail. The competition is based in part on a survey completed by a random selection of employees. For more information about the award, visit www.greatplacetowork.ca.

Employers for New Canadians



For the third consecutive year, RBC was recognized as one of the best places to work for new Canadians in **The Best Employers for New Canadians** competition

held annually by Mediacorp Canada Inc. This national competition honours employers that offer innovative programs for transitioning to life in Canada. For more information visit www.eluta.ca

Places to work for LGBT inclusiveness and equality

In the U.S., Wealth Management and Capital Markets were each recognized as one of the **Best Places to Work for LGBT Equality**. Each company received a perfect score of 100 percent on the 2014 Corporate Equality Index (CEI), a benchmarking survey administered by the Human Rights Campaign Foundation.

RBC maintains a workplace that embraces diversity and inclusion, provides benefits to employees' opposite and same sex domestic partners, and introduced health care tax equalization benefits in the U.S. in 2013 and transgender benefits in 2012.

“In a relationship business, it is how we treat people that matters. This rating affirms that we are doing things right for our employees, our clients and for the communities in which they live and work.”

John Taft, CEO, U.S. Wealth Management and executive sponsor of the Gay, Lesbian, Allied and Diverse Employees (GLADE) Employee Resource Group.

You have 15 minutes - Ask a senior leader for career tips

A speed mentoring event held simultaneously in Toronto and New York through video conferencing gave 80 employees and senior leaders a chance to share their thoughts on mentorship and career development.



Organized by the Office of the CAO & CFO Diversity Council, the process was similar to speed dating where mentees spent fifteen minutes talking to each team member.

“The mentors I spoke with all spent time in different departments or companies, widening their base of knowledge and pushing themselves to move into new, unfamiliar roles. That’s something I’m going to consider for my own career.”

Sasha Ramjiawan, Head of Finance, Business Financial Services – Personal & Commercial Banking.



International Women's Day at RBC March 8, 2013

The momentum continues...

Celebrated every year on March 8th, the **United Nations International Women's Day (IWD)** recognizes the achievements of women worldwide. RBC both celebrates and reaffirms our commitment to the advancement of women under the three pillars of the **RBC Diversity Blueprint**: Talent & Workplace; Marketplace; and Community. This focus allows us to amplify the impact of our internal and external women's initiatives, empower and inspire women locally and globally, and engage employees at all levels on gender diversity.

Women bring a unique and valuable perspective to our social fabric and tangible bottom line results to our business. RBC continues to support innovative ways to make a difference for women in the markets and in the communities where we live and work.

Through IWD events and diversity initiatives, RBC provides mentorship support, guidance on career and professional development, and education on gender intelligence.

Building on the momentum of last year's events, IWD 2013 saw the participation of thousands of employees and leaders, helping make IWD a household name at RBC.

One significant development was a donation to **Carleton University Centre for Research and Education on Women and Work (CREWW)**. The \$1 million, 10 year commitment will help CREWW continue to conduct new research on women and work, facilitate a distance education program for women, and run a Women in Management speaker series.



Women leaders at RBC.

International Women's Day Highlights

- A new RBC initiative, **Women's Hour**, encouraged employees to participate in a local activity or event to recognize the achievements of women on March 8.



- Another first was the **IWD Breakfast and Networking Event** in Toronto, featuring **Zabeen Hirji**, Chief Human Resources Officer, interviewing **Gord Nixon**, CEO, on leadership and career development. **Alex Johnston**, Executive Director Catalyst Canada, shared perspectives on the gender gap.



Video clips of the IWD interview are available as a tool to facilitate discussion on mentoring, sponsorship, career advancement and work/life integration.

- **Gord Nixon** wrote a guest blog March 8th on MARC (Men Advocating Real Change), a Catalyst online community committed to achieving equality in the workplace.
- Career snapshots of **women leaders** from across RBC's businesses and regions were featured online, serving as inspirational role models for many.
- More than **30 IWD lively roundtable discussions**, hosted by the Diversity Leadership Council members and leaders globally, attracted more than 500 women. The groups recognized contributions and shared career tips and insights.
- A web-based **Diversity Moment on gender intelligence** was released to increase knowledge of gender work styles and strengths and ways to leverage these in team settings.
- The 2013 call for nominations for the **RBC Canadian Women Entrepreneur Awards** was announced. This annual event honours the success of women entrepreneurs across the country. More information on these awards appears on page 20.



Businesses across the globe celebrated IWD in their own unique way, inviting employees, clients, students and community partners to an assortment of events and learning experiences.



1,700+
employees
participated in
Diversity Dialogues

94%
of employees
are proud to be
part of RBC.

9,500+ Employee Resource Groups

employees are members.

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



Women



WoW - Women of Wealth make a difference

The **Women of Wealth (WoW) Global Network** is an umbrella group for current Women's Councils and Advisory Boards which connects women and leverages events and initiatives like the following:

Sharing Stories Worth Telling

The **Women's Advisory Board** was established in Canada to create an effective link between women in Wealth Management and senior management. In October, the board hosted the annual Women of Wealth Conference welcoming 170 participants from across Canada to Toronto. In keeping with the theme *Stories Worth Telling*, key leaders shared experiences with participants.



Supporting women's success

The **Women's Association of Financial Advisors (WAFA)** in the U.S. works with senior management to support RBC women's growth strategy and the retention of women financial advisors and branch directors. As part of the group's *Best Year Ever* campaign, women top performers were celebrated at the WAFA national conference in Minneapolis. WAFA also supported San Diego Women's Week featuring keynote speaker **Dr. Deepak Chopra**.

WAFA member Liz Barker, Financial Advisor, Wealth Management and Elizabeth Gilbert, author of the book Eat, Pray and Love, confer at the Women's Resource Centre conference sponsored by WAFA and the Conshohocken, Pennsylvania branch.



Women in Technology & Operations (WITO)

Women in Technology & Operations (WITO), a new ERG in 2013, is focused on creating a workplace and culture that enables all women employees within T&O to achieve personal and professional fulfillment. A key objective is to develop and advance women into leadership positions to better represent diverse communities and provide role models.

"WITO, the platform in which we enable women in T&O to reach their full potential now has greater exposure and breadth."

Jennifer Stott, VP, Investor & Treasury Services IT,
WITO Co-Chair

RWomen – Active around the world

Capital Markets' **RWomen** network continued to build momentum last year, extending their global reach to foster the development and career aspirations of women, and to provide important networking opportunities. This employee-led forum is growing and garnering a lot of enthusiasm since its inception in 2011.

RWomen Canada hosted a number of networking and career development events in 2013. The 500-plus member group continues to facilitate a strong connection with Women in Capital Markets (WCM) focusing on supporting women at all levels within RBC.



Members of RWomen Sydney Australia pitch in to brighten a hostel for A Woman's Place charity.

RWomen in Sydney Australia made their second year as a chapter count. In November, more than 30 employees from Capital Markets and Investor & Treasury Services refurbished a hostel for A Woman's Place, a charity providing crisis accommodation for women in need. An employee donation was matched by RBC to fund the event.

Since **RWomen UK** was established in 2013, it has championed and organised events including talks with women in leadership roles, sessions on pensions and personal tax and nutrition as well as regular networking events. Membership has grown to 169 members.



The group worked with **Globe** and **i-CARE** ERGs to organize an informative evening featuring **Clare Balding** – a popular TV presenter and co-host of the BBC's broadcasting of the London 2012 Olympics. This was the first event ever held for all three RBC businesses in London: Capital Markets, Wealth Management and Investor & Treasury Services.

A woman in a traditionally male-dominated environment, and as one of only a handful of openly gay people in the world of sport, Clare has battled with stereotypes and overcome prejudices to achieve a successful career.

In the U.S., **RWomen** with more than 200 members, celebrated their second anniversary and Women's History Month by hosting **Irene Dorner**, President and CEO, HSBC USA, who gave an inspiring speech *Taking Charge and Navigating Successfully*. Throughout the year, the group partners with St. Joseph's girl's high school to provide role models, career insights and support for the students.



RWomen marks their second anniversary with a speech from HSBC USA President and CEO Irene Dorner.



Minorities

MOSAIC's mission is to help foster an inclusive culture by enabling the success of visible minorities and newcomers to Canada. **MOSAIC** is a great way to feel connected as it

supports networking, coaching and relationship building initiatives, offering a forum for intercultural dialogue and discovery.



MOSAIC hosted more than 20 events last year, frequently partnering with local community organizations. For example, in January RBC employees

participated in an educational session on cross-cultural communication held in collaboration with the Toronto Region Immigrant Employment Council (TRIEC).

In the U.S., the **Multicultural Employee Alliance (MEA)** groups in Capital Markets and Wealth Management promote an environment that recognizes multicultural interests, embraces inclusion and supports relationships with diverse communities.



Capital Markets

MEA hosted events including an insightful presentation by **Solomon (Sol) Trujillo**, a global telecommunications

media and cable industry executive. He spoke about the Hispanic community's influence on U.S. business, political, and society issues and why businesses should be targeting this growing population.

To commemorate Black History Month, **Capital Markets MEA** hosted a **Paths to Success Panel** on career advice with closing remarks by **Roger Blissett**, MEA Executive Sponsor and Managing Director, U.S. Strategy.

Wealth Management MEA also hosted events throughout the year as they continue to strengthen partnerships with Black and Hispanic community and business organizations.



For the fifth year, Minneapolis employees celebrated **Asian-Pacific American Heritage Month** and **Cinco De Mayo** on May 9th with authentic Asian and Mexican cuisine and entertainment.



Employees with disabilities

The mission of the **REACH ERG** is to drive engagement and performance through awareness, education, coaching and accommodation and to eliminate the stereotypes and stigmas associated with people with disabilities.



Several hundred employees participated in a day of learning and sharing of experiences at the Disability Learning Expo held in Meadowvale, Ontario in partnership with REACH. Employees listened to insightful and inspiring stories and visited booths featuring enhanced technologies that accommodate people with disabilities in the workplace.

“It's a great honour to be part of an organization that does so much for its staff, especially to those having visible or invisible disabilities and making sure that they are treated with the same respect and dignity as everyone else.”

Kooshal Nundlool, Customer Service Representative

Break barriers, open doors

RBC acknowledged the UN International Day of Persons with Disabilities on December 3rd. National Co-chairs **Richard Aubrey**, Manager, RBC IT Accessibility, Enterprise Architecture Office, and **Geoff Woodworth**, Manager, Financial Planning, Centre & South Western Nova Scotia, spoke about how RBC is raising awareness of disability-related issues and promoting accessibility across the organization.



Aboriginal employees

RBC's first Employee Resource Group (ERG), the **Royal Eagles**, started more than 20 years ago. Comprised of Aboriginal

and non-Aboriginal employees, this group works to create awareness and support for the Aboriginal culture through recruitment, retention and promotion of RBC as an employer of choice with positive role models for Aboriginal peoples.

This year, the **Royal Eagles** continued to participate in the **Dawn Adams Gift Box Program** providing personalized gifts to more than 3,300 children in 14 First Nations communities as well as expanded the highly successful **Royal Eagles Backpack Program** across Canada.

On June 21st, employees recognized **National Aboriginal Day** with many events such as traditional teachings, drumming, local artists showcasing their art work,

and charity barbeques. As part of the celebration, Aboriginal employees were profiled online.

“National Aboriginal Day is a day to celebrate Aboriginal values and beliefs. It is a chance to be proud and share culture and educate others as to who we are. We need people to know that RBC embraces Aboriginal people in our corporate culture.”



Michael Stushnoff, Branch Manager in Outlook, Saskatchewan, and co-chair of the Saskatchewan Royal Eagles.



Building connections for career and community

RBC's newest ERG, **NextGen**, launched in November 2013, has more than 1,400 members in seven chapters across Canada. The group 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 businesses and communities they work in.



RBC NextGen members share their excitement at the doorstep of the annual CN tower climb.

Photo Credit: Mark Gomes, Operations Risk Analyst.



Caregivers

i-CARE is an employee-led support and information network that supports working parents and caregivers in the U.K., providing the 'human touch' through forums and events. The group helps

people balance busy working lives with responsibilities as a parent or caregiver.



In 2013, **i-CARE** hosted networking coffee mornings, learning sessions on first aid for caregivers and toddlers, dealing with student stress, mental health, eldercare, and free webinars on a host of helpful topics.



Lesbian, Gay, Bisexual & Transgender (LGBT) employees

RBC has several **PRIDE** Employee Resource Groups (ERGs) in Canada and internationally. **PRIDE** stands for *Proud RBC Individuals for Diversity and Equality*". These groups help

create a positive work environment, inclusive of lesbians, gays, bisexuals and transgendered (LGBT) and allied employees to drive engagement, retention, attraction and recruitment of talent.

Here are some of this year's highlights:



Spearheaded by **PRIDE** Canada and the Global Diversity Group, RBC recognized **Day of Pink** on April 10th, an international day dedicated to standing up against

bullying, discrimination and homophobia. More than 16,000 employees showed their support by wearing pink and registering on a special website.

In the U.S., Capital Markets **PRIDE** ERG together with Wealth Management's **GLADE** ERG hosted a conversation with **John Taft**, CEO of U.S. Wealth Management and **Justin Nelson**, Co-Founder and President of the National Gay and Lesbian Chamber of Commerce (NGLCC) about the importance of straight allies.



Allies can be some of the most effective and powerful voices behind the LGBT story as they not only help people in the coming-out process, but also help others understand the importance of equality, fairness, acceptance, and mutual respect.



To celebrate LGBT History Month and National Coming Out Day, **GLADE** invited high-profile speakers from government and business to share their personal stories and perspectives on LGBT history and issues. **Amber Gianera**, GLADE treasurer, commented, "It was an inspiring and thought-provoking session with these champions for equality!"



October 11th is **National Coming Out Day** – an internationally observed awareness day to celebrate individuals who publically identify as lesbian, gay,

bisexual, and transgender (LGBT). This year, online interviews featured RBC employees who showed acceptance and support of loved ones when they came out.

The **Globe Network**, an LGBT support and networking group in the U.K. and Channel Islands, with colleagues from Capital Markets, Investor & Treasury Services, and Wealth Management joined the London Pride parade for the second year.



Marketplace

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

Giving back to move diversity forward



TRIEC and RBC support talent through annual Immigrant Success Awards

To recognize employers for their leadership in recruiting and retaining skilled immigrants, the **Toronto Region Immigrant Employment Council (TRIEC)** presented and **RBC** sponsored the seventh **Annual Immigrant Success (IS) Awards**.

“With our rich diversity, Toronto area businesses and organizations have a wonderful opportunity to become even more innovative. Our annual Immigrant Success Awards prove that great things can happen when immigrants and businesses come together.”

Margaret Eaton, Executive Director of the Toronto Region Immigrant Employment Council (TRIEC).

The 2013 winners demonstrated how skilled immigrants have a direct impact on innovation and success within organizations. Engineering consulting firm **Trinity Tech Inc.** received the **RBC Immigrant Advantage Award for Small and Medium-sized Enterprises (SMEs)**. The firm attributes 40 per cent of its innovation to its immigrant workforce.

130
RBC mentors
were matched with skilled
immigrants via the **TRIEC**
Mentoring Partnership
Program.

Capital Markets panel shares inside track on career strategies

U.S. Capital Markets hosted *Maintaining Your Edge: Advice for Today's Career Market* from Managers and HR with the **Financial Women's Association (FWA)**. The workshop featured managers and HR professionals who offered their inside perspective on the decisions behind hiring and career advancement.

The RBC panel showcased the banking industry, sharing views on getting through the first interview process and follow-up, and highlighted strategies relevant for today's economy.

RBC and CAMSC launch diversity scholarship



RBC and the **Canadian Aboriginal and Minority Supplier Council (CAMSC)** launched an **RBC Diversity Scholarship Program**, designed to recognize the children of CAMSC Certified Supplier members and CAMSC partners who have high academic achievement and community involvement.

Two awards of \$1000 each will 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. This program is part of RBC's commitment to making a positive difference in the diversity community.

Celebrating women entrepreneurs in Canada

In November, women from across the country who share a strong entrepreneurial vision and a relentless passion for following their dreams were celebrated at the **2013 RBC Canadian Women Entrepreneur Awards Gala** in Toronto. More than 3,000 nominations were cast this year. Canadian Banking has partnered with Women of Influence since 2006 on the annual RBC Canadian Women Entrepreneur Awards (CWEA) to provide support and recognition to women entrepreneurs.



In the News: Spotlight on diversity



NationTalk interviews Chinyere Eni

NationTalk, Canada's Premier Aboriginal newswire, employment, event and tender service, interviewed **Chinyere Eni**, RBC's National Director, Aboriginal & Public Sector Markets. She discussed the historical relationship between RBC and Aboriginal communities, which has been in place for over a hundred years, as well as her current role.

"Part of my work is recognizing that Aboriginal communities and individuals have unique needs and that in many instances they require tailor-made financial products and services. RBC's four key areas of focus are access to banking and capital,

community and social development, employment, education and procurement and full engagement across every community."

Chinyere Eni, RBC's National Director, Aboriginal & Public Sector Markets

Estate planning for 21st century families

Julian Washington, Private Client Director, RBC, London, shared some of the estate and succession planning challenges and opportunities faced by non-traditional families in an RBC Wealth Management article *How Do I Love Thee? Let Me Count the Ways*.



Washington said while patterns of family life continue to evolve, legal and tax systems struggle to keep up with the pace of social change. He added that good estate planning is particularly important for 21st families who don't fit the traditional model on which the legal system was built.



Being recognized by the LGBT community

RBC workplace most improved in UK

Since joining the **UK Diversity Champions Program** in May 2011, RBC has become one of the most improved workplaces according to the annual **Stonewall Workplace quality index**. RBC was asked to present at the annual Stonewall Workplace Conference, the UK's leading discussion on equality and diversity. **Rhonda Gallagher**, HR Initiatives Manager, led a workshop on **How to create an inclusive workplace** and there was great interest in RBC's story, in particular guidance on how the **Workplace Equality Index** works.

WEConnect names RBC 2013 Corporation of the Year

RBC has been honored by **WEConnect Canada** for our commitment to developing supplier diversity and encouraging the equality of business opportunity. This inaugural award is presented to WEConnect Canada's corporate members that have diverse supplier initiatives in place directed to women-owned and led businesses that have made an impact on these businesses.

"By including diverse suppliers in sourcing processes, RBC gains access to competitive offerings, greater innovation and culturally diverse business interactions. This, in turn, positions RBC well to meet the requirements of our diverse customer base," said **Charles Varvarikos**, Head Facilities Sourcing at RBC.



Members of the Procurement team accept an award from WEConnect Canada for their leadership in promoting supplier diversity.

RBC practices responsible procurement

RBC formalized its approach to procurement by launching a **Supplier Code of Conduct** – a principles-based Code that sets out RBC's expectations of suppliers to ensure their behavior aligns with RBC standards.

As part of the Code, suppliers must adhere to human rights, labor and employment standards legislation; treat their employees fairly and with respect, including respect for diversity.

\$6.7 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.

RBC Career Bridge Associate Host Program – A win-win-win solution

Imagine being able to hire great internationally-trained professionals and receive financial help with the payroll? It sounds too good to be true but a number of small and medium sized commercial clients in the Greater Toronto Area are doing just that through the innovative **RBC Career Bridge Associate Host Program**.

"When newcomers come to Canada, it is incredibly difficult for them to continue their career in their field without Canadian experience. We are thrilled to be helping our commercial clients and, at the same time, helping new Canadians. We are arranging the crucial first and relevant Canadian employment experience ... an opportunity that may not otherwise happen for many new Canadians," says **Mark Appleton**, Director, Credit Policy & Process, Business Financing Products.

This win-win-win solution for clients, newcomers, and RBC is now in its third year. Commercial clients are accessing the skills they need to grow their businesses in a condensed time-frame with the added benefit of RBC covering the cost of the intern's salary for the first four months.

Bangladeshi-born **Farhana Naznin** interned at FONTUR International Inc., a Toronto-based wireless network development company.

"When you come to a new country and a new culture, everything seems like a challenge and it can get overwhelming at times. But, by the end of the program, I felt like I was well equipped to be part of the Canadian workforce."



Farhana Naznin, intern at FONTUR International Inc.

Community

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

Women and work



Helping girls build resiliency

RBC is a founding donor of the **Girls' Fund**, established by the **Canadian Women's Foundation (CWF)**. The fund supports programs that help girls aged nine to thirteen become strong and resilient and includes grants focused on Aboriginal girls and an innovative National Skills Institute focusing on girls' programs.

Since 1993, RBC has donated more than \$1.5 million to the Canadian Women's Foundation whose funding strategy gives priority to women and girls facing multiple barriers including visible minorities, new immigrants, women with disabilities, Aboriginal women and those living in rural or northern communities. RBC's donations also support work to prevent violence against women and the development of the Women's Leadership Development Institute.

Insights on women in information technology

According to the **National Center for Women & Information Technology (NCWIT)**, 56 per cent of women in the technology private sector will leave midway through their careers due to occupation dissatisfaction. Additionally, women only hold 25 per cent of technology and computing jobs although women fill more than half of all professional occupations in the U.S. The NCWIT is a non-profit community of more than 450 organizations working to increase women's participation in technology and computing.

Speaking at a Capital Markets' IT Town Hall, NCWIT spokesperson **Avis Yates Rivers** discussed the pipeline, advancement and retention challenges regarding women in IT. A panel comprised of senior leaders covered career insights and the important role each of us can play in advancing diversity objectives.

RBC sponsors research on diversity leadership

While women have gained ground, accounting for 31.2 per cent of senior leadership roles in Montreal, visible minorities remain more markedly underrepresented in these ranks. In spite of accounting for 22.5 per cent of the population, only 5.9 per cent of senior leaders were visible minorities according to a study led by researchers from **McGill University's Desautels Faculty of Management** and **Ryerson University's Diversity Institute**.



Women and Visible Minorities in Senior Leadership Positions: A Profile of Greater Montreal examined 3,025 senior leaders from the largest organizations in Greater Montreal located in areas of Greater Montreal with visible minority population exceeding 10 per cent.

RBC Royal Bank hosted the event where research results were released.

“The importance of this research is underscored by RBC’s own studies, and how we address diversity affects our ability to attract talent and continue to grow.”

Martin Thibodeau, Regional President, Quebec Headquarters, RBC

Commitment to youth

Diversity, youth and education



In October, RBC announced our **RBC Believe in Kids Pledge**, a five-year, \$100 million commitment to help one million children and youth be happy and healthy in mind, body and spirit. It is the largest commitment of its kind in the history of corporate Canada and covers donations, community sponsorships, youth

employment and other investments. At the kick-off, \$7.4 million in grants was offered to 231 youth programs.

Junior Achievement puts Diversity in Action

What do you get when you cross RBC, **Junior Achievement**, and diversity? In Saskatoon, you get 25 committed colleagues and, in Regina, five inspired employees certified to deliver the RBC-sponsored **Diversity in Action** program. This interactive program helps students in middle school learn the value of diversity and how it contributes to improving morale, creativity, teamwork and productivity.

“It’s great to work for two amazing organizations that understand children are our future.”

Jamie McLellan, Certified Diversity in Action trainer and Saskatoon Account Manager

Paid internships for college students of colour

In 2011, U.S. Capital Markets began working with **Sponsors for Educational Opportunity (SEO)**, an organization that provides college students of colour with paid summer internships in competitive industries across America. Through training, mentoring, networking and support, more than 75 per cent of eligible interns have received full-time job offers.

Andre Gutierrez, an SEO intern in Global Markets in 2012 remarked, “As the first SEO intern through the Global Markets Program, I was able to expose the SEO brand to the RBC community. Since coming on full time, the development of that relationship has continued to grow stronger.”

“We’re looking for ways to make our partnership with SEO richer and deeper.”

Roger Blissett, Managing Director, U.S. Strategy and 1982 SEO graduate



Helping New Canadians

Donation opens doors to help new Canadians

This year, RBC donated \$1.75-million to Ryerson University to support the **RBC Immigrant, Diversity and Inclusion Project**. The project focuses on both the economic and social issues facing immigrants and the creation of student internships that target specific issues and population groups. Internship opportunities will be available on campus in partnership with not-for-profit or community partners including RBC.

This advanced action-oriented research objectives are to reduce immigrant underemployment, advance understanding of immigrant markets and community needs, and harness the skills of immigrant entrepreneurs.



Top 25 Immigrant Award winners inspire

In June, NBA All-Star and philanthropist **Steve Nash**, dancer and choreographer **Wen Wei Wang**, physician and activist **Izzeldin Abuelaish** and other community leaders from across Canada won the fifth annual **2013 RBC Top 25 Canadian Immigrant Awards**, presented by **Canadian Immigrant Magazine**.

Award winners received a commemorative plaque and a \$500 donation towards a registered Canadian charity of their choice and were featured on canadianimmigrant.ca/rbctop25 and in the July print edition of **Canadian Immigrant Magazine**.

Sharing workplace best practices for new immigrants

Hire Immigrants Ottawa (HIO) featured RBC's innovative workplace practices related to recruitment, integration and retention of new immigrants in a published case study. These practices include a voluntary diversity census of staff; an employee language-skill list; information to properly place new employees according to specific demographics of clients in the community; participation with LASI World Skills and Ottawa Job Match Network; creating branch champions; and manager participation in cross-cultural competency training.



"I encourage people to get involved with local diversity organizations. There is so much we can give them and there's so much they can give us. It creates tremendous synergies – it's just a matter of taking the time to make those connections."

Sue Danahy, Branch Manager, local diversity champion and member of HIO's financial sector working group

Empowering people with disabilities



Raising funds for children with special needs

Employees in Manitoba, Saskatchewan and North-western Ontario walk for many good causes -- for **MS** and wellness, for **The West Broadway Youth Outreach**, and for the **Children's' Rehabilitation Foundation** among many others. This year, more than 140 RBC colleagues and hundreds of others helped raise a record breaking \$170,000 in support of children in need in the **Therapeutic Recreation and Wellness program at the Rehabilitation Centre**. In addition to the walkers, 75 RBC volunteers set up tents, collected pledges, served food, and assisted wherever needed.

Caribbean Leadership Academy: Developing leaders to advance disability movement

The **Leadership Academy for Persons with Disabilities** in Trinidad and Tobago (T&T) gives a voice to the members of this segment of our society. Created by the **Consortium of Disability Organisations (CODO)**, the Academy develops leaders who will advance the cause of the disability movement.

The first module of the leadership training which focused on the human rights of people with disabilities was facilitated by **Allison de Franco**, a U.S. disability-rights lawyer. "Everyone is different, whether that difference relates to colour, gender, ethnicity, size, shape or other characteristic. A disability is no different," she said.

Tara Tiah, Senior Manager, Business Service Centre, Caribbean Banking, RBC and co-chair of the bank's in-Market Diversity Council for T&T, spoke at the launch. "At the heart of our **Diversity Works Here** program is our **Caribbean Banking Diversity Council**, which is about empowering people and unlocking potential collectively and individually. We proudly embrace a new element of diversity and we are optimistic of what the future will bring for these leaders of tomorrow."



"Regardless of its characteristics, disability neither subtracts from nor adds to a person's humanity, value or rights. It is simply a feature of a person."

Allison de Franco,
U.S. disability-rights lawyer

Partnering with Aboriginal communities



RBC is working closely with Special Advisor, **Phil Fontaine**, former National Chief of the Assembly of First Nations (AFN), who supports RBC's business development priorities, provides advice and counsel on business matters affecting Aboriginal Peoples and acts as a representative in support of sponsorships and donations.

“There are more major projects happening on Aboriginal land in the private sector and resource industry than ever before. With RBC's support, Aboriginal communities can capitalize on these projects at the early stages of business development.”

Phil Fontaine, Special Advisor

\$1.3 million
to Aboriginal Students since 1992

Through RBC's Aboriginal Student Awards Program, ten students received scholarships in 2013.

Building pathways to prosperity

The **RBC Aboriginal Partnership Report: A Chosen Journey** documents how RBC helps build new relationships and pathways to prosperity for Canada's Aboriginal peoples. It features information on access to banking services and credit; community and social development; employment; and training and education. (available at <http://www.rbcroyalbank.com/commercial/aboriginal/>)



“As the youngest and fastest growing segment of the Canadian population, Aboriginal communities are poised to participate in the significant economic opportunities that lie before them. Through strategic partnering and access to financial advice, tools and resources — together we can build vital, prosperous and healthy communities for today and into the future.”

Rob Johnston, Regional President, Manitoba, Saskatchewan and Northwest Ontario, and Executive Champion for Aboriginal Partnerships

Inclusion Works 2013 – Attracting Aboriginal talent

Inclusion Works, a national recruitment fair hosted by the Aboriginal Human Resources Council, brings together thought leaders, employers, and top Aboriginal graduates from across Canada. Since its inception in 2009, RBC has been heavily involved with this event with continued sponsorship and participation in 2013. **Andrea Lindsay**, RBC Recruitment Advisor, and **Thomas Benjoe**, RBC Commercial Account Manager, Aboriginal Markets, co-presented a well-attended workshop on networking. The annual event, held in Saskatoon in 2013, will take place in Vancouver in 2014.



“This is the perfect venue to attract top talent from Aboriginal communities. Our recruiters made seven permanent hires for Personal and Commercial Banking roles across the country.”

Blair Crichlow, Transition Management Advisor, RBC Recruitment



In May, nearly 300 corporate and community leaders joined RBC and EY at a special diversity forum on unconscious bias featuring Dr. Mahzarin Banaji, Harvard University professor of social ethics.

“We’d like to believe we are open-minded, fair and without bias, but research shows otherwise. This is an important, even if uncomfortable, realization for most of us,” says Dr. Banaji.



(Top Photo, Left to Right): Dave McKay, President RBC; Dr. Mahzarin Banaji, Professor, Harvard University; Zabeen Hirji, Chief Human Resources Officer; Gord Nixon, CEO, RBC.

(Bottom Photo): Panel discussion with RBC and EY leaders.

Thought Leadership

Overcoming hidden biases helps diversity thrive

Savvy business leaders know that having diverse teams is a competitive advantage in today’s fast-evolving, increasingly global environment. But even leaders with the best intentions may be unconsciously stifling diversity in their organizations according to *Outsmarting our brains: Overcoming hidden biases to harness diversity’s true potential*, a report by RBC and EY. (available at <http://www.rbc.com/diversity/docs/>)

The report indicates that unconscious preferences are common and they can create barriers, limit creativity and diminish the quality of relationships. Those who can overcome involuntary biases tend to be more inclusive and better able to foster the high performing diverse teams that help organizations thrive. Leaders across RBC continue to be highly engaged in this work and are making personal breakthroughs in their own awareness.

Identifying unintentional biases

- Explore the Harvard Implicit Associations Test available at <https://implicit.harvard.edu/implicit/research/> to find out your biases.
- Be conscious of the words and physical reactions when interacting with others: consider whether these respect and accommodate different styles.
- Be mindful, respectful, curious and supportive of colleagues’ differences.
- Listen to all voices equally: speak out if you suspect a colleague’s contribution may be ignored or misappropriated unfairly.

“The tone from the top is tremendously powerful. When leaders confront their biases and speak publicly about their efforts to change, others follow their lead. It is a powerful demonstration of commitment that carries weight with the rest of the organization.”

Harry Samuel, CEO, RBC Capital Markets Europe, and Head, RBC Investor & Treasury Services

➤ 1970 ➤ 1976/77 ➤ 1979 ➤ 1987/90 ➤ 1994/98 ➤ 2001 ➤ 2004/05 ➤ 2006/08

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; Diversity Business Council established; Employees with Disabilities Council established	Evolution to RBC-wide strategy and goals; RBC Diversity Leadership Council established	Re-energized focus on women and visible minorities in senior management	PRIDE, REACH and MOSAIC ERGs established; delivery of cross-cultural training; introduction of Diversity Dialogues Reciprocal Mentoring Program; introduction of scholarship program for new Canadians
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Diversity Milestones



New Dimensions to Explore

As a diversity and inclusion practitioner, my role provides a unique vantage point to appreciate and applaud the incredible work our passionate and committed leaders and employees are doing around

the globe, and the perspective to see how far RBC has come over the past decade.

It seems like only yesterday we were developing our **2012-2015 Diversity Blueprint** – a valuable framework that helps RBC collectively focus on what matters most. Now, three-quarters of the way through our Blueprint, I'm pleased to report we are tracking well on all our publicly declared commitments and on our overall objectives

Whether it's through innovative professional development programs for our **talent** and growing support for employees resources groups, the launch of new products, services and programs such as the Registered Disability Savings Plan or the RBC Career Bridge Associate Host Program for Internationally Educated Professionals in our **marketplaces**, or the numerous engagements in our **communities** via volunteering, partnerships, sponsorships and research, we are moving forward, engaging in public discussion and being recognized for our efforts across geographies and businesses.

Now, more than ever, diversity and inclusion is an evident part of RBC's DNA, integrated into our daily life and part of "how we do things here."

With diversity and inclusion, however, we never reach a point where we say "We're done" because there are always new dimensions to explore. Recently, we've been focusing on unconscious bias, something that was barely on the radar screen three years ago. While not an easy

topic to address, one of the most interesting things about this work is its universal appeal. It helps us as individuals identify and mitigate our unconscious attitudes and beliefs or what leading expert Dr. Mahzarin Banaji calls "mind bugs" or blindspots (see story on page 26) and helps us to "think differently", "to innovate" and have a more inclusive approach in every area of our lives. The impact is far-reaching as highlighted in Gord and Zabeen's messages.

So what's ahead for us in our journey? We will continue to focus on Blueprint priorities, work towards better leveraging internal best practices, and realizing on the huge benefits of social media in uniting people around the world through powerful tools like RBC Connect. And, we will accelerate our work on unconscious bias and enabling diversity of thought. In the words of the Greek philosopher Socrates who said "Let him that would move the world, first move himself", we will continue to challenge ourselves to "Think differently; Learn differently; and Act differently".

Norma Tombari
Director, Global Diversity, RBC

Ways to overcome bias

- **Think differently:** Make a conscious effort to seek out people with different backgrounds, experiences and capabilities to collaborate on teams and projects
- **Learn differently:** Seek out opportunities to immerse yourself and team members in different environments outside you/or their comfort zone
- **Act differently:** Take deliberate actions that disrupt your normal process and help prevent biases from shaping your decisions and behavior.

Source: RBC and EY white paper

2009 2010 2011 2012 2013

Release of RBC 2009-2011 Diversity Blueprint; UK Gender Insight Series delivered

RBC receives international Catalyst Award for Diversity; 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 RBC 2012-2015 Diversity Blueprint; President & CEO Gord Nixon selected as Catalyst Canada Honouree; named Corporation of the Year by the Canadian Aboriginal and Minority Supplier Council; recognized with the Career Bridge Program Award (private sector) and the Ability Edge Program Award; expansion of ERGs, including RWomen UK and RWomen Australia

Diversity Journal presents Gord Nixon with **CEO Leadership in Action Award**; Diversity Canada selects CHRO Zabeen Hirji as one of 2013's **Influential Women in Diversity and HR**; **AMÖI Magazine** features RBC diversity leaders; RBC receives **Innovations in Diversity Award** from **Profiles in Diversity Journal**; RBC recognized as one of the **Best Workplaces in Canada**, **Best Place to Work for New Canadians**, and for **LGBT Equality** by the Human Rights Campaign; releases white paper *Outsmarting Our Brain* on unconscious bias; adds two Employee Resource Groups - Women in Technology & Operations and NextGen.



RBC
Diversity
Blueprint™

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

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

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

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

