



Royal Bank of Canada
President and Chief Executive Officer Mandate

Basic Purpose

- The President and Chief Executive Officer is responsible for the overall leadership and management of Royal Bank of Canada and its subsidiaries (RBC), setting the strategic direction and driving total performance consistent with the interests of shareholders, customers, employees and other stakeholders. The position incumbent is accountable to shareholders, through the Board of Directors, for securing appropriate economic returns and for creating an organization capable of sustainable value creation.

Primary Responsibilities

- Develops for the Board's approval, strategic vision and plans to ensure profitable growth and success for RBC; as well as sound capital and operating plans to meet goals and objectives as agreed to with the Board.
- Embodies the values of RBC, sets the right "tone at the top", fosters a culture of integrity throughout RBC and meets the highest of ethical standards.
- Responsible for the overall Group Risk profile, ensures the enterprise risk profile is managed within the defined risk appetite, appropriate risk diversification is in place and promotes a culture of ethical business conduct and prudent risk management.
- Sets an operational philosophy that is performance driven and maintains an environment of high employee engagement.
- Develops and motivates GE members, delegates authority and responsibility for strategic initiatives and individual tasks and provides overall management to ensure the leadership team is effective.
- Ensures leadership development and succession plans are in place to provide the continuity of leadership required by RBC for the future.
- Fosters a climate of customer focus and collaboration; develops and maintains key client relationships. Sets the tone for effective business development by leveraging the Group's capabilities to bring the best of RBC to clients. Promotes RBC internally and externally and strengthens the brand and positive public profile of RBC.
- Serves as chief spokesperson for RBC communicating effectively with the financial and investment community, customers, shareholders, governments, regulators and other key publics
- Acts as a final decision-maker under the Board's Delegation of Authority and ensures all operations are conducted in full compliance with laws, regulations and RBC's Code of Conduct.
- Works closely with the Chairman to facilitate effective Board oversight by fostering relevant and engaged Board discussions, ensuring information is made available in a timely and effective manner and the best advice and counsel are drawn from Board members during meetings and as required throughout the year.

Approved December 2, 2011