



**Diversity
works here.**

2009-2011 Report Card



RBC
Diversity
Blueprint™

Talent & Workplace – Increase the diversity of our workforce globally, with a focus on increasing representation of women and minorities in leadership.

Status: A high level of engagement at all levels is evident and momentum continues to build. We continue to be a recognized leader in workforce diversity with a cadre of leaders active in diversity matters internally and in our communities.

RBC Commitments		Status	Key Progress Indicators
1	Increase the overall diversity of our global workforce and meet our employment equity goals in Canada.	●	<ul style="list-style-type: none"> Canada 2011 (vs. 2009): Women 66% (-2%); Visible Minorities 29% (+2%); Persons With Disabilities 4.2% (+0.5%); Aboriginal Peoples 1.6% (unchanged) (As of October 31, 2011, businesses in Canada governed by the Employment Equity Act.)
2.	Increase the representation of women and visible minorities/people of colour in leadership in North America.	●	<ul style="list-style-type: none"> Established representation and staffing goals for executives and senior managers for all businesses and quarterly monitoring of results Increased leadership development, mentoring and professional networking opportunities Expanded <i>Diversity Dialogues Reciprocal Mentoring</i> program to reach over 950 participants Held <i>Career Intelligence for Women</i> sessions in 2010-11 for over 300 senior women leaders Promoted visible role modeling through RBC Career Snapshots on Intranet
3.	Participate in community partner programs that attract newcomers and increase work experience and internship opportunities for recent immigrants.	●	<ul style="list-style-type: none"> Gordon M. Nixon, Chief Executive Officer appointed Chair, and Zabeen Hirji, Chief Human Resources Officer appointed Co-chair of TRIEC (Toronto Region Immigrant Employment Council) Career Bridge: 99 new internships 2009-11; 68 (69%) subsequently hired ACCES Employment Services: 31 hires 2009-11 Canadian Immigrant Integration Program (CIIP): 7 hires 2009-11
4.	Develop programs to support the unique needs of newcomer employees.	●	<ul style="list-style-type: none"> Delivered <i>Newcomer to Canada Employees: Building a Successful Career at RBC</i> webcast series Delivered English Clarity courses and the <i>Talk English Café</i> course in partnership with our ACCES community partner Strong newcomer participation in 2010 Employee Opinion Survey, with newcomers scoring as or more favourably than the overall population in most categories
5.	Provide employees with access to cross-cultural awareness and training.	●	<ul style="list-style-type: none"> More than 3,200 employees accessed Diversity Moments, web-based vignettes that help increase knowledge of diversity and inclusion <i>Building Cultural Dexterity for High Performance</i> webcasts delivered to over 1,300 employees Over 2,500 employees attended the <i>RBC Diversity Festival</i> between 2009-2011. The festival is an annual celebration of cultural diversity and networking with diversity leaders Launched the Heritage History Months series providing education and cross-cultural events (U.S. Capital Markets) Held annual Festival of Nations event with over 400 employees in attendance (U.S. Wealth Management)
6.	Support initiatives and community partnerships that raise awareness and address issues and develop solutions for newcomers, including bridging the gap between international experiences and Canadian employment, championing the recognition of new immigrants' education/qualifications and reaching out to newcomers before they arrive in Canada.	●	<ul style="list-style-type: none"> Engaged leaders on committees and delivered keynote speeches (e.g. Gordon M. Nixon in Halifax in May 2010) to support work of ALLIES networks in Vancouver, Montreal & Halifax Sponsored Toronto Region Immigrant Employment Council (TRIEC) annual Immigrant Success Awards 2009 - 2011 Sponsored the 8th Annual Internationally Educated Professionals Conference
7.	Work towards increasing the representation of persons with disabilities working at RBC.	●	<ul style="list-style-type: none"> Increased representation of persons with disabilities from 3.7% in 2009 to 4.2% in 2011 Hired 267 employees through the <i>Pursue Your Potential</i> program 2009-11 Placed 74 <i>Ability Edge</i> interns with 31 (42%) subsequently hired

STATUS KEY	
●	Significant action taken - may include meeting goals, completing action items, research, the implementation of new policies/programs/resources.
○	Some action taken - may include some visible progress; however work remains before the commitment is fully met.
⊙	Limited action taken - plans for action were deferred to 2012 or later.

RBC Commitments		Status	Key Progress Indicators
8.	Continue to provide an inclusive work environment and workplace accommodation solutions for persons with disabilities that address concerns regarding barriers, career development and advancement.	●	<ul style="list-style-type: none"> Introduced <i>Let's Talk About It - Create a Better Understanding of Disability</i> internal communication campaign Delivered webcast series for managers on <i>Creating an Inclusive Workplace for Employees with Disabilities</i> with over 360 employees attending
9.	Work towards increasing the representation of Aboriginal Peoples working at RBC, and meet employment equity requirements.	◉	<ul style="list-style-type: none"> Hired 271 Aboriginal employees through various community outreach programs and recruitment fairs
10.	Support educational and employment programs for Aboriginal youth and expand the RBC <i>Stay in School</i> program to include colleges and university students.	●	<ul style="list-style-type: none"> Expanded the <i>Stay in School</i> program to include post-secondary graduates. Hired 87 college/university and high school students 2009-11 Launched the RBC Aboriginal Summer Internship Program; 33 hires in 2011 Sponsored the Pathways to Education expansion into Manitoba to assist disadvantaged youth pursuing post-secondary education
11.	Provide a new learning program in Canada for RBC employees so they can better serve Aboriginal clients and assist RBC managers in attracting and retaining Aboriginal employees.	●	<ul style="list-style-type: none"> Introduced the <i>Aboriginal Awareness E-learning Program</i> to increase awareness of Aboriginal culture and history, current social issues, and provide communication and relationship building tools
12.	Support employee-led groups in the delivery of Aboriginal community outreach objectives, and participate in career fairs, festivals and other post-secondary student-oriented activities.	●	<ul style="list-style-type: none"> Increased Royal Eagles' <i>School Backpack Program</i> for disadvantaged youth. Each year the program results in over 1,000 students receiving back-to-school supplies Expanded Ontario Royal Eagles' <i>Dawn Adams Gift Box Program</i> which provides Christmas gift boxes to Aboriginal children and families in remote First Nations communities. 2011 marked the 10th anniversary of the program and over 3,500 gift boxes have been provided since inception
13.	Develop ways to connect and mentor Aboriginal employees at RBC to support retention.	●	<ul style="list-style-type: none"> Introduced Aboriginal Corporate Social Networking website in 2010 with 985 employees registered by the end of 2011 Created the RBC Royal Eagles National Leadership Committee to set direction and link the regional chapters and create a stronger sense of community
14.	Create an environment that respects diversity and promotes inclusion for all employees through access to equal opportunities and progressive work/life and flexibility policies.	●	<ul style="list-style-type: none"> Introduced a "Family Care" emergency childcare and adult care program for employees (UK) Recognized as one of Canada's Best Diversity Employers, part of the Top 10 Most Admired Corporate Cultures, and U.S. Human Rights Campaign's Best Places to Work Enhanced maternity, paternity and adoption policy (U.S. Capital Markets) Established health care coverage for transgender surgery and hormone replacement therapy (U.S.)
15.	Support a cadre of leaders active in diversity matters internally at RBC and in our communities, who raise awareness of opportunities and issues through public speaking, sharing their expertise and other forms of visible leadership.	●	<ul style="list-style-type: none"> Provided over 800 leaders with online resources, coaching support and opportunities to engage in dialogue on diversity matters both internally and externally Many alumni of the <i>Diversity Dialogues Reciprocal Mentoring</i> program have become visible champions, engaging in activities to raise awareness of issues and solutions
16.	Ensure active leaders are positioned to represent RBC in the community, on relevant boards, at client events, etc.	◉	<ul style="list-style-type: none"> Many employees spoke at internal and external events to clients, students, media, sharing information on RBC initiatives and personal stories

STATUS KEY	
●	Significant action taken - may include meeting goals, completing action items, research, the implementation of new policies/programs/resources.
◉	Some action taken - may include some visible progress; however work remains before the commitment is fully met.
○	Limited action taken - plans for action were deferred to 2012 or later.

RBC Commitments		Status	Key Progress Indicators
17.	Increase profile of all Employee Resource Groups (ERGs) to facilitate integration.	●	<ul style="list-style-type: none"> Continued growth in ERG membership: 2009 - 1,300 employees; 2010 - 2,300 employees and 2011 - 4,200 employees. The number of ERGs increased from 6 in 2009 to 13 in 2011 Grew <i>RBC REACH</i>(employees with disabilities) from 20 members to 510 and <i>RBC PRIDE</i>(LGBT employees) from 400 members to 1200. Expanded RWomen to 450+ members (Canada Capital Markets); increased i-CARE ERG (child and elder care) engagement Introduced <i>RBC MOSAIC</i> local chapters Launched MEA, PRIDE and RWomen; engaged 450+ members (U.S. Capital Markets); launched Globe Network (LGBT employees and supporters) in Capital Markets and Wealth Management (British Isles) Women's Association of Financial Advisors (WAFA) U.S. Wealth Management celebrated 20-year anniversary and held 18th annual women's conference Women's Advisory Board (WAB) Canadian Wealth Management held 3rd annual conference ERGs profiled in key internal events, Business Town Halls, Diversity Festivals, intranet communications and Diversity Progress Report
18.	Participate where appropriate in the development of public policy that facilitates dialogue and the development of new approaches to address diversity-related issues and opportunities.	●	<ul style="list-style-type: none"> Shared insights on diversity and the economic and social imperatives. Address by Gordon M. Nixon, <i>Diversity and Inclusion: The Path to Achieving Our Full Potential</i>, Burlington Economic Development Corporation Gord Nixon and Zabeen Hirji hosted a roundtable on Diversity Leadership with Ontario Public Service leadership team to share best practices and learnings Participated in events and discussions with the Ontario and federal Citizenship Ministries on newcomer and visible minority integration RBC Economic Special Report on Immigrant labour market outcomes in Canada: The benefits of addressing wage and employment gaps released in December 2011

Marketplace - Offer customized and accessible services and products to diverse client markets and support supplier diversity programs in North America.

Status: We worked to be the financial institution of choice for diverse clients and to address their specific needs. We added value to our client and supplier relationships by sharing our diversity knowledge, research, resources and the expertise of our community partners.

RBC Commitments		Status	Key Progress Indicators
For Clients with Disabilities			
19.	Provide convenient telephone access to our services, make print materials and statements accessible through alternate formats, and make our website accessible.	●	<ul style="list-style-type: none"> Implemented actions aligned with the <i>Accessibility for Ontarians with Disabilities Act</i>. Launched <i>Serving Clients with Disabilities</i> e-learning to provide employees with the skills and knowledge to serve clients with disabilities IT Accessibility team improved online experience for employees and clients
20.	Apply barrier-free design standards in new and renovated branches and in ATMs.	●	<ul style="list-style-type: none"> Adhered to barrier-free design standards in the design of new constructions and renovations of premises in Canada and the U.S.
21.	Market Registered Disability Savings Plan (RDSP) for eligible Canadians in 2009.	●	<ul style="list-style-type: none"> Introduced the RBC RDSP Plan in 2009

STATUS KEY	
●	Significant action taken - may include meeting goals, completing action items, research, the implementation of new policies/programs/resources.
○	Some action taken - may include some visible progress; however work remains before the commitment is fully met.
⊙	Limited action taken - plans for action were deferred to 2012 or later.

RBC Commitments		Status	Key Progress Indicators
For Aboriginal Peoples			
22.	Support initiatives that build community capability and economic self-sufficiency through delivery of the commitments made in December 2007 in the Memorandum of Understanding with the Assembly of First Nations in Canada regarding: financial services, educational and employment programs, community and social development and procurement opportunities.	●	<ul style="list-style-type: none"> Executed key commitments in the two-year Assembly of First Nations Memorandum of Understanding (2007-2009). Presented first Progress Report to the Assembly of First Nations and released the Aboriginal Partnership Report Sponsored a 2011 panel discussion, <i>Nationhood and Identity - Indigenous Governance in a New Century</i>, including the Rt. Hon. Paul Martin and RBC Special Advisor Phil Fontaine
For Newcomers and Cultural Markets in Canada			
23.	Build participation and awareness of the RBC Scholarship program for New Canadians, which awards high school students moving into post-secondary institutions.	●	<ul style="list-style-type: none"> Sponsored 12 awards annually of \$3,500 each to recent immigrant students. As part of the application, students share their experiences of adjusting to life in Canada
24.	Continue to recognize the accomplishments of newcomers to Canada.	●	<ul style="list-style-type: none"> Annually sponsored the Top 25 Canadian Immigrant Awards, a people's choice awards campaign that celebrates Canadian immigrants Sponsored the Toronto Region Immigrant Employment Council's Immigrant Success (IS) Awards, recognizing leadership and innovation in recruiting and retaining skilled immigrants
25.	Enhance and promote the Welcome to Canada website that gives newcomers relevant advice and information about getting settled and established in Canada, and managing personal and business finances.	●	<ul style="list-style-type: none"> Enhanced the Welcome to Canada website to align by immigration class (skilled worker, foreign student, aspiring business owner/investor), life-cycle and language (English, French, Simplified Chinese)
26.	Build and promote the Welcome to Canada package, a comprehensive banking solution for newcomers that includes the key products, services and advice to meet their immediate and future banking needs.	●	<ul style="list-style-type: none"> Enhanced the <i>Welcome to Canada</i> package to include an integrated Personal & Business Banking account offer; signature No-Limit, and VIP or Day to Day banking offer
27.	Provide new Canadians with access to credit ensuring we offer the right solutions for their needs.	●	<ul style="list-style-type: none"> Offered clients who arrive under the Skilled Worker or Investor class category an opportunity to apply for a \$1,000 unsecured credit card
28.	Promote access to our live, over-the-phone "In Language" service offered in over 150 languages through our Contact Centres.	●	<ul style="list-style-type: none"> Expanded Language Line Services to the Business Banking Service and Cards groups in 2010 Introduced Cree and Inuktitut, two of the most commonly spoken indigenous languages in Canada, to our multi-language telephone banking service in 2010. RBC is the first Canadian financial institution to offer these languages
29.	Provide multiple language capability through our branches, mobile mortgage specialists, in-branch materials and online resources.	●	<ul style="list-style-type: none"> Added Branch and ATM Locator language preferences in the online search capability to enable clients to find service in their preferred language Added new Language Locator Tool to the Welcome to Canada website to enable clients to locate an Account Manager who can serve them in their preferred language Created a series of nine specialized how-to guides in 14 languages to address topics of relevance to newcomers to Canada

STATUS KEY	
●	Significant action taken - may include meeting goals, completing action items, research, the implementation of new policies/programs/resources.
○	Some action taken - may include some visible progress; however work remains before the commitment is fully met.
⦿	Limited action taken - plans for action were deferred to 2012 or later.

RBC Commitments		Status	Key Progress Indicators
30.	Ensure we continue to renew our branch presence, serve diverse neighbourhoods, and staff branches to reflect the communities in which we operate.	●	<ul style="list-style-type: none"> Provided enhanced marketing support to 175 key cultural market branches across Canada. In 2011 and beyond, developing further approaches in marketing and branch distribution to address newcomer needs
31.	Reach out and provide resources to newcomers as appropriate before they arrive in Canada.	●	<ul style="list-style-type: none"> Collaborated with CIIP (Canadian Immigration Integration Project) to increase the number of seminars in China targeting pre-arrival new immigrants Collaborated with key referral sources: Destination Canada and Moneycorp to refer prospects prior to arrival in Canada
32.	Support newcomers and cultural communities by participating in and sponsoring community events.	●	<ul style="list-style-type: none"> Enhanced the cricket online portal to feature an overview of the RBC Wicket Cricket Program and interactive videos and training - everything that teachers/students need to get started Hosted the annual RBC Desifest, Canada's only national South Asian music festival, which was also expanded to include Ottawa, Montreal, Vancouver and Toronto. Desifest helps to strengthen local communities, inspire youth and support the arts community in Canada.
For Women Clients in the U.S.			
33.	Develop programs and services targeted at women and niche women's markets.	●	<ul style="list-style-type: none"> Hosted <i>Wine, Women and Wall Street</i> company signature events that bring together women financial advisors, clients and key women in the community for a state of the economy overview and networking opportunities Developed a five-step women's recruiting roadmap to help U.S. Wealth Management complex and branch directors recruit women financial advisors, and women for branch leadership roles Partnered with Women and Minority-Owned Businesses (WMBEs) on Municipal Finance deals
34.	Increase sponsorships designed to attract and recognize women clients and prospects.	●	<ul style="list-style-type: none"> Strengthened sponsorships with key organizations such as "85 Broads," St. Catherine's University, and the Women's Foundation to host women's forums and client events Sponsored first ever <i>Traders Magazine</i> "Women on Wall Street" awards recognizing buy-side and sell-side women achievers (U.S. Capital Markets)
35.	Increase the representation of women financial advisors to meet or exceed the U.S. securities industry average of 16% to better serve clients.	●	In 2011, the overall representation of women financial advisors (FA) was below the industry average; representation in the feeder group, the Associate Financial Advisor Program, averaged 38%
For Ethnic Minorities and Lesbian, Gay, Bisexual and Transgender (LGBT) Markets in the U.S.			
36.	Identify several key markets and work with local business leaders to identify opportunities and develop specific strategies for minorities, and the LGBT community.	●	<ul style="list-style-type: none"> Achieved 100% rating on the Human Rights Campaign's Corporate Equality Index for two consecutive years (U.S. Wealth Management) John Taft, Chief Executive Officer, U.S. Wealth Management, was presented with the Outstanding Corporate Diversity Leader Award by the National Gay and Lesbian Chamber of Commerce in 2010 Collaborated with the National Gay and Lesbian Chamber of Commerce on an LGBT supplier diversity program in the U.S. Collaborated with key partners including: St. Catherine's University; <i>Tu Decides</i> bilingual newspaper; University of Texas – Institute of Latin American Studies; National and Local Urban League and UNCF
37.	Work closely with local bankers and financial advisors on sales and marketing strategies to prospect and build business in these market segments.	●	<ul style="list-style-type: none"> Held second Latin Americas Speaker's Series event in 2010, in Houston. Attendees included financial advisors, clients and community leaders. U.S. Wealth Management partnered with University of Texas, Univision Media and the Houston Chamber of Commerce Prominent involvement in the Latino Business Expos in Washington state

STATUS KEY	
●	Significant action taken - may include meeting goals, completing action items, research, the implementation of new policies/programs/resources.
●	Some action taken - may include some visible progress; however work remains before the commitment is fully met.
○	Limited action taken - plans for action were deferred to 2012 or later.

RBC Commitments		Status	Key Progress Indicators
For our Clients – Enabling Business Clients			
38.	Update our <i>Definitive Guide for Small Business</i> on employment-related matters, including a new topic on the importance of diversity in the Canadian marketplace.	●	<ul style="list-style-type: none"> Released the <i>Starting a Business</i> guidebook and a series of related whitepapers (Note: Retired the <i>Definitive Guide</i> series)
39.	Develop ways for clients to make use of RBC resources, partner tools and experiences, including using rbc.com to access materials, trends, timely research on topics of local and global interest to our clients and communities.	◉	<ul style="list-style-type: none"> Enhanced content on the RBC public diversity website to share economic research and community partnerships/tools Made available an online multicultural calendar for clients Launched the RBC Career Bridge Associate Program to enable small and medium enterprise (SME) clients to host internationally trained professionals via internships Shared the RBC Diversity Blueprint and RBC's approach to diversity with interested client groups, including U.S. Capital Markets clients
40.	Deliver client presentations and organize special events on diversity-related topics for diverse groups in partnership with community groups/business contacts.	●	<ul style="list-style-type: none"> Partnered with TRIEC and ALLIES to market diversity offerings to SME clients via online resources, speaker events and workshops Presented at the 2010 Diversity Business Conference to inform small business owners about RBC's commitment to supplier diversity and procurement process from the buyer's viewpoint Sponsored the Conference Board of Canada's 2010 Diversity and Inclusiveness Forum. Jennifer Tory, RBC's Regional President of the Greater Toronto Region presented on the diversity advantage Chaired the Toronto Board of Trade's Diversity Forum to help ensure that the make-up of the Board of Trade reflects the Toronto region's diverse business community
Supplier Diversity			
41.	In the U.S., develop formal supplier diversity guidelines and a reporting and monitoring process.	●	<ul style="list-style-type: none"> Introduced reporting and monitoring templates and processes
42.	In the U.S., strengthen our partnership with the National Minority Supplier Development Council.	●	<ul style="list-style-type: none"> Supported NMSDC by participating in fairs and conferences. In 2009 and 2010 participated in the NMSDC annual conference.
43.	In Canada, assist minority-owned businesses to grow by increasing the opportunities for purchases made by RBC.	●	<ul style="list-style-type: none"> Provided access to RBC Procurement professionals by hosting a booth at the Canadian Aboriginal and Minority Supplier Council's Procurement Fair Met regularly with referred minority suppliers to walk through processes and put them in touch with relevant parties Sponsored the Diversity Business Network, which provides tools, strategies and systems for Canadian corporations to increase competitiveness and revenues through supplier diversity
44.	In Canada, team up with the Canadian Aboriginal and Minority Supplier Council and other partners to develop a system for identifying Canadian minority/Aboriginal suppliers.	●	<ul style="list-style-type: none"> Developed a questionnaire that is included in RFPs to encourage minority suppliers to self-identify Enhanced online registration database to allow potential minority suppliers to register and self-identify in order to be included in future sourcing exercises (RBC Procurement) Sponsored CAMSC, WEConnect and other organizations supporting supplier diversity

STATUS KEY	
●	Significant action taken - may include meeting goals, completing action items, research, the implementation of new policies/programs/resources.
◉	Some action taken - may include some visible progress; however work remains before the commitment is fully met.
○	Limited action taken - plans for action were deferred to 2012 or later.

Community - Support the economic and social development of our communities through leadership in research, strategic partnerships, donations and sponsorships. Status: We continue to be recognized as a business leader in the community and provide support to organizations, academic institutions and non-profit groups working to address diversity issues of importance to us and the communities we serve. This includes sponsoring initiatives for broad community benefit and partnering with relevant organizations to raise awareness and increase participation in diversity initiatives.

RBC Commitments		Status	Key Progress Indicators
Education & Youth			
45.	Expand support for the Junior Achievement Program.	●	<ul style="list-style-type: none"> Increased program funding and employees volunteered to deliver sessions, primarily on the Economics of Staying in School and Diversity in Action, to students across Canada. 2009/2010: a total of 560 programs delivered and 915 RBC volunteers; 2010/2011: 555 programs delivered and 900 RBC volunteers
46.	Enhance scholarship programs for youth including exploring the opportunity to establish a diversity scholarship program or a Diversity Grant for students with an innovative idea that benefits a community - young girls, persons with disabilities, etc.	●	<ul style="list-style-type: none"> Partnered with the University of Toronto to offer Faculty of Law Summer Internship Program for Marginalized Youth Sponsored the <i>RBC New Canadians Scholarship Award</i>, targeting young people who have been through the immigration experience; 12 awards annually of \$3500 each Sponsored projects undertaken by high school students from 13 Caribbean countries involved with the Emerging Global Leaders Conference run by York University Partnered with the School Leadership Centre to provide training and development for principals and teachers to build leadership capacity in schools (Caribbean Banking) Partnered with The Brokerage CityLink to offer placements to students from London's inner-city (UK Capital Markets) Increased our commitment to Sponsors for Educational Opportunity (SEO), providing five internships for students of colour in U.S. Capital Markets for the summer of 2012 Introduced RBC Academy in London, UK with high schools to provide learning and work experiences for students from the inner city. Over 100 employees participating as volunteers
47.	Provide access to practical experience, stay-in-school and mentoring initiatives by working with Indian and Native Affairs Canada (INAC) and other financial institutions to encourage Aboriginal youth to consider career employment within financial institutions; provide work experiences to graduates of specialized integration/settlement programs and disability studies.	○	<ul style="list-style-type: none"> Created a marketing video to encourage Aboriginal youth to consider a career within the financial services industry as part of our Financial Industry Partnering for Aboriginal Relationships (FIPAR) membership. http://fipar.ca/

STATUS KEY	
●	Significant action taken - may include meeting goals, completing action items, research, the implementation of new policies/programs/resources.
○	Some action taken - may include some visible progress; however work remains before the commitment is fully met.
⊙	Limited action taken - plans for action were deferred to 2012 or later.

RBC Commitments		Status	Key Progress Indicators
Community			
48.	Research & Thought Leadership: support and participate in selected independent research and educational programs aligned with our priorities.	●	<ul style="list-style-type: none"> Sponsored Catalyst/Ryerson Career Advancement for Visible Minorities in Canada, the last of a four-part series Sponsored CanCompete (a three-year program of research and dialogue on Canadian Competitiveness). Subsequently, the Conference Board of Canada released the report <i>Immigrants as Innovators- Boosting Canada's Global Competitiveness</i> Initiated a legal industry "call to action" by contacting 300 external counsel to highlight the importance of diversity and invite discussion on respective diversity efforts Sponsored development of the Bromgold Diversity Index to assist organizations in assessing the inclusiveness of their workplace culture
49.	Make diversity educational materials/mentoring toolkits available to clients, business and government, including publishing an RBC letter on the topic of diversity.	◉	<ul style="list-style-type: none"> Introduced a public diversity site in 2009 and made extensive enhancements to the website which showcases diversity initiatives, research and resources.
50.	Strategic Partnership Initiatives: Support the development of strategic community-based programs addressing the issues of diversity, inclusion and access to employment.	●	<ul style="list-style-type: none"> Engaged in a number of community partnerships focused on raising awareness, economic development (Toronto City Summit Alliance), equal access to employment (FIPAR for Aboriginal youth; Brokerage Program- UK), integration of newcomers (Career Bridge) Collaborated with community organizations to support literacy in underserved communities through MEA employee resource group outreach (U.S. Capital Markets) Supported Food and Winter Coats program (Robin Hood Foundation and NY Cares) Provided support to Camp Can Do (W.R. Torres Foundation for the Blind), a career camp for visually impaired youth (Caribbean Banking)
51.	Maintain key academic relationships to help embed diversity learning in undergraduate and graduate degree curriculum where appropriate.	●	<ul style="list-style-type: none"> Developed diversity-related curriculum in collaboration with Centennial College Sponsor of the York University <i>Human Resources Management RBC Internship Program</i>
52.	Report annually on our diversity-related philanthropic contributions and create stronger partnering in areas of common interest, as appropriate.	●	<ul style="list-style-type: none"> Implemented tracking process in 2009 through the RBC Foundation. Donations and community sponsorships worldwide (\$ millions) totaled: 2009; \$105, 2010; \$130*, 2011; \$97
53.	Sponsor recognition programs to encourage other organizations and groups to promote and implement diversity initiatives.	●	<ul style="list-style-type: none"> Sponsored the Toronto Region Immigrant Employment Council's Immigrant Success (IS) Awards
54.	Identify and sponsor regional and community-based events and programs geared to cultural markets, women, persons with disabilities, Aboriginal Peoples and the LGBT community.	●	<ul style="list-style-type: none"> Sponsored the Vancouver 2010 Paralympics and Torch Relay Sponsored the 2011 Inside Out LGBT Film and Video Festival Joined the Stonewall Diversity Champions Programme in 2011 (UK) Participated in the Out & Equal Conference (U.S.) Sponsored the AIDS Walk in New York, NY Sponsored the Women in Banking and Finance organization (UK) and the Women's Development Forum (Guernsey), which provides support, development and networking for working women

STATUS KEY	
●	Significant action taken - may include meeting goals, completing action items, research, the implementation of new policies/programs/resources.
◉	Some action taken - may include some visible progress; however work remains before the commitment is fully met.
◐	Limited action taken - plans for action were deferred to 2012 or later.

RBC Commitments		Status	Key Progress Indicators
55.	Organize and sponsor educational seminars with key partners to raise awareness.	●	<ul style="list-style-type: none"> Sponsored and presented at a number of conferences and seminars including The Conference Board's Diversity and Inclusion Conference in Chicago, the Conference Board of Canada's Diversity and Inclusiveness Forum in Toronto, the Canadian Council for Rehabilitation and Work (CCRW) Conference, Catalyst Award Conference in New York, Financial Women's Association Roundtable in New York, Women in Capital Markets Canada) and "85 Broads" (U.S.) Hosted students from underserved communities for "A Day on Wall Street" to provide education regarding careers in financial services (U.S. Capital Markets)
Stakeholder Engagement			
56.	Enhance the availability of diversity education and awareness initiatives for employees, clients, youth and the general public.	●	<ul style="list-style-type: none"> Sponsored the Canadian Centre for Diversity Educational Programs Introduced several new learning programs for employees including Aboriginal Awareness e-learning, Building Cultural Dexterity, Valuing Workplace Diversity, Creating an Inclusive Workplace for Employees with Disabilities, Newcomer to Canada Employees - Building a Successful Career at RBC, Micro-inequities in the Workplace, Living our Values video series and Diversity Moments online vignettes
57.	Continue to ask for employees' input through the global Employee Opinion Survey.	●	<ul style="list-style-type: none"> Diversity and inclusion included in employee survey; subsequent analysis provides considerations for continuous improvement actions
58.	Engage in ongoing consultation with stakeholders on diversity issues and solutions, and participate in the development of public policy that facilitates dialogue.	●	<ul style="list-style-type: none"> Member of various business groups, councils and task forces and partner with many community groups focused on diversity including the Diversity Roundtable, Toronto Board of Trade Diversity Forum, Canadian Club, SIFMA Diversity Committee in New York, Toronto City Summit Alliance, DiverseCity (Toronto), ACCES Employment Services for Newcomers, U.S. and Canadian Conference Board diversity councils, Canadian Centre for Diversity, and more
59.	Report regularly on progress on our key diversity priorities and activities.	●	<ul style="list-style-type: none"> Annual Diversity Progress Report and Employment Equity Narrative Report posted on rbc.com Diversity progress also profiled in the annual Corporate Responsibility Report
60.	Continue to provide information to a variety of diversity rating organizations and indices, as appropriate, so that our shareholders, clients and employees have access to independent assessments of our progress.	●	<ul style="list-style-type: none"> Recognized as a 2010 Catalyst Award winner Recognized as one of Canada's Top Diversity Employers, 2009-11 Top Employers for New Canadians, 2011 Top Employers for Canadians Over 40, 2009 to 2011 Named among Top 10 Most Admired Corporate Cultures, 2009 to 2011 Recognized on the Human Rights Campaign (HRC) Best Places to Work Named one of Canada's 50 Most Socially Responsible Corporations Recognized by Canadian Centre for Diversity with Partner in Diversity Award Honoured with a 2011 Vault Diversity Recruiting Award (U.S. Capital Markets) Recognized in the 2009 federal government's Canadian Employment Equity Annual Report (released October 2010) for best practices

STATUS KEY	
●	Significant action taken - may include meeting goals, completing action items, research, the implementation of new policies/programs/resources.
○	Some action taken - may include some visible progress; however work remains before the commitment is fully met.
⊙	Limited action taken - plans for action were deferred to 2012 or later.