



2009 Diversity

Progress Report

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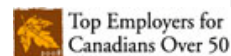
integrity

teamwork

service

diversity

responsibility





Diversity for Growth and Innovation

A message from Gordon M. Nixon

Diversity and inclusion are central to RBC's success. Having a diverse workforce and leadership – across all levels, in all areas – enriches our organization, allows us to understand our clients better, and helps to generate innovative ideas and solutions.

Our commitment to embed diversity in our culture and how we do business was recognized in early 2010 when RBC was selected as a Catalyst Award winner. The Catalyst Award is one of the most prestigious and high profile acknowledgements in the diversity area.

Achieving the full potential of our people is a business priority and key to our success, and as Chair of the RBC Diversity Leadership Council since 2001, I have seen the progress of our company firsthand.

In April 2009, we released the RBC Diversity Blueprint, a comprehensive, public statement of our priorities and objectives, which helps guide our actions for doing better in the future. Being more diverse and inclusive isn't simply about doing the right thing; it's also a recipe for economic growth and prosperity for RBC, and the communities we serve.

This Diversity Progress Report is a description of how we did in 2009. I encourage you to read it and visit rbc.com for additional details throughout 2010.

The commitment of RBC employees to Diversity for Growth and Innovation has never been stronger and I look forward to further milestones as we continue this journey.

A handwritten signature in black ink, appearing to read 'Gordon M. Nixon'.

Gordon M. Nixon
President and CEO, RBC

Our Commitment to Diversity & Inclusion

RBC believes diversity is a source of innovation and sustainable economic prosperity. One of our five values is “diversity for growth and innovation.” Innovative business ideas come from bringing together different perspectives and in today’s global marketplace we have a dynamic mix of cultures, ages, races, lifestyles, gender, physical and mental abilities, and more to draw from. We are committed to diversity and inclusion, not only because it’s the right thing to do, but also because by drawing on the strength of diversity we can meet new challenges and help create prosperity for our clients, employees, shareholders and communities.

A Sampling of 2009 Diversity Highlights

Talent and Workplace

- Received external recognition including: *Canada’s Top 100 Employers*; *Human Rights Campaign’s Best Places to Work*; *Best Workplaces in Canada*; *Canada’s Best Diversity Employers*; *Top 10 Employers for Canadians Over 50*; *Partnership in Diversity Award*
- Received the international **2010 Catalyst Award**, one of the most prestigious recognitions in the diversity area
- More than 180 employees across North America participated in a **Diversity Dialogues reciprocal mentoring** partnership which provides career coaching for diverse employees and diversity learning for senior leaders
- Hired 115 employees through the **Pursue Your Potential** program designed to provide employment opportunities for persons with disabilities
- In Canada, provided 36 internship positions to professionals through the **Career Bridge** internship program for newcomers and 27 internships through the **Ability Edge** program for graduates with disabilities
- Hired 25% women and 25% visible minority candidates through the **Graduate Leadership Program** which builds leadership skills through a rotation of assignments
- In 2009, RBC Bank introduced a **Minority Summer Internship Program** for 15 African-American and Hispanic undergraduate students
- Sponsored the 2009 **Out on Bay Street** recruitment fair in Toronto, the annual national event for Lesbian, Gay, Bisexual and Transgendered undergraduate, graduate and recent graduate students within the specializations of Business, Law and Engineering
- RBC employee Winston Kassim became the first Guyanese-born Canadian to receive the **Order of Canada**
- Alex Sinton of RBC Capital Markets in the UK, was named **Young Professional of the Year** at the Women in Banking and Finance’s Awards for Achievement 2009



Marketplace

- **Understanding Banking in Canada (Advice Guidebook)** became available in Canada and through the Beijing, China branch
- Provided print materials in a number of formats and introduced new online accessibility standards for our public websites
- Introduced the **RBC Registered Disability Savings Plan (RDSP)**, a new tax-deferred savings vehicle for persons with disabilities
- Sponsored the introduction of the **WEConnect Canadian Diversity Supplier Program** for women-owned enterprises
- Sponsored the 2009 People’s Choice Awards for the **Top 25 Canadian Immigrants**



Community

- The **Toronto Region Immigrant Employment Council (TRIEC)** announced the appointment of Gordon M. Nixon, RBC’s President and Chief Executive Officer as Chair, and Zabeen Hirji, RBC’s Chief Human Resources Officer as Co-Chair
- Sponsored and hosted the 2009 **TRIEC Immigrant Success Awards** which recognize leadership and innovation in recruiting and retaining skilled immigrants
- Increased the number of scholarships awarded through the **RBC New Canadians Scholarship Program** to 12 awards of \$3,500 each – up from 10 awards of \$2,000 each in 2008
- Appointed **Phil Fontaine**, former National Chief of the Assembly of First Nations (AFN), as Special Advisor to RBC
- Released the **Aboriginal Partnership Report**, a summary of RBC’s activities and commitments in support of Canada’s Aboriginal peoples
- Sponsored the sixth annual **Internationally Educated Professionals Conference** to help integrate newcomers in the Canadian workforce
- US Wealth Management partnered with African-American and Hispanic organizations including the **National Society of Hispanic MBAs** and the **United Negro College Fund**
- Sponsored the **Assembly of First Nations Inter-Nation Trade and Economic Summit**
- Sponsored the 2009 **Inside Out** Toronto Lesbian, Gay, Bisexual and Transgendered Film and Video Festival



Leadership

Bringing our RBC Diversity Blueprint™ to Life

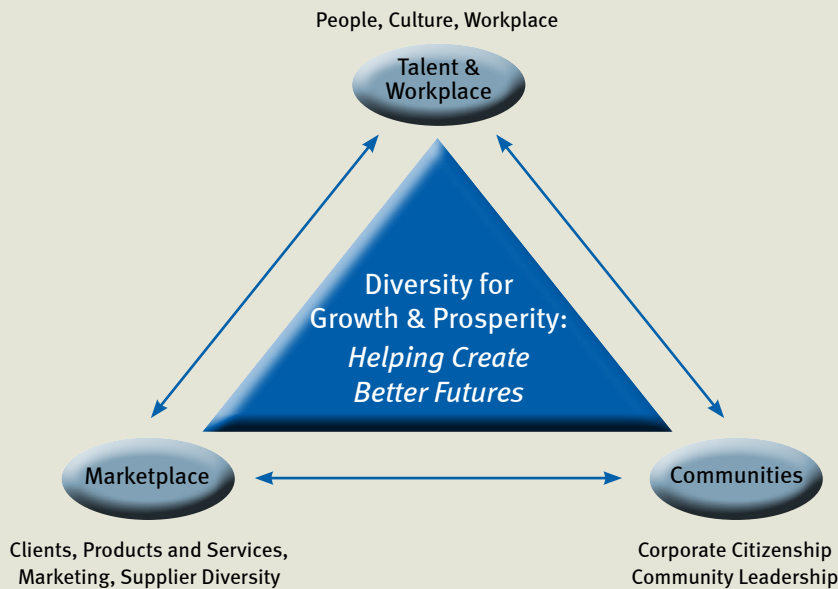
At RBC, diversity is a journey – it takes everyone’s commitment to keep making progress. RBC’s Diversity Leadership Council, chaired by Gordon M. Nixon, President and CEO, determines the strategy and sets the direction for diversity and inclusion. And it’s our employees through their commitment and enthusiasm that truly bring our integrated diversity strategy to life.

The RBC Diversity Blueprint sets out how we see diversity and outlines our priorities and objectives from 2009 to 2011. While we are proud of our past accomplishments and current activities, we know more can be done. The Blueprint is our guide to doing better.

The Blueprint focuses on three priorities:

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

Our Integrated Model for Diversity



Regional Leadership

Regional Diversity Councils are in place throughout RBC. For example, our United Kingdom Diversity Council is chaired by Harry Samuel, Co-Head of Fixed Income & Currencies and Regional Head of Global Markets, Europe & Asia. It includes representation from each of the different RBC businesses and functions in the UK. The Council meets regularly on action plans and drives the achievement of RBC’s diversity strategy in the region.



Chair – Gordon M. Nixon,
President and CEO



David Agnew,
National Director,
RBC Dominion Securities



Andrea Bolger,
Senior Vice President,
Personal Financing Products,
Canadian Banking



Reggie Davis,
President, RBC Bank



Zabeen Hirji,
Chief Human
Resources Officer



Jim Little,
Chief Brand &
Communications Officer



Morteza Mahjour,
Chief Information &
Operations Officer



Linda Mantia,
Senior Vice President,
Head of Procurement &
Corporate Real Estate



Greg Mills,
Managing Director,
Head of Global Equity
Sales & Trading



Harry Samuel,
Regional Head
of Global Markets,
Europe & Asia



Suresh Sookoo,
CEO, Royal Bank of
Trinidad and Tobago



Jennifer Tory,
Regional President, Greater
Toronto Region, Canadian
Banking



Mary Zimmer,
Head of Primary Advisor
Services, US Wealth
Management

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

L to R: Zabeen Hirji, Chief Human Resources Officer, RBC; Gordon M. Nixon, President and CEO, RBC; Diane Bean, Executive Vice President, Corporate Affairs and Human Resources, Manulife Financial; and Ratna Omidvar, Chair, TRIEC Board of Directors.



Active Leaders

Proactive, visible and engaged leaders drive change. RBC is enabling a broad team of diversity leaders to accelerate achievement of our diversity goals through their direct actions, their own development and by inspiring others. These ambassadors for diversity are supported by an Active Leaders intranet website which includes information that enables them to

tell, teach and champion the RBC diversity story both internally and externally. At the end of 2009, there were approximately 125 leaders acting as ambassadors for diversity.

Community Leadership

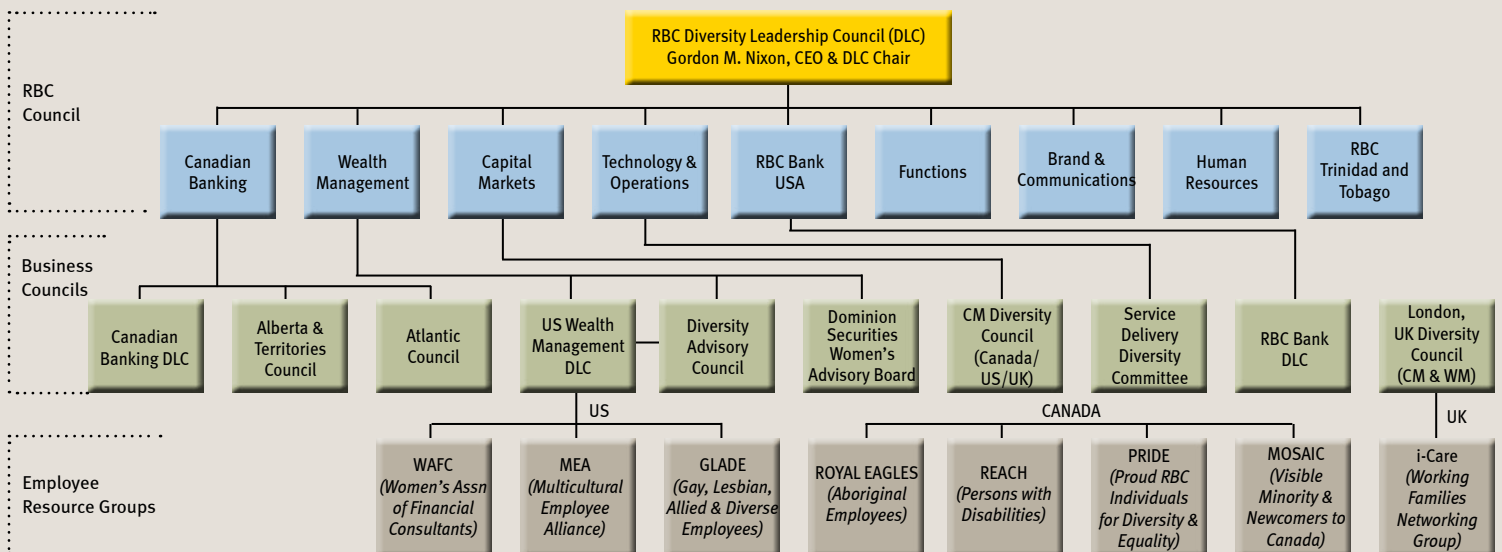
On September 10, 2009 the Toronto Region Immigrant Employment Council (TRIEC) announced the appointment of Gordon M. Nixon, RBC's President and Chief Executive Officer, as Chair, and Zabeen Hirji, RBC's Chief Human Resources Officer, as Co-Chair. Founded in 2003, TRIEC creates and champions solutions to better integrate skilled immigrants in the Greater Toronto Region labour market.

"As top executives at one of the largest financial institutions in North America, Gordon M. Nixon and Zabeen Hirji are key ambassadors to articulate how Canadian companies can benefit from the international experience and networks, language skills and cultural knowledge that skilled immigrants bring with them to Canada," says Ratna Omidvar, Chair of TRIEC's Board of Directors.

"It is an honour for me to join with all the TRIEC members and to help lead them in identifying and developing fresh new ideas that will take this city from doing a better job of integrating skilled immigrants to a city that fully realizes and leverages the skills of our immigrants," says Gordon M. Nixon.

The RBC Diversity Network: A valuable resource of leaders, champions and grassroots supporters

Leaders and employees at all levels are actively engaged in making diversity a value that defines our culture and drives our business. We appreciate all the individual contributions made in 2009, and recognize that, by working together, the impact of our diversity and inclusion efforts were greater than if we had each worked independently.



Talent and Workplace

We are committed to increasing the diversity of our workforce globally. We strive to create inclusive work environments where our people can work together while developing their own unique abilities and realizing their aspirations. We believe that every employee brings with them diverse perspectives, experiences, personalities, and cultures.



Winston Kassim receives Canada's highest civilian award

On Canada Day, Winston Kassim, Head, Strategic Initiatives, Canadian Banking, was appointed as a Member of the Order of Canada, Canada's highest civilian

honour for lifetime achievement by Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada.

The appointment cites Winston "for his contributions as a community volunteer who played a key role in establishing several community and religious centres that provide outreach services to refugees and immigrants."

Winston is the first Guyanese-born Canadian to receive the Order of Canada and is a passionate volunteer in the community, working with organizations such as Junior Achievement of Ontario and the United Way. Winston was instrumental in the fundraising and establishment of two prominent Greater Toronto Area mosques. During the 1980s, Winston worked with various groups to support the release of Nelson Mandela, and worked on the committee for the sponsorship of Nelson Mandela as an Honourary Canadian Citizen.

For the past five years, Winston has given much of his time, expertise and passion to the International Development Relief Foundation (IDRF) enabling their humanitarian work to benefit people who are the victims of crisis and disasters, or who are struggling against deprivations caused by severe poverty around the world.



Neil McDevitt receives Irv Weiser Diversity Award

The Irv Weiser Diversity Award is given annually by the US Wealth Management Diversity Leadership Council to recognize and reward individuals who exhibit the company's commitment to diversity.

2009 Irv Weiser Diversity Award winner –

Neil McDevitt,
Financial Consultant,
Seattle

As Co-Chair of the Gay, Lesbian, Allied, and Diverse Employees (GLADE) employee resource group, Neil helped to further the outreach to the LGBT (Lesbian, Gay, Bisexual and Transgendered) community on the US West Coast by working to increase membership and providing opportunities to engage members and allies. In particular, he facilitated US Wealth Management's silver-level sponsorship of the National Gay and Lesbian Chamber of Commerce annual conference.

Outside of RBC, Neil has provided service to Seattle's LGBT community through his involvement with the Greater Seattle Business Association (GSBA). He was recognized in 2006 with the group's President's Award, and was honoured as its 2008 Business Leader of the Year. Through his work with the GSBA, Neil has expanded economic opportunities for LGBT people in the state of Washington.

Neil has also volunteered for Habitat for Humanity and is a founding member of the Houlahan Foundation, which empowers people with developmental disabilities.

Alex Sinton receives "Young Professional of the Year" award

Alex Sinton, Senior Fixed Income Sales, RBC Capital Markets in the UK, was named "Young Professional of the Year" at the Women in Banking and Finance (WIBF) Awards for Achievement 2009.

The award recognizes Alex as "a young woman who is making a significant impact in an organization in terms of success in her financial role and setting an example to others."

Alex joined RBC Capital Markets in London in 2002. She has responsibility for a number of RBC's UK investors. Alex has also been heavily involved in transforming Capital Markets' graduate recruitment and training program which has seen a dramatic rise in the quality and motivation of our graduate intake. Alex is also a key supporter of RBC's participation in the charity *Brokerage Citylink* which helps inner-city youths who have left school achieve their ambition of working in the city.



Top Employer

In 2009, RBC was recognized with a number of workplace awards. These recognitions are a testament to the kind of workplace we have created together – a place where employees are valued and have the opportunity to thrive and grow.



Catalyst Award for Diversity



® In early 2010, RBC received the prestigious Catalyst Award, an annual global award given to companies with an exceptional commitment to diversity. Catalyst is a leading nonprofit membership organization working globally with businesses to build inclusive workplaces.

RBC was recognized for how we integrate market, community and employee actions and considerations to embed diversity in our strategies. The Catalyst organization looked specifically at progress over 2005-2009 in our businesses in Canada and saw an integrated approach that includes our talent management practices, our presence in diverse markets and our leadership in the broader corporate environment.

RBC was also recognized for the following in 2009:

Canada's 10 Most Admired Corporate Cultures – Hall of Fame

RBC was inducted into Canada's 10 Most Admired Corporate Cultures Hall of Fame by leadership search firm Waterstone Human Capital Ltd.

Canada's Top 100 Employers

For the second consecutive year, RBC was selected as one of Canada's Top 100 Employers by Mediapro Canada Inc. in its annual survey of Canadian businesses.

Human Rights Campaign's Best Places to Work

US Wealth Management received a 100% rating in the 2010 Corporate Equality Index (CEI), an annual survey administered by the Human Rights Campaign (HRC) Foundation.

Excellence in Promoting Diversity

In 2009, the Honourable Rona Ambrose, Canada's federal Minister of Labour, presented RBC with an award of recognition for success in promoting diversity in the workplace.

George Lewis, Group Head, RBC Wealth Management, accepts award from Rona Ambrose



Partnership in Diversity

RBC received the Partnership in Diversity award from the Canadian Centre for Diversity in 2009. A significant gift from the RBC Foundation funded a workplace program that explores the business case for diversity and identifies practical tools and strategies for organizations and individuals.

Best Workplaces in Canada

RBC was named one of the Best Workplaces in Canada for 2009 in an annual study by the Great Place to Work Institute Canada and The Globe and Mail.

Canada's Best Diversity Employers for 2009

RBC was named as one of Canada's Best Diversity Employers for 2009 by Mediapro Canada Inc.

Top 10 Employers for Canadians Over 50

RBC was named one of the Top Employers for Canadians Over 50 for 2009 by Mediapro Canada Inc.

Employer of the Year by the Corporation of London (UK)

RBC Capital Markets was named 2009 Employer of the Year by the Corporation of London for inspiring leadership qualities among young talent taking part in the Brokerage Citylink program.

Career Edge Awards

The Career Edge organization (see page 15) recognizes companies that have placed the most interns within their organization. In 2009, RBC received The Career Bridge Program Award for Newcomers to Canada - Private Sector, as well as the Ability Edge Program Award for Persons with Disabilities.

Two RBC Leaders named Canada's "Most Powerful Women"



Shauneen Bruder, Executive Vice President & Head of Business and Commercial Banking

In 2009, Shauneen Bruder, Executive Vice President & Head of Business and Commercial Banking, and Francine Blackburn, Executive Vice President & Chief Internal Auditor, were named among the 100 Most Powerful Women in Canada as selected by the Women's Executive Network.

The Canada's Most Powerful Women: Top 100 award recognizes exceptional women who hold senior positions in Canada's companies. This recognition honours the talent and professionalism of these women, and demonstrates RBC's commitment to diversity. Currently, 39% of RBC executives in Canada are women.



Francine Blackburn, Executive Vice President & Chief Internal Auditor

"As award recipients, we are asked to participate in a program mentoring other women across industries," says Shauneen. "It's a wonderful opportunity to give back and help others as they are thinking through their own careers. I've learned at least as much as my mentee by participating in the program. It's been very rewarding."

"When we look across RBC, we see women in many roles. But for other industries or countries, that isn't necessarily the case," says Francine. "It's good for them to also see women who have had successful

business careers, balanced with a satisfying personal life. In addition to mentoring women in RBC, I have mentored a woman in engineering and am currently mentoring a lady in the mining industry in the Dominican Republic."

Shauneen and Francine join RBC recipients of *Canada's Most Powerful Women: Top 100* award from previous years, including Janice Fukakusa, Zabeen Hirji and Barb Stymiest.



Recruiting women financial consultants in US Wealth Management

2009 was a great recruiting year for RBC Wealth Management in the US. The combined efforts of the Women Financial Consultant (FC) Growth Strategy team, branch and complex directors resulted in women FCs making up 13% of experienced FC hires. Also, women represented 39% of those who signed offers for the Associate Financial Consultant (AFC) Program training. The goal of the Women FC Growth Strategy is to help increase the representation of women FCs and AFCs, to meet or exceed the securities industry average of 16% over the next five years through a combination of recruiting and retention strategies.

Women in Capital Markets

RBC Capital Markets UK conducted a **Gender Insight Series**, developed to gain important insights into women's perspectives of RBC's culture, leadership and working environment. Research was conducted to gain insight into the experience of women employees as it relates to the RBC culture, leadership and working environment, and action items were implemented to help recruit and retain women in all levels across RBC in the UK.



"As we follow trends and have worked to address the needs of both rapidly-emerging and underrepresented markets in the US, we have recognized the significant business opportunity that lies in the women's market segment. Our firm-wide "Women FC Growth Strategy" gained momentum in 2009 and contributed to our most productive FC (financial consultants) recruiting year ever."

Mary Zimmer
Head of Primary Advisor Services,
US Wealth Management



"I have colleagues on my team who are visionary and who keep innovating. We're always pushing the envelope so that keeps me sharp. Not only do we have a very diverse team, I have team-mates who are very supportive of diversity."

Maryann Simpson
Financial Consultant,
US Wealth Management

Advice from Women Leaders

In 2009, as part of celebrating International Women's Day (March 8), RBC profiled a number of women leaders on our intranet site. Here's what two of our women leaders had to say when asked what are the most important things women can do to advance their careers.



I believe that we do have a tendency to put a lot of pressure on ourselves as women to be the perfect parent and spouse, and to put in the extra effort on career advancement. Maintaining balance and having the strong support of family and friends are critical to

being able to handle the demands of your career and being in a position to say 'yes' to new opportunities!

Donna Lue-Atkinson, Vice President, Global Loyalty Programs and Rewards, Canadian Banking



I think it's really important for women to open as many doors of opportunity as possible. Don't be afraid to stretch yourself and take on new challenges. You'll learn a lot if you don't know exactly what you're doing when you start. Invest your time in networking with

others to learn from them. Be open to different points of view, consider them and incorporate them in your plans.

Gay Mitchell, Deputy Chairman, RBC Wealth Management

Pursue Your Potential™ (PyP) Program

RBC's PyP recruitment program is an outreach effort for **persons with disabilities** and **Aboriginal peoples**. The program connects job candidates with a diversity coordinator within our recruitment group who screens candidates based on key RBC attributes, provides guidance on the recruitment process, including what to expect in a behavioural interview, and provides meaningful feedback on interviews. We hired 115 employees through Pursue Your Potential in 2009.

Talent and Workplace

Out on Bay Street

RBC was a sponsor of the 2009 **Out on Bay Street** recruitment fair, the annual national event for LGBT undergraduate, graduate and recent graduate students within the specializations of Business, Law and Engineering. Out on Bay Street highlights Toronto's Bay Street as the symbolic focal point of business in Canada and how the gay and lesbian community is working towards reshaping the way businesses operate in the marketplace by promoting change and openness.

Diversity Dialogues Reciprocal Mentoring

Diversity Dialogues is a "**reciprocal mentoring**" relationship that positions mentors and mentees as partners in learning about diversity. It matches mid-level women and visible minority employees with senior leaders and executives. With over 180 employees participating, this program helps develop a diverse talent pool.

Partners have the use of a comprehensive toolkit, discussion framework and the freedom to shape the program to suit their needs. The goals of the program include accelerating the diversity and inclusion learning of senior leaders, ensuring leaders know their diverse talent, and helping diverse employees gain visibility and insight into the organization and their career development.



"One of the best experiences of my career to date was being

part of RBC's Diversity Dialogue Reciprocal Mentorship program. It gave me a remarkable insight not just into ways to promote diversity and inclusion but also into what it takes to advance to senior positions within the bank."

Cheryl Tjok-A-Tam
Head, Program Management Office, Contact Centres, Canadian Banking

Developing the Diversity Leaders of Tomorrow

Maytree, a charitable foundation, and the Toronto City Summit Alliance (TCSA) have partnered on an innovative initiative: **DiverseCity - The Greater Toronto Leadership Project** comprised of an eight point plan to help diversify the leadership landscape in the corporate, public and nonprofit sectors in Toronto. RBC is an active participant and partner. The project includes the DiverseCity Fellows program, involving is a group of about 35 emerging diversity leaders from across Toronto committed to developing themselves into better leaders



Chinyere Eni

and working across sectors on issues that are critical to the future health and wealth of the Toronto region. In 2009, two RBC employees were in the Fellows program: **Chinyere Eni**, Senior Commercial Account Manager, Canadian Banking and **Gillian Hewitt Smith**, Senior Advisor, Corporate Affairs.



Gillian Hewitt Smith



In September, RBC hosted a DiverseCity Fellows session in Toronto called **Creating Diversity at the Leadership Level**. **William Onuwa**, Senior Vice President and Head of Insurance Risk Management, RBC Insurance, addressed the group about his career experiences, opportunities and challenges, as well as provided advice and inspiration.

EMPLOYEES SUPPORTING EMPLOYEES

Employee Resource Groups (ERGs)

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

Canada

MOSAIC – Visible Minorities and Newcomers to Canada

MOSAIC is our employee resource group that promotes and supports an inclusive environment for all employees in Canada. The ERG's key priorities include providing networking and professional development opportunities and ensuring newcomer employees are aware of the support and resources available. In 2009, MOSAIC launched a collaboration and networking tool called **Peer Connections** designed to provide interpersonal support, guidance, mutual exchange, sharing of wisdom, coaching and role modeling by connecting employees with potential mentors.



Niranjan Vivekanandan
Vice President, Health Care Professionals, Canadian Banking
Co-Chair of MOSAIC

REACH – Employees with disabilities

The national Employees with Disabilities Resource Group – **REACH** – is open to all Canadian employees committed to supporting a work environment that focuses on people's abilities, rather than their disabilities. Members may have visible, invisible or no disability. REACH's objectives include increasing awareness about challenges faced by employees with disabilities and the strategies used to overcome them, and communicating and sharing the resources and support available regarding workplace accommodation.



PRIDE – Proud RBC Individuals for Diversity and Equality

PRIDE is the national LGBT (Lesbian, Gay, Bisexual and Transgendered) employee resource group, open to all Canadian employees. The group's main mission is to help create a positive and sustainable work environment

for LGBT employees in order to promote full contribution to RBC, and to enhance employee engagement and retention. RBC PRIDE held two launch events in 2009 in Moncton, New Brunswick and in Halifax, Nova Scotia. Members participated in a number of fundraising events including in Vancouver the Fit for a Queen event, and events for the Shooting Stars Foundation which raises funds for people living with HIV / AIDS.



ROYAL EAGLES – Aboriginal employees

The ROYAL EAGLES is made up of employees who, through their work and volunteering, help to raise awareness of Aboriginal culture within RBC and support the recruitment and retention of Aboriginal employees. In 2009, as part of the **Backpack for Kids** program, the ROYAL EAGLES filled more than 1,000 backpacks for less advantaged students across Canada, providing them with school supplies at the beginning of the school year. In December, the ROYAL EAGLES provided more than 240 presents to children in Timmins, Ontario through their gift box program which ensures that those in remote First Nations communities have a little more holiday cheer every year.



Students at The Pas Action Centre after-school program in Manitoba thank the RBC ROYAL EAGLES for their backpacks filled with new school supplies.

“I recently attended the Women’s Association of Financial Consultants conference and was energized by the enthusiasm, knowledge and professionalism of the people in attendance. This event is just one of the many examples of how RBC, in my opinion, is doing everything in its power to encourage diversity and inclusion – it is up to us in the field to take that ball and run with it.”

Pat Vaughan
*Director of Mid-Atlantic Region,
 US Wealth Management*



“Mentoring is an extremely important component of everyone’s career. I can’t stress enough the value of surrounding yourself with people who will readily offer to share their experiences and constructive support. It’s these relationships that give me the courage and confidence to influence change.”

Harry Willmot
*Manager, Aboriginal Market Development,
 Canadian Banking
 Co-Chair ROYAL EAGLES National
 Leadership Committee*

United States

MEA – Multicultural Employee Alliance

Founded in 1994, the MEA has grown to greater than 200 members. In 2009, the MEA found creative ways to deliver a variety of low-cost and no-cost benefits to its members,



*2009 Kirkland,
 Washington Branch
 Back to School
 Backpack Drive*

RBC and the communities where we do business. This included developing a recruiting brochure to help diverse job candidates understand our culture and the benefits of MEA. Members hosted events to help RBC recognize and celebrate Black History Month, Asian-Pacific Heritage Month and Cinco de Mayo. They also participated in a number of Back to School Backpack drives in the US.

GLADE – Gay, Lesbian, Allied and Diverse Employees

GLADE’s goals include welcoming gay and lesbian employees and providing them with networking and support opportunities. Members work with management to help recruit, retain and market to LGBT communities, while increasing awareness within the company to help employees achieve their full potential.



Nationwide initiatives for the year included sponsorship of the National Gay and Lesbian Chamber of Commerce annual conference, supporting Out and Equal Workplace advocates and delivering recruiting materials to promote awareness of GLADE among allied employees. GLADE members were strong supporters of the AIDS Walks in Minnesota, Seattle and San Francisco.

WAFC – Women’s Association of Financial Consultants

WAFC supports its members, which includes brokers from US Wealth Management, with a wide range of information, events and programs. Its goals are to recruit and retain women brokers, and increase their productivity. The WAFC convened its annual conference with a record turnout of 117 women Financial Consultants. The theme was one of professional development and participants attended educational sessions on topics to grow their businesses such as team development and retirement income planning. The WAFC also launched an internal networking website that will help the women Financial Consultants in the firm share ideas.



Diversity in our Workplace in Canada*

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

	2009	2008	2007	1999**
Women	68%	69%	69%	74%
Women in management	54%	54%	55%	54%
Women in executive roles	39%	39%	36%	25%
Visible minorities	27%	26%	25%	14%
Visible minorities in management	25%	25%	24%	13%
Visible minorities in executive roles	12%	12%	12%	5%
People with disabilities	3.7%	3.8%	3.9%	2.9%
Aboriginal people	1.6%	1.6%	1.6%	1.2%

* Figures represent data as of October 31 for each year presented, for our businesses in Canada governed by the Employment Equity Act. Given variations in legal definitions and restrictions in legislation around the world, comprehensive data on these four designated groups (women, visible minorities, people with disabilities, Aboriginal people) is available only in Canada.

** 1999 data provided for comparative purposes.

Educational Initiatives

A range of educational initiatives help foster a diverse workplace, and ensure that we continue to develop and support a rich and diverse workplace.

- **RBC Diversity Dialogues:** Our reciprocal mentoring program was expanded to more than 180 individuals in 2009. This program connects two people with different professional experiences and diverse backgrounds to learn about leadership and diversity from each other.
- **Business Excellence Through Diversity:** Workshops were attended by over 110 employees globally in 2009.
- **Destination Diversity:** Extensive self-study materials and diversity-related articles available through this internal website aim to foster a culture of acceptance and inclusion among a diverse workforce.
- **Living Well:** RBC encourages employees to lead healthy lifestyles through a series of campaigns and communication initiatives that address nutrition, physical activity, stress management and wellness initiatives.

Backup Childcare & Eldercare

In the US and Canada, RBC teams up with major childcare service providers to offer employees emergency backup childcare when their regular childcare provider is unavailable. This service was extended to Halifax, Nova Scotia in March 2009. We also provide eligible employees in Canada with emergency in-home eldercare, to help care for their aging parents. The service is available in most major cities in Canada with over 400 employees currently registered.



Work/Life

Our work/life initiatives recognize the many responsibilities of employees – at home, at work and in their communities. Here are some examples of the work/life options available to employees:



Dependent Care

- Through the RBC EmployeeCare Program we offer online and telephone access to information services and resource materials, which can help employees deal with multiple responsibilities.
- Emergency backup childcare is offered in Canada and the US for when an employee's regular childcare provider is unavailable.
- Emergency in-home eldercare is also provided for employees in Canada to help care for their aging parents.

Leaves

A number of leave options are available including:

- Extended parental leaves
- Family responsibility leaves
- Educational leaves
- Community leaves
- Personal leaves

Purchased Vacation Option

RBC provides employees with the opportunity to purchase additional vacation time. In 2009, this program was enhanced to enable the purchase of up to four additional weeks of vacation (from one week in 2008). Employees in North America purchased more than 3,500 vacation days in 2009.

Flexible Work Arrangements

Flexibility options offer the opportunity to:

- Work flexible hours or modified work schedules
- Work from home or at off-site locations
- Reduce work hours through job sharing
- Ease into phased retirement

Job Sharing at RBC

Giselle Totino and Pamela Shaver have been sharing their senior account manager job at RBC since September 2008. Pamela and Giselle, both with young children at home, divvy up their work weeks so that Giselle works Mondays and Tuesdays, Pamela works Thursdays and Fridays, and they alternate Wednesdays. The two touch base “constantly” through cellphones, conference calls, emails and a logbook to ensure the work flows seamlessly.

RBC has offered job-sharing arrangements since the mid-1990s and has more than 1,000 employees participating. Caring for family members is a common way to spend the time away from work, but participants also pursue education, volunteer work, or phase into retirement. Giselle, who has been caring for her children and accompanying her mother to treatments for cancer, appreciates that she doesn't have to choose between her family and a career. “Allowing me to continue my career and keep my tenure with RBC, without impacting the growth of my family or feeling the stress of juggling both, speaks volumes of the bank,” she says.

Marketplace

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



Welcoming Newcomers to Canada

RBC has a longstanding history of supporting new immigrants coming to Canada. We focus on offering advice and simple financial solutions that will help people get settled and established in Canada, and feel confident about life in a new country. Here are a few resources and services we provided in 2009:



- **Welcome to Canada Banking Package**, that includes introductory discounts on products and services accompanied with a personalized financial review and advice.
- **Understanding Banking in Canada (Advice Guidebook)** available in Canada and through the Beijing, China branch.
- Integrating a business offering to the Welcome to Canada package.
- Reaching out to newcomers prior to their arrival in Canada.
- Improving the online application for non-resident account openings (simplifying pre-arrival account openings).
- Working with International Wealth Management to pilot an international referral program targeting pre-arrival new immigrants. The pilot was launched in China, extending reach beyond Beijing into Shanghai and Guangzhou.
- 'How to' fact sheets on topics newcomers find important with nine fact sheets available in 14 languages.
- More than 150 languages offered through Royal Direct call centre.

Canadian Immigrant Magazine and RBC launch national awards program celebrating achievements of immigrants to Canada

Canadian Immigrant Magazine, a print and online magazine serving newcomers to Canada, teamed up with RBC to introduce the first-ever national awards program designed to celebrate the achievements of immigrants from coast to coast and from all walks of life. Canadian Immigrant's

People's Choice Awards recognizes the "**Top 25 Canadian Immigrants of 2009**" and seeks to uncover and celebrate the untold stories and remarkable achievements of outstanding new Canadians.

A Focus on Aboriginal Markets

In response to a corporate challenge from the Assembly of First Nations, RBC signed a **Memorandum of Understanding** in 2007 and provided a two-year action plan that outlined commitments to various initiatives. These initiatives support community and social development, and create economic opportunities for First Nations communities across Canada. RBC presented its first Progress Report to the Assembly of First Nations in 2009.

RBC increased partnerships with First Nations government and business; increased and explored investment potential; established and fostered procurement practices that benefited First Nations; and developed and enhanced human resources development activities with First Nations communities and people.

Support Targets Aboriginal Youth

To complement the focus on Aboriginal markets and employment, RBC offered several opportunities to Aboriginal youth throughout 2009:

- Since the RBC **Aboriginal Student Awards Program** was launched in 1992, we have awarded 88 scholarships totaling \$1 million to Aboriginal students across Canada. In 2009, we expanded the program by awarding 10 scholarships, compared to eight in 2008. Award recipients are also considered for summer and postgraduate employment opportunities with RBC.
- RBC's **Aboriginal Stay in School Program**, launched in 1994, provides "work and learn" opportunities for youth. A total of 42 students across Canada participated in this program during the 2009 summer school break.



“When Aboriginal communities come to us with a vision, we help them develop and build that vision. We provide the financial expertise and resources – pushing the envelope if that’s what it takes – to support their success and build a sustainable economic future together.”

*Rob Johnston, Regional President, Manitoba/Saskatchewan/NW Ontario,
RBC Executive Champion, Aboriginal Markets*

Access to services

In addition to eight Canadian branches located on reserves and six branches “North of 60,” RBC has introduced a remote banking program to serve the banking needs of Aboriginal people who cannot travel easily to urban areas where branches are located. Our team of specialized Aboriginal banking market managers, account managers and risk managers understand the unique lending issues and financial service needs of Aboriginal governments, businesses and community members.

Fifty-six First Nations participate in our **On-Reserve Housing Loan Program**, which helps more families enjoy the long-term benefits of home ownership and investing. A number of mortgage and housing policy changes now allow bands to offer housing to non-First Nations peoples, improving the reserve’s economic viability.



Phil Fontaine – RBC Special Advisor

In September 2009, Phil Fontaine, former National Chief of the Assembly of First Nations (AFN), joined RBC as Special Advisor. Phil provides advice and counsel to RBC’s Canadian businesses to help deepen our relationships with

Aboriginal governments, communities and businesses. Phil has significant involvement in many of RBC’s key corporate citizenship and sponsorship initiatives, including the RBC Blue Water Project and the Vancouver 2010 Olympic Winter Games.

A Chosen Journey: RBC Aboriginal Partnership Report

In 2009, RBC released our first Aboriginal Partnership Report which provides a summary of our activities and actions as we continue on a journey of building new relationships and pathways to prosperity for Canada’s Aboriginal peoples. This report is available on [rbc.com](http://www.rbcroyalbank.com/commercial/aboriginal/pdf/rbc-aboriginal-ptnr-2008-e.pdf) at <http://www.rbcroyalbank.com/commercial/aboriginal/pdf/rbc-aboriginal-ptnr-2008-e.pdf>

RBC offers Canadians RDSPs

In February 2009, RBC began offering **Registered Disability Savings Plans (RDSPs)**, which allows eligible Canadians to take advantage of 2008 Canada Disability Savings Grants and Canada Disability Savings Bonds. RBC joined forces with Planned Lifetime Advocacy Network (PLAN), a nonprofit organization which led the advocacy for the creation of the Registered Disability Savings Plan, to help educate and offer advice to Canadians. As PLAN’s preferred national RDSP provider, RBC works closely with PLAN to assist Canadians with disabilities and their families.

Emerging Markets in the US: A Success Story

With the Latino population in the West Washington area at over 43%, the Tri-Cities branch and the Yakima branch concentrate on various Latino Market strategies aimed at building brand awareness, servicing prospective Latino clients and sourcing top Financial Consultants.

The primary focus is to introduce US Wealth Management to the Latino community. As part of the strategy, in 2009, the Tri-Cities branch built a stronger partnership with the only bilingual newspaper in the local area. RBC also partnered with the Washington State University and the United Way, to develop diversity community roundtables that are used to discuss and address issues impacting the Latino community. The Yakima branch also led the charge in showcasing RBC as the title sponsor for the La Casa Hogar community event in Yakima, Washington.



Women, Wine and Wall Street for US women clients

In 2009, RBC Wealth Management hosted several “Women, Wine and Wall Street” events in San Francisco, California; Sun Valley, Idaho; Parsippany, New Jersey; and New York City for women clients.

Accessible Banking

- More than 1,000 of our branch ATMs in Canada are wheelchair accessible. In 2009, clients had access to 1,200 talking RBC bank machines across Canada. Clients can easily find a talking ATM using the search tool on our website.
- Our goal is to make our websites accessible and usable for our clients. In 2009, we introduced new, unified, online standards for our public sites (rbc.com, rbroyalbank.com, rbcinsurance.com) to make them more accessible and easier to use by, for example, offering visitors the option of resizing fonts to improve legibility.
- RBC clients can receive print materials in a number of alternative formats, including large type, audio cassettes, Braille and e-text. More than 800 RBC clients in Canada receive Braille statements.



Supplier Diversity

RBC’s commitment to diversity does not stop at the pursuit of diverse markets. We are committed to purchasing materials, goods and services from a diversified vendor base. For example, we are a founding member of the **Canadian Aboriginal and Minority Supplier Council** which aims to boost employment and economic development efforts. The council delivers programs to facilitate procurement opportunities between major corporations in Canada and suppliers of all sizes owned and operated by Canadian Aboriginals and minorities.

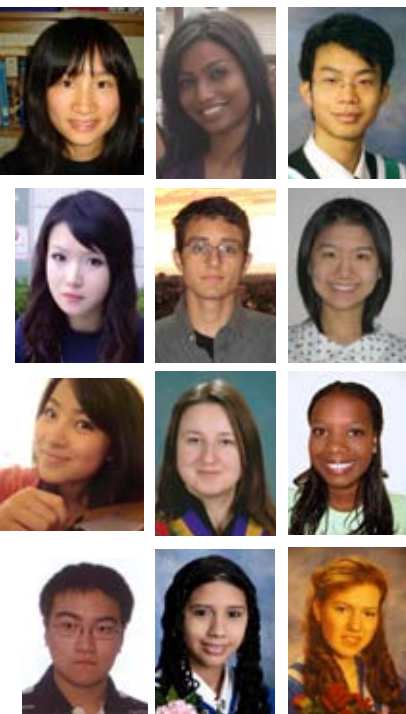
WEConnect

RBC is a member and inaugural sponsor of **WEConnect Canada**, a new Canadian nonprofit organization that certifies firms that are at least 51% owned, managed and controlled by women. It connects women entrepreneurs with the growing global demand from corporations and the public sector for diverse and innovative suppliers. RBC hosted the WEConnect International Women Entrepreneur Awards celebration in October in Toronto.



Community

Our third Diversity Blueprint priority is to support the economic and social development of our communities through leadership in research, strategic partnerships, donations and sponsorships. RBC recognizes that to be a leader in diversity we must not only advance within our organization but also raise awareness about diversity issues in our communities.



Scholarships for New Canadians

RBC's scholarship program for new Canadians recognizes the important role immigration plays in Canada's social, cultural and economic development. The program does more than simply celebrate the academic achievements of young people who have immigrated to Canada, it also encourages them to share their experiences.

In 2009, RBC increased the number of scholarships awarded through the program to 12 awards of \$3,500 each – up from 10 awards of \$2,000 each in 2008. The winners of the 2009 award represented a cross-section of nationalities including Sri Lanka, China, Ukraine, Poland, Colombia and Rwanda.

Providing Internships

We partnered with a number of organizations that support employment for historically disadvantaged groups. For instance, for the past 13 years, we have worked with **Career Edge Organization** to provide paid internships to recent graduates as well as newcomers to Canada through three programs: **Career Edge** for recent graduates, **Ability Edge** for graduates with disabilities and **Career Bridge** for internationally qualified professionals.



Since 2003, approximately 350 employers, including RBC, have provided meaningful work experiences to over 1,000 Career Bridge interns. Since 1996, RBC has provided valuable work experiences to over 700 Career Edge Organization interns.

In 2009, RBC provided 68 paid internship opportunities, up from 52 in 2008, including five Career Edge interns, 27 Ability Edge interns and 36 Career Bridge interns. Approximately 70% of interns in the Ability Edge and Career Bridge paid internship programs join RBC as full-time employees following their internships.

Sponsoring Research

RBC promotes diversity by sharing our knowledge and encouraging discussion of its impact on business, communities and the economy. For example, RBC sponsored a multi-year study by Catalyst Canada and Ryerson University titled **Career Advancement in Corporate Canada: A Focus on Visible Minorities**.

In February 2009, Catalyst Canada released the fifth and final report - **Diversity & Inclusion Practices** - which highlighted programs, practices and initiatives in organizations that support career development for visible minorities. The report provides examples of initiatives that address barriers which prevent visible minority employees from forming critical relationships. The RBC Diversity Dialogues Reciprocal Mentoring program (see page 8) was featured in the report.

Aboriginal Outreach and Recruitment Fairs

Our commitment to serving Aboriginal peoples includes creating employment opportunities. We are working towards increasing the representation of Aboriginal peoples working at RBC. In 2009, we held a number of Aboriginal career fairs throughout Canada. This included a University of British Columbia Okanagan Aboriginal Career Day in Kelowna, British Columbia; a Community Career Fair in Wendake, Quebec; a Rewards for Inclusion event in Halifax, Nova Scotia; and a national Diversity Recruitment Conference focused on Aboriginal peoples.

Sponsorship of Inside Out

In 2009, RBC was a major sponsor of the **Inside Out Toronto LGBT Film and Video Festival**. Currently the largest event of its kind in Canada and in its 19th year, the Festival showcases the best and most diverse work that is of interest to LGBT communities. Inside Out is a charity that exists to challenge attitudes and change lives through the promotion, production and exhibition of film and video by and about lesbian, gay, bisexual and transgendered people of all ages, races and abilities.

Striving for Immigrant Success

Toronto Region Immigrant Employment Council's (TRIEC) third annual **Immigrant Success (IS) Awards** sponsored by RBC were presented at an event hosted by RBC. Two Toronto employers were recognized for their success and promotion of skilled immigrants in the workplace. Three individuals were also honoured for their accomplishments in promoting the career advancement of skilled immigrants. By showcasing the success of the IS Awards winners TRIEC hopes to inspire more employers to consider how to better recruit, retain and promote skilled immigrants. RBC was also a gold sponsor at the sixth annual **Internationally Educated Professionals (IEP) Conference** held in Toronto. The Conference is regarded as one of the most innovative and respected events for skilled newcomers to Canada seeking practical, effective career advice.



Celebrating National Aboriginal Day – June 21

In 1996, the Government of Canada, in cooperation with national Aboriginal organizations,

designated a day to recognize Canada's First Nations, Métis and Inuit peoples. It is known as National Aboriginal Day. Today, **National Aboriginal Day** is a dynamic annual event – a unique occasion that spotlights the accomplishments of Aboriginal peoples and recognizes their significant contribution to Canadian society. Our Aboriginal Employee Resource Group – RBC ROYAL EAGLES – participated in special events hosted by Aboriginal communities across the country.

“We must continue to attract the right skills, the best minds, and the required resources, while more effectively utilizing human capital. This is critical to the prosperity of this city, this province and this country. Not only is this a good economic strategy, but at RBC we also believe that this is the right thing to do.”

*Zabeen Hirji, Chief Human Resources Officer,
Internationally Educated Professionals (IEP) Conference in 2009*

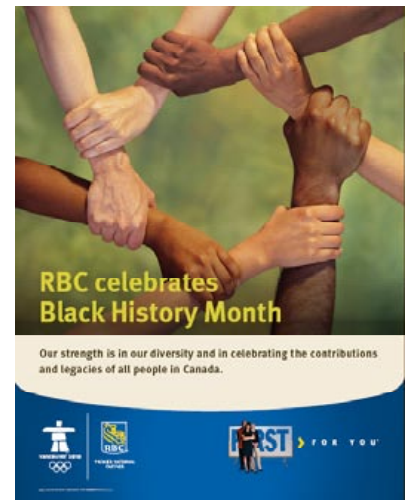
Donations

RBC committed over \$5.5 million to support diversity initiatives in Canada in 2009. This included \$2 million for Aboriginal peoples, \$1 million for persons with disabilities, and \$760,000 for new immigrants.

Black History Month

February marks **Black History Month** in North America, and RBC employees are invited to take part in festivities and events that honour the legacy of African Canadians/Americans, past and present. A few of the events held in 2009 include:

- In-Branch historical and educational displays including cultural food tastings and local vendor displays at select branches
- A special event hosted by **Jennifer Tory**, Regional President of the Greater Toronto Region and Regional Vice President, East Brampton, **Harriet Thornhill** for 200 clients, community partners, students and employees. This event included a performance by the Nathaniel Dett Chorale, a panel of community leaders, and the unveiling of a batik quilt made by 15 youths from the RBC-sponsored Arts for Children and Youth program.



Assisting Local Leaders with Immigrant Employment Strategies

RBC supported the introduction of new **Assisting Local Leaders with Immigrant Employment Strategies (ALLIES)** networks in Halifax, Vancouver and Montreal. RBC is helping to support projects that promote the development of these regions, giving special attention to diversity and assisting immigrants with their integration into the labour market. ALLIES provides funding, information, networks and technical expertise to Canadian cities so that they can successfully adapt and implement local ideas for skilled immigrants to find suitable employment.

Partnering with African-American and Hispanic Organizations

RBC Wealth Management in the US partners with many external African-American and Hispanic organizations that share our common goal of inclusion and raising awareness. Our support has been through corporate board membership, financial contributions, speaking opportunities, professional development and recruiting. A few of these include:

- *The Penumbra Theatre* creates thought provoking productions from the African-American experience.
- *The Minneapolis Urban League* provides human services and advocacy to African-Americans and other minority groups in the greater Minneapolis Metropolitan area.
- *The National Society of Hispanic MBAs (NSHMBA)* helps foster Hispanic leadership through graduate management education and professional development.
- *National Black MBA Association (NBMBAA)* promotes leadership of Black MBA graduates and entrepreneurs.
- *United Negro College Fund (UNCF)* is the oldest and most successful African-American higher education assistance organization.
- *La Casa Hogar* is a skill building organization for Hispanic women in Yakima, Washington to grow and develop their full potential.



Raising Diversity Awareness

In 2009, we launched our external diversity website on rbc.com and enhanced our diversity intranet for employees. Besides making it easier to navigate and access important resources, both sites were enhanced with comprehensive information used to educate and promote RBC diversity initiatives.

RBC UK Creates Career Opportunities for Inner-City Youth

The *Brokerage Citylink* is a charitable organization in London, England that works in partnership with city employers to create a pathway to the city for young residents of London's inner-city boroughs. The *Brokerage Citylink* aims to build awareness of diversity and aims to foster a more inclusive work environment which respects and values individual strengths and differences.

In August 2009, BBC, the UK's leading broadcaster, interviewed students participating in RBC's *Brokerage Citylink* program. The interviews featured three of our students - Michael Williams, Humphrey Kigozi and Elizabeth Garlick (pictured here).



Active Leaders in the Community

Many of our leaders are actively supporting diversity in our communities, raising awareness through public speaking and other forms of visible leadership. Here are just a few 2009 examples:

- **Mark Galbraith**, Vice President, Recruitment and Learning, spoke about RBC's commitment to diversity and inclusion at the **National Council of Visible Minorities (NCVM) 7th Symposium and National General Meeting**. The NCVM strives for a barrier-free, inclusive and representative Canadian Federal Public Service where visible minorities can realize their professional aspirations and are individually and collectively respected and valued.
- At the **Assembly of First Nations Inter-Nation Trade and Economic Summit (INTES)** **Dave McKay**, Group Head, Canadian Banking, talked about why RBC believes partnering with First Nations communities is not only a critical social necessity, but also a business imperative for all Canadians.
- At the **MOXIE Awards** in Minneapolis, **John Taft**, CEO and President, US Wealth Management, spoke about how an inclusive workplace that embraces diversity is beneficial in helping us better meet the needs of the clients we serve. The MOXIE Awards, which RBC sponsored in 2009, honours scholarship recipients in both public and private schools, who are LGBT or allied and who help advance awareness and support of LGBT issues.
- Twenty emerging talented women attended the inaugural **IBM Women in the Financial Sector Breakfast** in Toronto, October 8, 2009. **Jacki Challenger**, Vice President, Personal Banking Operations, was a panelist at the event and discussed RBC's support and development of women into senior leadership roles.
- On May 13, 2009, **Mary Zimmer**, Head of Primary Advisory Services for US Wealth Management, spoke at the **Fore the Love of the Game** event in Fort Worth, Texas, about the importance of leveraging diversity and inclusion. RBC sponsored this golf clinic for women clients hosted by the 2003 US Women's Open Champion, Hilary Lunke.



From the Diversity of Perspectives Comes the Power of One

As you read this report and look around your area of RBC, you might feel there's a lot going on with diversity these days. Well, you'd be right - awards, events, programs, sponsorships and other milestones are all indications of the energy and passion in RBC for this topic. This is great to see, no doubt, but you may also be wondering what is it about diversity that can create such energy?

The power of diversity is that it resonates with each and everyone of us in a unique way on a daily basis. Everyone is diverse. Everyone wants to contribute to their fullest and be part of a winning team. And we all want to be engaged in and make a difference in our communities. Our diversity 'work' is part of how we at RBC strive to make that happen. And of course it is one of our values, a part of our culture.

An inclusive workplace enables us to embrace the diversity and richness of backgrounds and perspectives of our people, and to leverage our diverse talents to arrive at winning business solutions. Diversity and inclusion is a pathway to innovation and excellence, both personally and professionally.

There is so much potential to be had when the talents of everyone are brought to bear but it requires respect for the uniqueness of each person, and a willingness to communicate, understand, and take responsibility for a shared vision of the best that we can all be.

As we move forward on the next leg of our journey, keep in mind that results are created one person at a time, one conversation at a time, one action at a time. The "power of one" helps build the critical mass needed to sustain efforts. Here are a few things you can do personally to keep the momentum going:

- **Recognize** those who embrace diversity and make a point of being inclusive.
- **Collaborate** by seeking out diverse perspectives and tapping into the diversity of thought. Cultivate diverse relationships and experiences.
- **Engage** your colleagues in meaningful dialogue. Ask questions and seek to understand. Challenge your thinking and assumptions. Be open to the possibility that barriers exist for some.
- **Join** one of the eight employee resource groups at RBC. Share your valued insights; coach and mentor others.
- **Partner or volunteer** with a community organization that supports and integrates diverse groups.
- **Visit** the Destination Diversity intranet site to learn more about diversity and inclusion, and see what role you can play in executing our **Diversity Blueprint** commitments.

Finally, tell us what you are doing via destinationdiversity@rbc.com - your colleagues want to hear from you!

Enjoy the journey!

Norma Tombari
Director, Global Diversity

RBC Diversity Milestones

There was a time, long ago, when diversity at RBC would have been embodied by Jennie Moore. She was the first woman employed by RBC, hired as a stenographer in Vancouver in 1902. Today, RBC is a leader in diversity, and is often sought out as a best practices organization. Some highlights of our diversity journey thus far include:

1970s

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

1980s

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

1990s

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

2000s

- 2001/2002:** Evolution to RBC-wide strategy and goals; RBC Diversity Leadership Council established
- 2004:** Re-energized focus on women and visible minorities in senior management
- 2005/2006:** Expansion of employee resource groups; delivery of cross-cultural training; launch of Diversity Dialogues mentoring
- 2007/2008:** Introduction of our visible minority and newcomer to Canada employee resource group, MOSAIC; Introduction of scholarship program for new Canadians
- 2009:** Development of RBC's Diversity Blueprint, which outlines our priorities and objectives for 2009 to 2011; Introduction of Gender Insight Series in the UK
- 2010:** Received international Catalyst Award



**Simply having
diversity is
interesting.**

**Doing something
with it is powerful.**

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

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



**RBC
Diversity
Blueprint™**