ROYAL BANK OF CANADA 2012 CORPORATE RESPONSIBILITY REPORT

AND PUBLIC ACCOUNTABILITY STATEMENT

VISION

Always earning the right to be our clients' first choice.

VALUES

- **Service**
  Excellent service to clients and each other.
- **Teamwork**
  Working together to succeed.
- **Responsibility**
  Personal responsibility for high performance.
- **Diversity**
  Diversity for growth and innovation.
- **Integrity**
  Trust through integrity in everything we do.

LIVING OUR VALUES

Every RBC employee has a duty to behave responsibly and in accordance with our shared values. This requirement is built into our Code of Conduct, which reads:

"It is our duty as a corporate citizen to add value while earning a profit for our shareholders. RBC companies take responsibility for the effects of their actions, both social and economic."

OUR STRATEGIC GOALS

In Canada, to be the undisputed leader in financial services.

Globally, to be a leading provider of capital markets and wealth management solutions.

In targeted markets, to be a leading provider of select financial services complementary to our core strengths.

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ABOUT THIS REPORT

Scope

This report provides an overview of our economic, social and environmental commitments and impacts. It complements information on the results of our operations and financial condition provided in our 2012 Annual Report to Shareholders (available through rbc.com). This report is produced for a wide range of stakeholders. We provide more detail related to stakeholder-specific topics on our website.

rbc.com

Stakeholders

This report is published for all stakeholders of Royal Bank of Canada and its subsidiaries, which together operate under the master brand name RBC™. Our stakeholders include employees, clients, current and prospective investors, suppliers, governments, regulators, non-governmental organizations (NGOs) and community partners.

Terminology

References to "employees" include people who work for all RBC businesses and functions around the world, as outlined on page 116 of this report.

References to "RBC" include all RBC businesses and functions around the world.

We use the term "corporate responsibility" to mean "conducting ourselves with integrity every day, sustaining our company's long-term viability, being transparent and accountable, and helping build a better future for our clients, employees, communities and shareholders."

Public Accountability Statement

All federally regulated financial institutions in Canada with equity greater than $1 billion are required to publish annual public accountability statements outlining their contributions to the Canadian economy and society. This report includes both the Public Accountability Statement for Royal Bank of Canada and its prescribed affiliates and the Public Accountability Statements for each of Royal Bank Mortgage Corporation, RBC Life Insurance Company and RBC Investor Services Trust. Our Corporate Responsibility Report and Public Accountability Statement may be obtained in a printed version at no cost by contacting:

The Editor
RBC Corporate Responsibility Report and
Public Accountability Statement
RBC Centre
155 Wellington Street West, 18th Floor
Toronto, Ontario
Canada
M5V 3K7
Email: corporateresponsibilityreport@rbc.com

Reporting period

All data and examples contained in this report reflect activities undertaken during the 2012 fiscal year (November 1, 2011 – October 31, 2012), unless otherwise noted.

Key corporate events in 2012

The following events occurred in 2012, and have shaped the current report.

U.S. regional retail banking operations

On March 2, 2012, we completed the disposition of our U.S. regional retail banking operations to PNC Financial Services Group, Inc. As a result, effective the third quarter of 2012, we no longer have discontinued operations.

Latin American, Caribbean and African Private Banking Business of Coutts (Coutts)

On May 31, 2012, we completed the acquisition of the Latin American, Caribbean and African private banking business of Coutts, the wealth division of The Royal Bank of Scotland Group PLC, with client assets of approximately US$2 billion. The business includes clients who reside in Latin America, the Caribbean and Africa, as well as

key private banking staff based primarily in Geneva, Switzerland along with a team in the Cayman Islands.

Acquisition of the remaining 50 per cent stake in RBC Dexia Investor Services Limited (RBC Dexia)

On July 27, 2012, we completed the acquisition of the remaining 50 per cent stake in the joint venture RBC Dexia from Banque Internationale à Luxembourg S.A. (formerly Dexia Banque Internationale à Luxembourg S.A.) for total consideration of €837.5 million ($1 billion) in cash. As a result of this transaction, we own 100 per cent of RBC Dexia, which has been rebranded RBC Investor Services™. In our disclosure, we refer to the acquired entity as RBC Investor Services.

Canadian auto finance and deposit business of Ally Financial Inc.

On October 23, 2012, we announced that we had entered into a definitive agreement to acquire the Canadian auto finance and deposit business of Ally Financial Inc. for a $1.4 billion investment, net of excess capital. The transaction is subject to regulatory approvals and other customary closing conditions and is expected to be completed in the first calendar quarter of 2013.

Changes to business segments

Effective October 31, 2012, certain business segments were strategically realigned to better serve and grow our global institutional client base and to leverage our domestic banking expertise across our international operations. We eliminated the International Banking segment and created a new Investor & Treasury Services segment that includes RBC Investor Services, formerly a business under International Banking, and we moved correspondent banking and treasury services from Capital Markets into this new segment. Concurrently, we created a Personal & Commercial Banking segment that includes the former Canadian Banking segment, and expanded it to include our banking businesses in the Caribbean and the U.S. From a reporting perspective, there were no changes to our Wealth Management or Insurance segments. (See page 11 for a description of our segments.)

Currency and measurement

All currency amounts in this document are in Canadian dollars unless otherwise stated. U.S. dollars and British pounds are converted using the fiscal 2012 average (C$1.00 = US$ 0.997, C$1.00 = GBP 0.630). Measures used in this report are metric, except where otherwise stated.

Global Reporting Initiative

We use the Global Reporting Initiative (GRI) G3.1 Guidelines, the GRI Financial Services sector supplement, stakeholder input and external best practices to help structure this report and all of our sustainability reporting. To help readers compare RBC to other reporting organizations, a GRI content index can be found on page 119.

Review and assurance

This report has been reviewed by internal stakeholders. An external review has been performed by EXCEL — Canada's Business and Sustainability Partnership. The report has not undergone external assurance.

Caution regarding forward-looking statements

From time to time, we make written or oral forward-looking statements within the meaning of certain securities laws, including the "safe harbour" provisions of the U.S. *Private Securities Litigation Reform Act* of 1995 and any applicable Canadian securities legislation.

We may make forward-looking statements in this 2012 Corporate Responsibility Report, in filings with Canadian regulators or the U.S. Securities and Exchange Commission (SEC), in reports to shareholders and in other communications. Forward-looking statements in this document include, but are not limited to, statements relating to consumer lending and business spending; our financial performance objectives, priorities, vision and strategic goals; as well as our social, economic and environmental impacts and objectives. We have included forward-looking information in this document to assist our stakeholders in understanding our financial performance

objectives, priorities, vision and strategic goals, as well as our social, economic and environmental impacts and objectives. This information may not be appropriate for other purposes.

By their very nature, forward-looking statements require us to make assumptions and are subject to inherent risks and uncertainties, which give rise to the possibility that our predictions, forecasts, projections, expectations or conclusions will not prove to be accurate, that our assumptions may not be correct and that our financial performance objectives, vision and strategic goals and social, economic and environmental impacts and objectives will not be achieved. We caution readers not to place undue reliance on these statements as a number of risk factors could cause our actual results to differ materially from the expectations expressed in such forward-looking statements. These risk factors — many of which are beyond our control and the effects of which can be difficult to predict — include those discussed in the "Risk management" and "Overview of other risks" sections of our 2012 Annual Report. They also include the impact of changes in laws and regulations; general business and economic market conditions in Canada, the United States and certain other countries where we operate; cybersecurity; the effects of changes in government fiscal, monetary and other policies; the effects of competition in the markets where we operate; our ability to attract and retain employees; judicial or regulatory judgments and legal proceedings; and the impact of environmental issues.

We caution that the foregoing list of risk factors is not exhaustive and other factors could also adversely affect our results. When relying on our forward-looking statements to make decisions with respect to RBC, investors and others should carefully consider the foregoing factors and other uncertainties and potential events. The material economic assumptions underlying the forward-looking statements in this document are set out in our 2012 Annual Report in the "Overview and outlook" section and for each business segment under "Outlook and priorities."

Except as required by law, we do not undertake to update any forward-looking statement, whether written or oral, that may be made from time to time by us or on our behalf. Additional information about these and other factors can be found in the "Risk management" and "Overview of other risks" sections of our 2012 Annual Report.

Previous reports and additional information

Past Corporate Responsibility Reports and Public Accountability Statements, as well as other information relevant to the issues presented in this report, are available on our website.

rbc.com/community-sustainability

MESSAGE FROM THE CEO

Toward a new bottom line

We live in a time of both great instability and exciting opportunity. Hundreds of millions of people around the world continue to suffer through the effects of a persistent, lingering recession. The financial and economic crisis has caused a significant deterioration of trust and credibility across all industries, particularly banking. Businesses around the globe are being pushed to expand their definition of the "bottom line" by considering and disclosing the social and environmental impacts of their activities as well as their impact on the economy.

Creating shared value

I believe the time is right for us to start looking at business and social issues in a new way. It's no longer acceptable to optimize short-term financial performance at the expense of social and environmental considerations. Nor is it good business. Today's consumers, employees, communities and shareholders expect much more from corporations, and rightly so. Where some might see this as a roadblock, smart companies and people will see an opportunity to create shared, sustainable value.

The idea of "creating shared value," a phrase coined by Harvard's Michael Porter, is gaining momentum in the business world. Its central premise is that the competitiveness of a company and the health of the communities around it are mutually dependent, and that there is a competitive advantage in building a social value proposition into corporate strategy.

As we move forward, I am confident that companies that find balance between their economic, social and environmental responsibilities and opportunities will create substantial long-term value for all their stakeholders. This is the new bottom line.

Measuring our impact

While we're immensely proud of our performance at RBC and the recognition we've received for it, I believe it's time for corporations to raise the bar. We can no longer assume it's enough to tally up our good deeds or lack of bad ones. We have to start measuring the impact of those deeds. Otherwise, how can we tell if we're making a positive difference in the world? At RBC, we have been measuring our economic impact for many years and are now on a journey to better measure our social and environmental impacts. We have prepared this report to provide a glimpse of our programs and their impacts in 2012.

Economic impact

RBC helped create economic prosperity by providing good jobs for approximately 80,000 full- and part-time employees with compensation and benefits of $9.3 billion, by incurring taxes of $3.1 billion, and buying $5.9 billion worth of goods and services from 36,000 suppliers of all sizes. We provided loans, services and advice to businesses and organizations around the world, enabling them to operate, build and grow.

Social impact

We managed over $3 billion in socially responsible investments in 2012. We also contributed more than $95 million to causes worldwide through donations, community investments, and sponsorships of community events and organizations. In order to maximize the impact of our community investments, we focused our support on specific issues that are important to our stakeholders: water, children's mental health, after school programs, emerging artists, hockey, Olympics and Paralympic athletes. We also proactively look for opportunities to support diverse communities and diversity programs.

Our employees are the key to our success. Their focused efforts and commitment to our clients helped us deliver record earnings in 2012. I am proud of our results and how we achieved them, supported by leading workplace programs. In 2012, 95 per cent of employees surveyed said they were proud to be part of RBC. Approximately

> “As we move forward, I am confident that companies that find balance between their economic, social and environmental responsibilities and opportunities will create substantial long-term value for all their stakeholders. This is the new bottom line.”

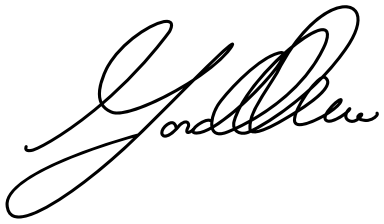
77 per cent of eligible employees in Canada are RBC shareholders, a testament to employee engagement.

One of the 2012 accomplishments I’m especially proud of is the launch of our social finance initiative in Canada, a $20 million commitment to help ignite social and environmental change through investment activity. We hope that our commitment to social finance in Canada will not only spark entrepreneurship and innovation, but also encourage other organizations to make similar investments.

Environmental impact

We minimized our environmental footprint by reducing our greenhouse gas emissions by 11 per cent. We performed detailed environmental credit risk assessments on over 1,200 transactions in Canada and the U.S. We traded 125 million tonnes of carbon credits and supported the growth of the emerging renewable energy sector with over $2.1 billion in loans and trading lines. We donated $7.4 million to environmental charities in Canada, the U.S. and the Caribbean and continued to promote awareness and thought leadership on water-related issues. Since 2007, under the RBC Blue Water Project™, we have donated over $36 million to more than 500 organizations worldwide and $6 million to university water programs.

In closing, I invite you to share your thoughts with us. How do you think RBC should help generate positive economic, social and environmental change? How should we further measure our progress toward these goals? Visit us at **rbc.com/community-sustainability**.



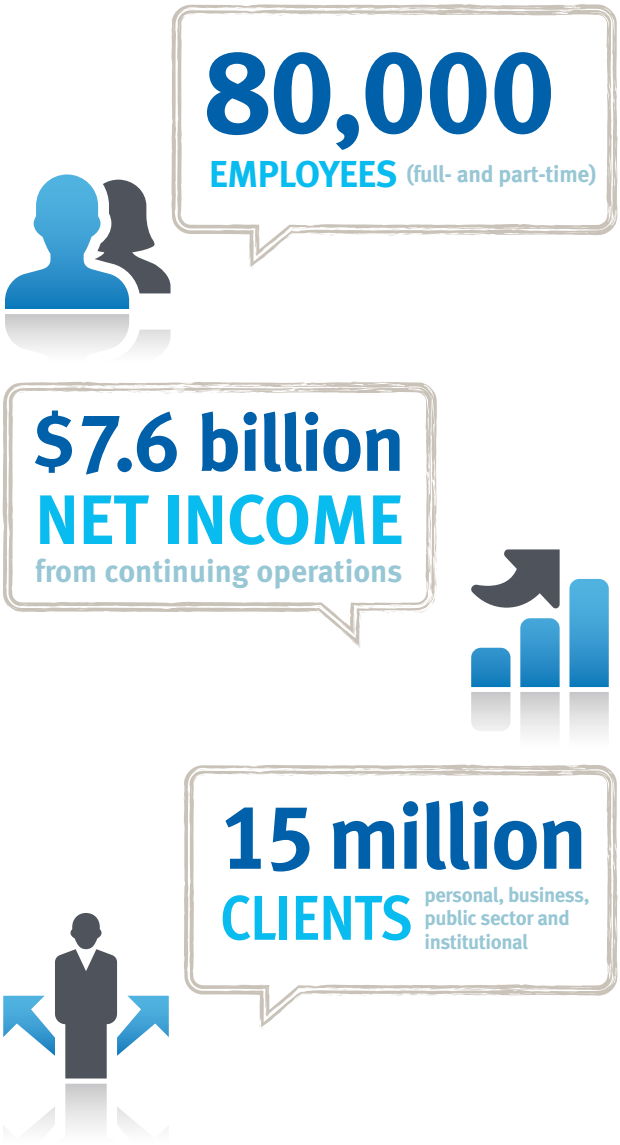
Gordon Nixon
President and Chief Executive Officer

ABOUT RBC

RBC locations worldwide

Antigua and Barbuda
Argentina
Aruba
Australia
Bahamas
Barbados
Belgium
Bonaire, Saint Eustatius and Saba
Brazil
Brunei Darussalam
Canada
Cayman Islands
Chile
China
Costa Rica
Curaçao
Dominica
France
Germany
Grenada
Guernsey
Hong Kong
India
Ireland
Italy
Jamaica
Japan
Jersey
Liechtenstein
Luxembourg
Malaysia
Mexico
Montserrat
Netherlands
Panama
St. Kitts and Nevis
St. Lucia
St. Vincent and the Grenadines
Saint Maarten
Singapore
Spain
Suriname
Switzerland
Trinidad and Tobago
Turks and Caicos Islands
United Arab Emirates
United Kingdom
United States
Uruguay
Venezuela, Bolivarian Republic of
Virgin Islands, British

We serve our clients — large and small, personal and commercial, corporate and institutional — through a number of business lines and across many geographies. Our breadth of products and services, combined with our expert advice, allows us to offer our clients the best of RBC in order to meet all of their financial needs.



Our business

- Royal Bank of Canada (RY on TSX and NYSE) and its subsidiaries operate under the master brand name RBC.
- We are Canada's largest bank as measured by assets and market capitalization, and are among the largest banks in the world based on market capitalization.
- We are one of North America's leading diversified financial services companies, and provide personal and commercial banking, wealth management services, insurance, investor services and wholesale banking on a global basis.
- We employ approximately 80,000 full- and part-time employees, who serve more than 15 million personal, business, public sector and institutional clients through offices in Canada, the U.S. and 49 other countries.

Our structure

Effective October 31, 2012, certain business segments were strategically realigned to better serve and grow our institutional client base and to leverage our domestic banking expertise across our international operations. Our business segments are described below.

PERSONAL & COMMERCIAL BANKING

The Canadian market leader, continuing to gain profitable market share

Personal & Commercial Banking provides a broad suite of products and services to financial and business clients. RBC is the largest retail bank in Canada; we also have Caribbean and U.S. cross-border banking businesses.

WEALTH MANAGEMENT

A leading global wealth and asset manager

Wealth Management serves affluent, high- and ultra-high net worth clients globally with a comprehensive suite of investment, trust, banking, credit and other wealth management solutions, while providing asset management solutions to institutional and individual clients.

INSURANCE

A market leader with a broad suite of products and strong distribution

Insurance provides a wide range of life, health, home, auto, travel and wealth accumulation solutions to individual and group clients across Canada. We also offer reinsurance solutions for clients around the world.

INVESTOR & TREASURY SERVICES

A top 10 global custodian with an integrated client offering

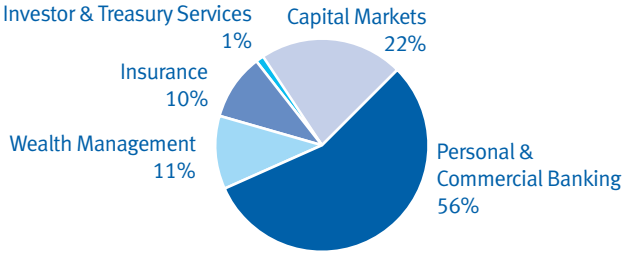
Investor & Treasury Services offers global custody and fund administration, as well as an integrated suite of products and services to institutional investors worldwide. We also provide cash management, correspondent banking and trade finance services, as well as funding and liquidity management.

CAPITAL MARKETS

A leading North American investment bank with select global reach

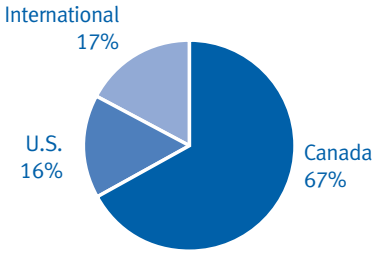
Capital Markets provides a wide range of products and services, including corporate and investment banking, equity and debt origination and distribution, and structuring and trading to public and private companies, institutional investors, governments and central banks.

2012 Earnings by business segment[1]



[1] Amounts represent continuing operations and exclude Corporate Support.

2012 Revenue by geography[1]



[1] Amounts represent continuing operations and exclude Corporate Support.

For more information, please refer to our 2012 Annual Report.

STAKEHOLDER DIALOGUE

Our clients, shareholders, employees and other stakeholders aren't shy about sharing their opinions with us or calling us out if they don't agree with how RBC approaches the issues that matter to them. So we try not to shy away from having conversations about some of the tough issues, such as those shown here.

How can I be sure it's safe to bank online?

See **Marketplace** (page 62) ▶

Banks aren't doing anything to create economic value.

See **Economic impact** (page 36) ▶

Can banks ever be trusted again?

See **Corporate integrity** (page 25) ▶

Financial matters are so complicated nowadays. It's no wonder so many people are in debt.

See **Marketplace** (page 55) ▶

What are you doing to promote diversity?

See **Corporate integrity** (page 25) and **Workplace** (page 73) ▶

You say your employees are your greatest asset. Do you actually treat them that way?

See **Workplace** (page 66) ▶

Banks should just stop doing business with customers who harm the environment.

See **Environment** (page 81) ▶

You made record profits in 2012. How are you giving back to communities?

See **Community** (page 94) ▶

CORPORATE RESPONSIBILITY AT RBC

At RBC™, corporate responsibility rests on our long-standing commitment to conducting ourselves with integrity, a fundamental priority for all financial services companies. We focus on our impact on the economy, the marketplace, the workplace, the environment and in our communities. Our six pledges and priorities in each area comprise our blueprint for being a sustainable, responsible global financial services company.

In this section

Our pledges and priorities 14
What is corporate responsibility? 16
Responsibilities and accountabilities 16
Stakeholders 18
Recognition 21
Reporting 22
Principles and charters 23

Our pledges and priorities

		Our pledges	Our priorities
Corporate integrity	Financial services companies depend on a foundation of trust and on effective risk management for their long-term success. We maintain trust by acting with integrity in everything we do.	We will conduct ourselves with integrity in everything we do, guided by our comprehensive Code of Conduct.	■ Govern responsibly ■ Manage risk effectively ■ Uphold principles, policies and procedures that promote integrity and ensure compliance with applicable regulatory requirements
Economic impact	Like all businesses, RBC strives to generate profits. Our goal is to have a positive impact on the economies of the communities and countries in which we do business.	We will have a positive impact on the economy by delivering shareholder returns, creating good jobs, paying our fair share of taxes and purchasing goods and services responsibly from suppliers of all sizes. We will provide credit to households and businesses responsibly so they can prosper.	■ Deliver top-quartile Total Shareholder Returns (TSR[1]) over the medium term ■ Create employment ■ Support small business ■ Promote community economic development ■ Foster economic growth by supporting infrastructure development projects ■ Foster innovation and entrepreneurship ■ Purchase goods and services responsibly

[1] TSR is a concept used to compare the performance of our common shares over a period of time, reflecting share price appreciation and dividends paid to common shareholders.

Our pledges and priorities (continued)

		Our pledges	Our priorities
Marketplace	Our vision is to "always earn the right to be our clients' first choice." Our practices and performance in the marketplace, including our products, services and the expertise and manner in which we provide them, are essential to helping us meet this goal.	We will "earn the right to be our clients' first choice" by serving them responsibly. We will strive to provide our clients with the right products, services and advice so that they can make the best financial decisions possible.	■ Promote financial literacy among clients and the general public ■ Provide access to basic banking through a range of channels ■ Develop and provide financial products responsibly, including those that have a positive social or environmental impact ■ Respect clients' privacy, safeguard their information and help to protect them from fraud ■ Listen and respond to clients
Workplace	At RBC, our employees are our greatest asset. We depend on the expertise, professionalism and integrity of our 80,000 person-strong workforce worldwide to create and deliver products and services to meet our clients' needs.	We will be an employer of choice by creating strong partnerships with our employees and by valuing diversity.	■ Maintain progressive workplace programs and practices ■ Provide competitive compensation and total rewards, and enable growth through training and development opportunities ■ Respect diversity and promote inclusion ■ Foster a culture of employee engagement
Environment	Environmental sustainability matters to our clients, shareholders and employees. It brings risks in areas such as project financing, but also opportunities to offer new products and services that help our clients mitigate their environmental impact.	We will take responsibility for our direct and indirect environmental impacts. We commit to reducing our environmental footprint, lending responsibly and providing green products and services to our clients.	■ Reduce our environmental footprint ■ Manage environmental and social risk ■ Offer environmentally responsible products and services ■ Promote environmental sustainability
Community	We strongly believe in supporting the communities in which we live and work. This is not only a long-standing core value of RBC, but also an important component of our brand, driving our reputation and enhancing client and employee loyalty.	We will build on our history of support for communities where we live and work, addressing today's needs and seeding tomorrow's success through donations, sponsorships and community involvement.	■ Provide a broad base of support to a wide range of community and social causes ■ Provide deep support for our major initiatives ■ Encourage and enable employees and retirees to contribute ■ Measure and communicate the social and environmental impacts of our donations

What is corporate responsibility?

For years, there has been debate over the meaning of the term "corporate responsibility." Some people use the term to mean a charitable donations program. Others use the term to mean employee volunteerism. Still others use it to mean community relations. And things get even more complicated with the use of terms such as "corporate social responsibility," "corporate accountability," "sustainability," "the triple bottom line," "corporate citizenship" and "shared value." We believe that words matter, and that each of the terms listed here has a meaning distinctly different from the others.

At RBC, we use the term "corporate responsibility" to mean "conducting ourselves with integrity every day, sustaining our company's long-term viability, being transparent and accountable, and helping build a better future for our clients, employees, communities and shareholders." Corporate responsibility is about our behaviour and our actions. It's not a single program, managed by a single department.

Responsibilities and accountabilities

We take a broad strategic and operational approach to corporate responsibility, which we consider to include the wide range of areas outlined in the "Our pledges and priorities" table on page 14.

The following groups play key roles in establishing and providing oversight of our corporate responsibility policies and programs.

- **At the Board of Directors level:** The Corporate Governance and Public Policy Committee (CGPPC) oversees many of the elements that our stakeholders traditionally define as "corporate responsibility," and advises the Board on corporate image, reputation, corporate citizenship, environmental affairs, corporate donations, and community involvement strategies and policies. Other Board committees have responsibility for specific elements of corporate responsibility. We have outlined board- and committee-level oversight for important elements of our overall approach to corporate responsibility on page 17.
- **At the executive and management level:** The CEO and other senior management officers have broad enterprise-wide, as well as issue-specific, areas of responsibility, as identified on page 17.
- **At the business and functional level:** All of our businesses and functions have accountability for developing and implementing our strategy and the programs that fall under the corporate responsibility umbrella. A wide range of departments and experts within RBC are responsible for the programs, products, policies and performance results highlighted in this report. For example:
  - The Corporate Citizenship group is tasked with overall corporate responsibility strategy and reporting, corporate donations, employee volunteer programs, environmental sustainability and environmental risk management;
  - Human Resources is accountable for workplace policies, programs and practices and for managing and measuring employee engagement;
  - Real Estate Resources is responsible for supporting RBC partners' business strategies by providing expertise in the delivery of cost effective and environmentally responsible premises solutions; and
  - Procurement is accountable for ensuring that we include an assessment of social and environmental impacts in the selection of our vendors.

Compensation and corporate responsibility

At RBC, employee performance management and compensation are driven, in part, by corporate responsibility factors. Our Board of Directors, management and all employees are subject to our Code of Conduct, which establishes written standards to promote integrity, ethical behaviour and the core values that connect every business and employee throughout the entire organization.

Employees are compensated on how well they achieve their business goals, as well as on how they achieve these results, including their adherence to RBC values. In addition, there are many individuals and groups within RBC whose compensation is primarily driven by performance, measured against the priorities noted on pages 14-15.

Responsibilities and accountabilities (continued)

The chart below is a snapshot of corporate responsibility roles and accountabilities within RBC.

	Corporate Integrity	Economic impact	Marketplace	Workplace	Environment	Community
Board of Directors Oversight						
RBC Board of Directors	■	■	■	■	■	■
Corporate Governance and Public Policy Committee	■				■	■
Audit Committee	■		■			
Risk Committee	■	■	■	■	■	
Human Resources Committee	■			■		
Executive and management Oversight, strategy, direction, policy and program development leads						
President and Chief Executive Officer	■	■	■	■	■	■
Group Executive	■	■	■	■	■	■
Chief Administrative Officer and Chief Financial Officer	■	■	■		■	■
Chief Risk Officer	■	■	■		■	
Chief Human Resources Officer	■	■	■	■	■	■
Chief Brand and Communications Officer	■		■	■	■	■
Chief Privacy Officer	■		■	■		
Business Unit Heads	■	■	■	■	■	■
Vice President, Corporate Citizenship	■		■	■	■	■
Business Strategy Officers	■	■	■		■	■
Human Resources executives within business and functional units	■			■		
Director, Corporate Responsibility	■			■	■	■
Director, Corporate Sustainability	■				■	
Director, Corporate Donations and Regional Donations Managers	■			■	■	■
Brand Managers, Sponsorship (global and regional)	■		■			■
Groups of experts Specialized functions						
Corporate Citizenship	■			■	■	■
Risk Management	■	■	■		■	
Compliance	■					
Internal Audit	■			■	■	■
Human Resources	■			■		
Real Estate Operations	■	■		■	■	
Procurement	■	■			■	■
Brand Management	■		■			■
RBC Foundation™	■	■		■	■	■

Stakeholders

Stakeholders provide us with valuable information and insights that help shape our approach to corporate responsibility and ensure we are on track with our pledges and priorities. Our stakeholders include clients, employees, the investment community, the socially responsible investing (SRI) community, suppliers, governments, and social and environmental non-governmental organizations (NGOs). As highlighted throughout this report, we have a range of processes in place to determine and address their opinions and concerns. Stakeholders can contact us directly at **corporateresponsibilityreport@rbc.com**.

Stakeholder engagement framework

We have various mechanisms in place for engaging stakeholders and monitoring their expectations.

How we engage	What we address	Purpose/outcome
Clients		
Our in-house and external research experts monitor how well we satisfy our clients through: ■ Formal research ■ Informal research ■ External market benchmarking ■ Recording of client requests in a central database ■ RBC Client Care Centre ■ RBC Office of the Ombudsman ■ Client interviews ■ Public opinion surveys ■ Client satisfaction and loyalty studies	■ Client satisfaction ■ Client issues and issue resolution ■ Client loyalty	■ To improve products and services ■ To develop high-calibre client, marketing and channel strategies ■ To fine-tune product and client strategies ■ To track and monitor client issue resolution For more information, see page 64.

Stakeholder engagement framework (continued)

How we engage	What we address	Purpose/outcome
Employees		
Human Resources teams across RBC use various tools to monitor employee engagement, including: ■ Employee opinion surveys ■ Employee focus groups and roundtables ■ Employee websites ■ The Employee Ombudsman ■ Corporate Citizenship poll	■ Employee engagement ■ Corporate issues ■ Employee issues ■ Sustainability issues In 2012, we engaged a sample of employees across functional units for feedback on our corporate responsibility reporting, key sustainability issues and trends.	■ To review engagement scores and drivers by each business segment, region and key demographic group ■ To identify trends and compare our results to external benchmarks, with the help of statistical analyses ■ To share results with unit managers, senior executive management and the Board of Directors ■ To develop action plans to address gaps and emerging issues ■ To formulate our strategy and programs based on responses from the Corporate Citizenship poll
Investment community (investors/shareholders, financial services analysts, rating agencies)		
Our Investor Relations team manages relationships with the investment community and engages investors and analysts through: ■ Annual shareholder meetings ■ Quarterly and annual reports to shareholders ■ Quarterly earnings releases ■ Annual review and management meetings ■ Analyst calls ■ External websites	■ Financial performance ■ Business strategies and outlook, including acquisitions ■ Capital funding and liquidity	■ To share the views, concerns and perceptions of investors, analysts and rating agencies with senior management and the Board of Directors ■ To formulate strategy and priorities based on feedback from analysts, investors and rating agencies

Stakeholder engagement framework (continued)

How we engage	What we address	Purpose/outcome
SRI community		
Our Corporate Citizenship team engages the SRI community through: ■ Responses to requests for information from SRI research companies, ratings agencies, analysts and occasionally investors (pension funds and institutions) ■ Community and sustainability website ■ Annual Corporate Responsibility Report and Public Accountability Statements	■ Social and environmental performance In 2012, we engaged a sample of investors and analysts to better understand how they use our sustainability reporting, what sustainability issues are important to them, and key sustainability issues that are relevant to our industry.	■ To share the views, concerns and perceptions of the SRI community with senior management ■ To improve performance or mitigate relevant sustainability issues ■ To improve reporting, including increased disclosure ■ To attain standing/ranking on social and environmental ratings and indices
Suppliers		
Our Procurement teams engage suppliers on sustainability issues through: ■ Service-level agreements ■ Quarterly reports on customer-service and service-delivery standards	■ Customer service ■ Service-delivery standards ■ Supply chain	■ To meet our business objectives and sustainability standards in our supply chain
Governments		
Our Government Relations, Regulatory Affairs and Compliance teams engage governments through: ■ Ongoing dialogue with regulators and policy-makers ■ Monthly filing of a communications report, as required by the *Lobbyist Registration Act* in Canada.	■ Financial institutions, financial sector and competition, securities regulation, taxation, industry, internal trade, small business, agriculture, consumer interests, employment and training, environment, and policy	■ To understand and influence regulation and reform ■ To advance innovation and best practices in financial and regulatory matters
Social and environmental NGOs		
Our Corporate Citizenship team liaises and dialogues with charities, numerous NGOs and think tanks	■ Environmental issues ■ Social issues	■ To consider current trends in strategy, policy and position development, and in community investment decisions

Recognition

As a financial services company, our brand is an important driver of our success. We have built our reputation through our common vision, adherence to our values, the quality and engagement of our people, and by maintaining a high standard of client satisfaction. We operate under the expectation that the value of our reputation should supersede transaction, loan, deal, client or profit opportunity at all times. We continually monitor and measure the health of our brand through various quantitative benchmarks, as well as through performance rankings, recognition and awards from various benchmarking organizations.

In 2012, several independent brand valuation firms, including Interbrand and Brand Finance, ranked RBC as one of Canada's most valuable brands. They cited the familiarity of our brand, our advertising and online presence and our commitment to social values, including diversity and philanthropic activities, as factors that contributed to the strong value of our brand. See page 65 for details on client research and rankings related to our brand.

We have been recognized for our corporate responsibility programs and performance and continue to be listed on Canadian and global indices that identify financial, social and environmental leaders.

Corporate responsibility and sustainability awards

- Global 100 Most Sustainable Corporations in the World (8th consecutive year) (Research alliance, including Corporate Knights Research Group, Legg Mason's Global Currents Investment Management, Phoenix Global Advisors LLC, Bloomberg Professional Service and Sustainalytics)
- Top 50 Socially Responsible Corporations (*Maclean's* magazine)
- Best 50 Corporate Citizens in Canada (*Corporate Knights* magazine)
- Most Valuable Brand in Canada (Brand Finance)
- Corporation of the Year (Canadian Aboriginal and Minority Supplier Council)
- Leader of the Year Award (WEConnect Canada)

Workplace awards

- Canada's Best Employers for New Canadians (Mediacorp Canada Inc.)
- Canada's Top 100 Employers (Mediacorp Canada Inc.)
- Most Attractive Employers in Canada (Randstad Award, based on the perceptions of 7,000 independently surveyed job seekers)
- Best Places to Work in Canada (The Great Place to Work Institute Canada and the *Globe and Mail*)
- Catalyst Canada Honours (for championing women in Canadian business) (Catalyst Canada)
- Ability Edge Program Award (Career Edge Organization)
- Career Bridge Program Award – Private sector (Career Edge Organization)
- Most Valued Internship Experience (MoVIE) Award (Career Edge Organization)

Environment awards

- Canada's Greenest Employers (4th consecutive year) (Mediacorp Canada Inc.)
- Globe Award for Sustainability in Finance (The GLOBE Foundation)

2012 Indices

- Dow Jones Sustainability World Index (13th consecutive year)
- Dow Jones Sustainability North America Index
- FTSE4Good Index
- Jantzi Social Index (Jantzi-Sustainalytics)

Reporting

In 2012, we maintained or improved our standing on various sustainability indices and continued to build on our strong reputation as a responsible global financial services company.

We continually review and improve our performance metrics, as well as the overall effectiveness of our sustainability communications. In 2012, we increased disclosure by reporting on a number of additional performance metrics and streamlined reporting on issues covered in other publications, such as our Diversity Progress Report. We recognize that the performance metrics that are important to a socially responsible investor may differ from the material financial metrics typically evaluated by others. Going forward, we will aim to enhance the quality of our reporting as new issues and metrics emerge, stakeholder expectations change and communication media evolve.

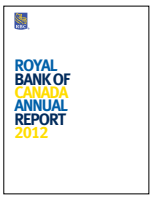
We strive to produce transparent and accessible reporting, and use a range of formats designed to meet the needs of a variety of audiences. Our sustainability reporting suite includes:

Corporate Responsibility Report and Public Accountability Statement: This annual report is our most comprehensive corporate responsibility reporting document, available online as a PDF. It is written for a wide audience: socially responsible investors, employees, NGOs, regulators, academics, government officials and corporate responsibility practitioners. In this report, we strive not to duplicate content that is covered in issue-specific reports or in our Annual Report to shareholders. It contains our annual Public Accountability Statement, as required by Canadian regulators. Print copies are available at no cost, on request, by contacting the editor (contact details can be found on the back cover).

rbc.com/community-sustainability: Our website is designed to meet the day-to-day information needs of the majority of consumers, employees, clients, NGOs, community partners, students and corporate responsibility practitioners. The site features reader-friendly, at-a-glance information for the casual reader and in-depth information for those desiring more. It addresses our efforts in communities, for the environment, and in our business operations. Content is updated on a regular basis.

Corporate Responsibility Review: This brief brochure-style publication is geared towards clients, the general public and RBC employees globally. It summarizes our Corporate Responsibility Report, indicates where additional information can be found, and is available both in print and online.

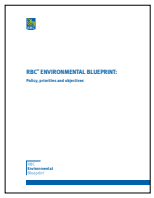
Quarterly Reports to Shareholders, Annual Report, Annual Information Form and Management Proxy Circular: These publications are for investors, analysts and regulators, and provide disclosure about our operations and financial condition, and information related to corporate governance, executive compensation and risk management. For more information, visit **rbc.com/investorrelations**.



RBC 2012 Annual Report

RBC 2013 Management Proxy Circular

Issue-specific reports: We provide detailed disclosure on areas of interest that fall under the corporate responsibility banner, with reports that are produced for specific stakeholders, such as our annual Diversity Progress Report, our Aboriginal Partnership Report, our Vibrant Communities report, the RBC Environmental Blueprint Report Card and our Carbon Disclosure Statement, available online.



RBC Environmental Blueprint

RBC Diversity Progress Report

RBC Vibrant Communities Report

RBC Vibrant Communities Report: In 2012, we developed this consumer-friendly publication in response to stakeholder feedback. It features engaging stories of how we support the communities where we do business through donations, sponsorships and employee volunteer efforts. It is available on **rbc.com**.

Sustainability survey submissions: We regularly and proactively provide information to a select set of socially responsible research companies for the creation of indices, ratings and rankings that are used by analysts and investors. We continue to enhance our Corporate Responsibility Report in order to provide sufficient information about our sustainability performance for the other research companies and rating agencies.

Global Reporting Initiative (GRI) index: We observe the reporting guidelines suggested by the GRI. This 2012 Corporate Responsibility Report and Public Accountability Statement contains a GRI index showing where all of our GRI-related sustainability information can be found. See page 119.

For more information, visit **rbc.com**.

Principles and charters

We have voluntarily committed to a number of externally developed economic, social and environmental principles, charters and initiatives, including the ones listed below.

Principles, charters and initiatives	
Business	
Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises	A set of recommendations for responsible business conduct that 42 adhering governments — representing all regions of the world and accounting for 85 per cent of foreign direct investment — encourage their enterprises to observe wherever they operate.
Society	
Financial Coalition Against Child Pornography (Canada)	A coalition of law enforcement authorities, financial institutions and credit card issuers that seeks to eliminate commercial child pornography by taking action on the payment systems that are used to facilitate illegal operations.
Imagine "Caring Company" Commitment	A commitment of a minimum of 1 per cent of pre-tax domestic profits, measured on a five-year rolling average, to support charitable and not-for-profit organizations. RBC is a founding member of Imagine, a Canadian initiative to encourage corporate philanthropy and volunteerism.
Environment	
Equator Principles	A credit risk management framework for determining, assessing and managing environmental and social risk in project finance transactions.
United Nations Environment Programme Statement by Financial Institutions	A commitment by financial institutions to integrate environmental and social considerations into all aspects of their business.
The Copenhagen Communiqué on Climate Change	An understanding signed by 950 companies from 60 countries in 2009, outlining the business case for a robust, effective and equitable deal in the UN Climate Framework.
Sustainability reporting	
Global Reporting Initiative	The prevalent standard for sustainability reporting. RBC refers to the GRI guidelines to determine the scope and content of our sustainability disclosure.

In this section

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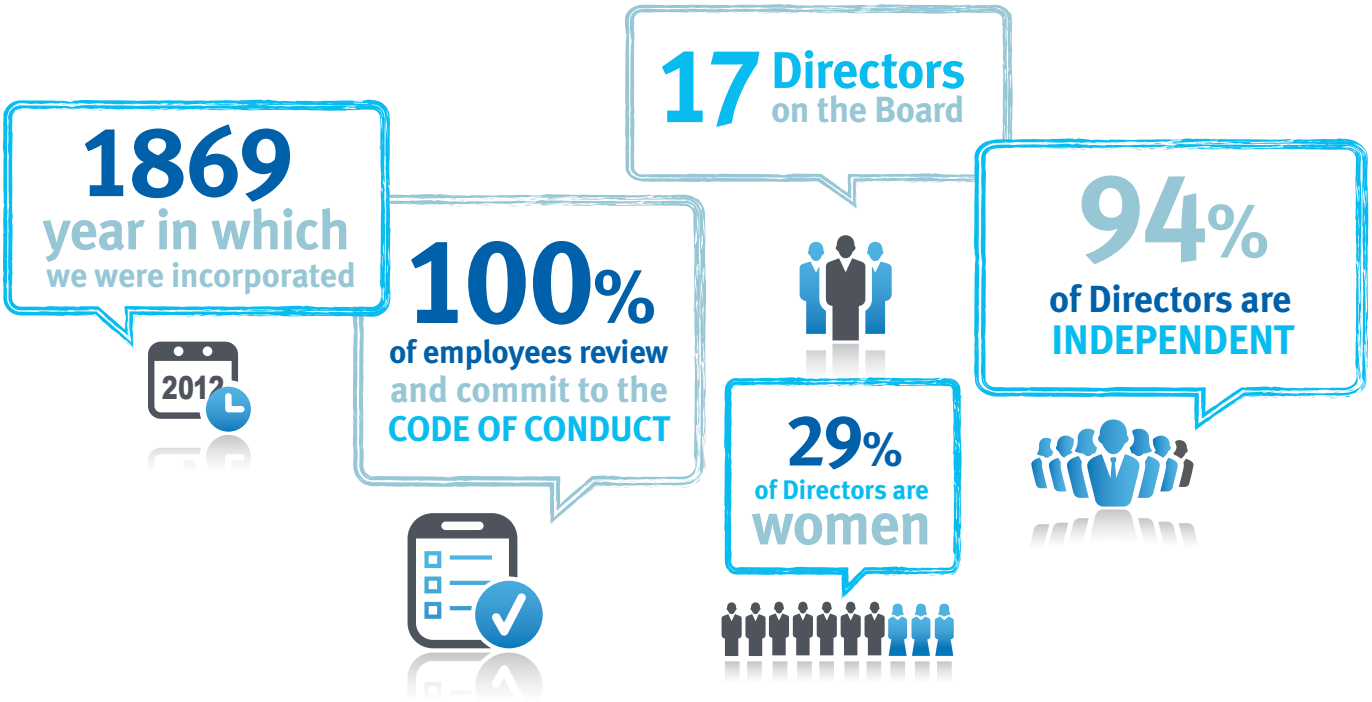
Risk management 28
Policies and procedures 29

CORPORATE INTEGRITY

Financial services companies depend on a foundation of trust and on effective risk management for their long-term success. We maintain trust by acting with integrity in everything we do.



Can banks ever be trusted again?

Trust

Public sentiment toward the banking sector has deteriorated as a result of worldwide financial difficulties and scandals. Governments have responded with ever-increasing regulations. In this environment, financial institutions face a host of new challenges in adapting to changes and regaining the trust of consumers.

Canadian banks have fared better than banks in many other countries, but we know we must continually work to earn the trust of our stakeholders. Over the years, we have built a foundation of trust, which we strive to maintain by behaving with integrity in everything we do.

What are you doing to promote diversity?

Gender diversity on the Board of Directors

Boards of directors derive their strength from the backgrounds, diversity, qualities, skills and experience of their members. Some socially responsible investors want increased diversity on corporate boards. In 2012, RBC™ adopted a Board diversity guideline under which at least 25 per cent of Directors should be women. In 2012, women Directors represented 29 per cent of our Board. We expect to maintain a Board that is comprised of at least 25 per cent women, and will continue to select nominees based on qualities such as integrity and ethics, business judgment, independence, business or professional expertise, international experience, and residency and familiarity with geographic regions relevant to our strategic priorities.

Corporate integrity priorities	2012 Performance highlights	2013 Plans
Govern responsibly	■ Received the Canadian Institute of Chartered Accountants' 2012 Award of Excellence in Corporate Governance Disclosure.	■ Keep a sharp focus on strategic planning, risk management, succession planning, internal controls and governance.
Manage risk effectively	■ Increased our focus on information-technology risk, including cybersecurity. ■ Monitored our European credit risk exposure, given the European debt crisis, supplementing our ongoing monitoring of credit risk exposure across all regions in which we do business. ■ Monitored regulatory initiatives and their potential impact on our business models. ■ Ensured our readiness for implementing new regulations.	■ Promote our strong risk culture. ■ Enhance our external risk disclosures to ensure they are in line with the Federal Stability Board's Enhanced Disclosure Task Force principles and recommendations. ■ Improve our stress-testing capabilities.
Uphold principles, policies and procedures that promote integrity and ensure compliance with applicable regulatory requirements	■ Updated our framework for managing regulatory compliance risk to ensure consistency and alignment with the enterprise risk management framework. ■ Updated our Anti-Money Laundering Framework and related policies. ■ Created a stand-alone economic sanctions policy highlighting the increasing expectation of regulators to separate economic sanctions from other anti-money laundering requirements.	■ Ensure policies and procedures are updated to comply with new regulatory requirements, industry developments and business processes.

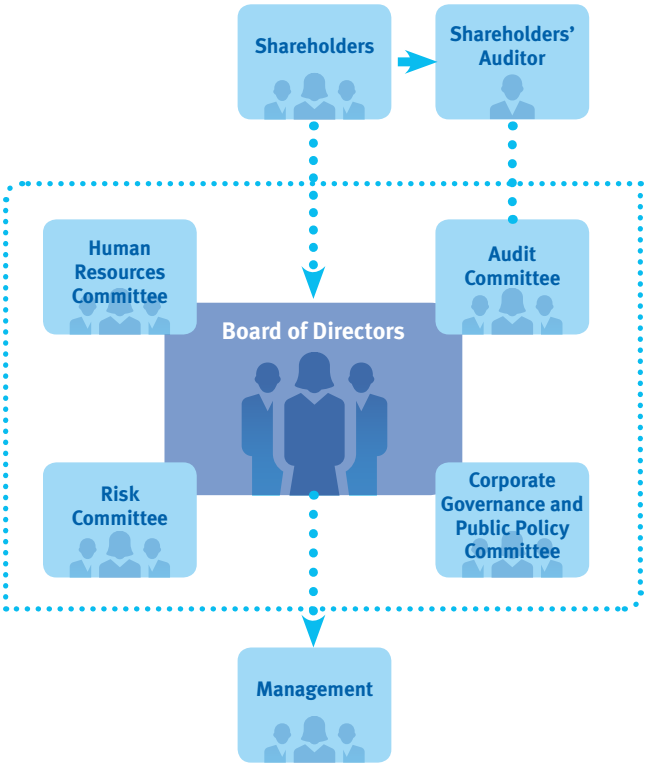
Corporate governance

Corporate governance promotes fairness, transparency and accountability by setting out the rights and responsibilities of the Board, management and shareholders.

Governance structure

The fundamental relationships among and between members of the Board, management, shareholders and other stakeholders are determined by our governance structure. This structure is the context in which we set ethical values, corporate strategies and objectives.

The strength of our governance starts at the top, with an independent chairman and experienced and well-informed directors. They ensure that we have, and enforce, standards of ethical behaviour throughout RBC, and they work to continually improve our governance practices.



We provide our primary disclosure about corporate governance in our Management Proxy Circular and on our website. For more information, see "Corporate Governance" at rbc.com/governance. In this section of our Corporate Responsibility Report, we focus on content that is typically requested by the socially responsible investment community. It includes a list of key policies, governance improvements, risk management practices and affiliations.

The following governance-related documents are available at **rbc.com/governance**.

- President and CEO Mandate
- List of Group Executive Members
- Board of Directors and Board Committee Memberships and Mandates
- Statement of Corporate Governance Practices
- Director Independence Policy
- Charter of the Board of Directors
- Non-executive Chairman Mandate
- Committee Chair Mandate
- Management Proxy Circular

Governance practices

Our governance practices and policies enable directors to supervise management and enhance long-term shareholder value. Our Board of Directors has long been proactive in adopting leading corporate governance practices and enhancements over the years, which, among others, include:

- Adoption of a Board diversity guideline under which at least 25 per cent of RBC directors should be women.
- Adoption of a policy for a shareholder advisory vote on our approach to executive compensation.
- Requirement for Director resignation following the annual meeting, if majority shareholder support is not received.
- Comprehensive Director Independence Policy.
- More stringent independence criteria for members of the Audit Committee.

- Every committee of the Board is comprised only of independent directors.
- Meetings of independent Directors following each regularly scheduled Board meeting.
- Sole authority for every Board committee to retain and approve the fees of independent, external advisors.
- Director minimum share ownership requirement of $500,000.
- Explicit oversight responsibility for corporate citizenship in the Corporate Governance and Public Policy Committee mandate.
- Limiting the service[1] of our Audit Committee members on the audit committees of other companies.
- Annual Board assessments, individual director evaluation procedures, peer review and one-on-one interviews with the Chairman to assess effectiveness.
- Permanently discontinuing grants under the Director Stock Option Plan.
- Limiting interlocking directorships of Board members.
- Separating the Chairman and CEO positions; RBC was the first Canadian bank to do this.

[1] The Audit Committee mandate states that "No member of the Committee may serve on the audit committees of more than two other public companies, unless the Board of Directors determines that this simultaneous service would not impair the ability of the member to serve effectively on the Committee."

For more information, visit **rbc.com/governance**.

Conduct

Our Code of Conduct (the Code) is a set of written standards that make explicit our expectations regarding integrity and ethical behaviour. It applies to the chairman and members of the Board of Directors, senior management and all employees, and shapes the organization's business activities globally. It has been filed with securities regulators at sedar.com and sec.gov. For more information on the Code, see page 29.

Executive compensation

Accountability and transparency around executive compensation remains an important focus for issuers, shareholders, regulators and the general public.

Our approach to compensation, and executive compensation in particular, is designed to pay for performance as measured against our goals and with a clear view to creating significant and sustainable value for our shareholders. It is designed to align with sound risk management principles, including the Financial Stability Board's Principles for Sound Compensation Practices and Implementation Standards, and supports our ability to attract, retain and motivate the talent we need to succeed.

Through our Board of Directors and our Human Resources Committee, we are always working to ensure our approach is aligned with the interests of our shareholders and evolving best practices. This includes engaging with independent experts and listening to our shareholders. Each RBC shareholder has a voice in the discussion of executive compensation, and in 2009 the Board voluntarily adopted a policy to hold at each annual meeting a non-binding advisory vote on the approach to executive compensation as disclosed in the Management Proxy Circular. This shareholder advisory vote forms an important part of the ongoing process of engagement between shareholders and the Board on compensation.

For more information about executive compensation at RBC, including a detailed description of our approach to compensation and the principles on which it is based, see page 22 of our 2013 Management Proxy Circular.

Transparency and accountability

Transparency and accountability are cornerstones of responsible governance and major components of new, global regulatory frameworks being developed to address some of the causes and fallout of recent financial crises.

We believe in transparency and accountability and will continue to improve our practices and reporting in response to both regulatory changes and emerging best practices. The fundamental principles of respect and protection of stakeholder interests have been part of the fabric of RBC for more than a century.

Risk management

Sound risk management practices are fundamental to our long-term success, as risk is present in virtually all aspects of a financial services company's business. Risk management is a core competency for RBC. We seek to ensure that our business activities and transactions provide an appropriate risk-return and remain within our risk appetite, which is collectively managed through adherence to our Enterprise Risk Appetite Framework.

Enterprise risk management (ERM) framework

Our ERM framework helps us identify, measure, control and report on the significant risks that we face. This enterprise-wide approach enables us to meet the expectations of our home regulator, the Office of the Superintendent of Financial Institutions (OSFI) and other relevant regulators around the world wherever we operate. The Risk Committee of our Board reviews and approves our ERM framework annually.

The ERM framework promotes a good understanding of the roles, responsibilities and authorities for managing risk throughout RBC. It also outlines our core enterprise-wide principles for managing risk and establishes a common risk language.

We believe it is important to be able to articulate what our risks are and how they are measured and managed so that everyone in the organization can understand them. We ensure an accurate and consistent view of risk across the organization through a variety of reporting and disclosure mechanisms. We also have a number of frameworks to address specific risks, such as operational risk and reputation risk.

Enterprise Risk Appetite Framework

Our risk appetite is the amount and type of risk we are able and willing to accept in pursuit of our business objectives. We have the Enterprise Risk Appetite Framework to determine and manage our risk capacity, self-imposed constraints, limits and tolerances, and risk profile relative to our risk appetite.

Reputation risk framework

A company's reputation is one of its most important assets. Reputation risk is the risk that an activity of RBC or its representatives will impair our image in the community or public confidence, and that this will result in the loss of business, legal action, or lead to additional regulatory oversight.

We operate under the expectation that the value of our reputation should supersede transaction, loan, deal, client or profit opportunity at all times. We are proactive in our efforts to protect our reputation using a combination of preventive and responsive measures. Our reputation risk framework is reviewed annually by the Risk Committee of our Board of Directors, and includes:

- Principles that are integral to the management of reputation risk
- Potential sources of reputation risk
- Organizational and oversight responsibilities
- Mechanisms and protocols for mitigating reputation risk

Our organizational culture and values are the foundation of our reputation and serve us well in protecting it. Our comprehensive Code of Conduct, risk identification and mitigation practices, proactive stakeholder engagement, escalation protocols established through our Enterprise Compliance Management program, and Business Continuity and Crisis Management approach help us protect our reputation.

Regulatory compliance management (RCM) framework

In order to achieve compliance with governing legislation, applicable laws, regulations and regulatory expectations, we have a comprehensive RCM framework, consistent with regulatory guidance from OSFI and other regulators globally. The framework promotes the proactive, risk-based management of regulatory compliance risk. It applies globally to all of our businesses, operations, legal entities and employees. It confirms the shared accountability of all our employees to ensure we maintain effective controls that mitigate regulatory compliance risk. It is reviewed and approved annually by the Risk Committee of our Board.

Business continuity and crisis management

We use a Business Continuity Management program to ensure that our businesses are prepared to deal with any disruption of operations or service to clients. We conduct risk assessments of all areas annually, in addition to contingency plan development and periodic testing of our resilience capabilities.

Our Enterprise Crisis Management team includes senior executives from across the organization and around the globe. It is responsible for ensuring continued service to our clients during any crisis/incident or major service interruption. The team is supported by a global network

of regional, business-line and local incident management teams, who are on call around the clock to address any situation that could pose material risk to our employees, our reputation or our ability to serve clients.

We conduct regular crisis simulations to test our readiness and ensure a timely and coordinated response to emergency situations, including departmental disruptions; building, city-wide or regional disruptions; or external events such as pandemics or natural disasters.

Policies and procedures

Financial services companies, perhaps more than any other type of business, depend on confidence and trust. We strive to operate with integrity every day and in every transaction or interaction to maintain that trust.

As a global organization, RBC and our employees are expected to comply with laws and regulations that govern our businesses in the jurisdictions in which we operate. We regularly review our internal policies and controls to ensure they are effective and aligned with relevant laws and regulations. This section covers our key principles, codes and policies that ensure integrity in everything we do.

Code of Conduct

We have a strong culture of integrity grounded in our Code of Conduct, which broadly addresses a variety of ethical and legal concerns that face our employees on a day-to-day basis.

First formally adopted in 1980, our Code of Conduct outlines our commitment to, and expectation of, ethical behaviour. We review and update the Code regularly to ensure it covers all aspects of our activities. Each RBC employee must confirm his/her understanding of and commitment to the Code of Conduct at least every two years. Directors, Group Executive Members and employees who have financial oversight roles must also review and acknowledge they have reviewed the Code of Conduct annually.

Our Code of Conduct includes the following principles:

- Upholding the law
- Confidentiality
- Fairness
- Corporate responsibility, including environmental sustainability
- Trust
- Objectivity
- Integrity
- Individual responsibility

In 2012, our Human Resources and Global Compliance groups began a formal review of the RBC Code of Conduct to ensure it addresses all appropriate risk factors; is applicable globally; and aligns with our values and best practices for Code of Conduct governance. The updated Code of Conduct will be implemented in 2013.

Compliance with Code of Conduct

We track and report internally on any significant violations of the Code of Conduct. We report any breach to the appropriate authorities as required by law, and we formally report semi-annually to various senior management and Board committees on:

- The completion rates of our employee Code of Conduct learning program;
- An analysis of Code of Conduct breaches and remedial actions taken;
- A description of any waivers granted in respect of the Code of Conduct; and
- A description of initiatives relating to employee awareness of the Code of Conduct.

Policies

We support our Code of Conduct with a number of enterprise-wide, business-specific global and regional policies. They cover issues such as privacy, money laundering, terrorist financing, economic sanctions and lending to political parties. Some of our key policies are highlighted here.

Policies	
Background and description	**Implementation**
Privacy	
■ Our Privacy Policy contains principles that describe how we collect and use client information, how it may be shared and with whom, and our security practices. We follow comprehensive privacy policies and security practices in compliance with laws to support our value of "trust through integrity in everything we do."	■ All employees must complete the privacy fundamentals course and the Code of Conduct. ■ Privacy Officers are assigned to each business line to provide oversight with respect to the Privacy Principles.
Anti-bribery/anti-corruption	
■ Our global Anti-Bribery/Anti-Corruption Policy supports the efforts of governments and other groups around the world who are working hard to fight corruption through legislation that prohibits corrupt and other payments, such as facilitation payments. To support these efforts and our commitment to operate with integrity, we continue to enhance our enterprise-wide, global Anti-Bribery/Anti-Corruption Policy.	■ RBC employees learn about this policy in our mandatory Code of Conduct training (see page 29). We also require certain employees to complete additional anti-bribery/anti-corruption training because of the nature of our business, the specific business activities performed by the employee and/or the geographic regions in which RBC conducts business. Employees assigned the enterprise anti-bribery/anti-corruption course are trained on the relevant policies and procedures. ■ In 2012, we conducted an anti-bribery/anti-corruption (ABAC) risk assessment to review client risk and country risk. As well, we completed a self-assessment to determine the controls that businesses have in place to mitigate potential risks, and the resulting ABAC residual risk posed to the organization. The enterprise ABAC training assignment profile remains in place, and employees in higher-risk jurisdictions or higher-risk businesses are subject to training.

Policies (continued)	
Background and description	**Implementation**
Anti--money laundering (AML) and anti-terrorist financing	
■ Our enterprise-wide AML and Anti-Terrorist Financing Policy and compliance program are designed to deter, detect and report suspected money laundering and terrorist financing. The program applies appropriate scrutiny and monitoring measures to clients, particularly those whose business activities are known to be susceptible to criminal activity or who have been designated as higher-risk for money laundering and/or terrorist financing. ■ We continually develop and maintain robust policies, guidelines, training and risk-assessment tools and processes to help our employees deal with ever-evolving money laundering and terrorism financing risks.	■ All RBC employees must follow our compulsory AML and Anti-Terrorist Financing training program. ■ We have robust automated systems and analytical processes to detect, track and assess transactions for suspicious activities. ■ Eighty-five per cent of our transactions are tracked via a centralized system. ■ Over 95 per cent of clients are estimated to be subject to some form of automated transaction monitoring. ■ We have automated systems and other processes for ongoing scanning of client names and payment information against applicable terrorist and control lists. ■ We actively participate in and consult with global industry groups and intelligence units in order to stay informed about reporting trends for prescribed transactions.
Economic sanctions	
■ Our enterprise-wide Economic Sanctions Policy establishes the minimum standards to be followed by all businesses and global operations with respect to compliance with economic sanctions globally.	■ We have automated systems and other processes for ongoing scanning of client names and payment information against applicable sanctions and control lists. ■ We continue to keep informed of industry best practices and regulatory expectations with respect to economic sanctions requirements. ■ All RBC employees must comply with applicable economic sanctions obligations that are imposed by the country in which they are located, or that otherwise apply to them because of their nationality, the place of incorporation or the currency where those services are provided.
Fiduciary risk	
■ Under this policy, our businesses and subsidiaries must identify, assess, manage and mitigate any fiduciary risk inherent in our operations or arising from our specific activities and relationships with clients.	■ Employees engaged in fiduciary relationships must have the appropriate level of knowledge and training necessary to carry out their fiduciary duties, and must meet all applicable legal, regulatory, licensing or registration requirements.
Client due diligence	
■ Our enterprise-wide standards for conducting due diligence on new and existing clients and for performing enhanced due diligence on those clients who may introduce potential risks to RBC due to higher risk of money laundering, terrorist financing or violation of economic sanctions are designed to ensure on a reasonable and practicable basis that we know with whom we are conducting business. Representatives of Global AML Compliance review our business units' client due diligence policies and procedures to ensure their alignment with our enterprise-wide standards.	■ We require our employees to undergo extensive training and make all the necessary efforts to understand who our clients are and what their personal and financial objectives are.

Policies (continued)

Background and description	Implementation
Development of products and services	
■ Our Enterprise Product Risk Review and Approval Policy sets out a defined, rigorous process for the initial and subsequent risk assessment and approval of financial products and services. We evaluate products for a range of risks and ensure they align with our risk appetite and with applicable laws and regulations. ■ Risks of new and existing products must be classified as low/medium/high, with approval processes aligned to each product's risk level.	■ Senior management monitors and reviews new and amended product reporting quarterly. ■ We perform risk assessments on a regular basis, depending on their specific risk levels.
Environmental and social risk management	
■ Our enterprise-wide Environmental and Social Risk Management Policy applies to all RBC activities, including non-financing ones. It is complemented by a suite of environmental and social risk management policies that require enhanced due diligence on specific types of transactions and business activities where these may give rise to credit, legal or reputational risk. The following table lists the complementary policies and where they are applicable.	■ In 2012, we performed detailed environmental credit risk assessments on over 1,200 transactions in Canada and the U.S., a 10 per cent increase over 2011. ■ We trained over 800 lenders, investment bankers and risk managers on environmental and social risk management. ■ We participated as an advisor and provided project finance for 10 projects that qualified under the Equator Principles.

RBC environmental and social risk management policies

	Canada	United States	Global
Residential mortgage lending	■		
Small business and commercial loans; mortgages	■	■	
Agriculture lending	■		
Corporate lending and investment banking	■	■	■
Large project financing (Equator Principles)	■	■	■
Public sector lending	■		
Environmental investigations (use of third-party consultants)	■	■	

See pages 89 to 90 for information on how these policies are applied.

Policies (continued)

Background and description	Implementation
Responsible procurement	
■ Our enterprise-wide Responsible Procurement Policy is intended to ensure that we gather the appropriate environmental and social information regarding prospective suppliers and the products and services they offer, and incorporate that information in procurement decisions. Screening criteria include: – Responsible environmental management – Employee health and safety – Ethical business practices – Compliance with applicable labour laws	■ All RBC requests for quotes (RFXs) include mandatory questions based on our responsible procurement screening criteria. In higher-risk categories, due diligence is enhanced through additional RFX questions tailored to the specific industry or product/service, as well as site visits or other mechanisms. ■ In 2012, we included responsible procurement screening questions in 147 electronic requests for information, representing 97 per cent of transactions done through our web-based sourcing tool.
Political contributions	
■ Our enterprise-wide policy on political contributions allows for only those contributions permitted by law to a political party, candidate or campaign and only as an expression of responsible citizenship — not to "purchase" favours or to gain improper advantage. We do not permit contributions to political parties, riding associations and candidates through our corporate philanthropy program. **Canada** ■ We do not make corporate contributions to federal political parties through any part of our company in Canada, and political donations to municipal politicians are not permitted. ■ We make political contributions to provincial parties to the extent permitted by law and by our internal policy. Our provincial political contributions are limited and restricted, depending on the respective province and territory. Limits are published on respective provincial government websites.	**United States** ■ Our Capital Markets and Wealth Management groups in the U.S. are planning a 2013 launch of a U.S. federal Political Action Committee (PAC). As required by law, the PAC will be funded by non-reimbursable, voluntary personal contributions from eligible U.S. employees (corporate contributions are prohibited). The PAC will make political donations only at the federal level, in the manner and to the extent permitted by law. PACs and political contributions are highly regulated activities; our preparations have focused on ensuring initial and sustainable compliance with the relevant regulatory regime. **United Kingdom and Channel Islands** ■ Our Capital Markets and Wealth Management groups in the British Isles do not make any corporate contributions to political parties, and we have policies and controls to ensure that employees do not make political contributions on behalf of RBC or in their capacity as RBC employees. **Caribbean** ■ In the Caribbean, we do not provide political contributions to any party at any level of government or to any political action committees.

Policies (continued)	
Background and description	**Implementation**
Lobbying	
■ Our global policy on lobbying applies to all RBC businesses and operations that have contact with public officials or employees who influence legislation, regulations or other government actions. Where such contact exists, the policy requires that appropriate processes and controls are in place to ensure legislative requirements are met.	■ In Canada, a full list of RBC lobbyists — firms that lobby on our behalf — can be viewed by searching for "RBC" in the Registry of Lobbyists at ocl-cal.gc.ca. ■ In the U.S., lobbying reports are publicly available at OpenSecrets.org.
Anti-competitive behaviour	
■ Our enterprise-wide anti-trust and competition guidelines are applicable to all RBC employees and companies. The document addresses common elements in anti-trust and competition laws that apply in the major jurisdictions in which we do business.	■ Our Code of Conduct training also addresses our commitment to fair competition. This is complemented by region-specific requirements, guidelines and policies. All RBC employees across the globe must complete a Code of Conduct training course once every two years as a condition of employment. ■ The RBC Global Compliance group is undertaking a comprehensive review of our current competition policies and related training. The enterprise-wide guidelines are scheduled for their next bi-annual update in 2013.

Identification and management of conflicts of interest

The *Bank Act* (Canada) and other governing legislation and regulations require us to maintain appropriate controls and processes to identify and manage any conflicts between the interests of RBC and its employees and clients or other third parties. Where a conflict exists, or appears to exist, appropriate steps must be taken to manage the conflict, including, in certain circumstances, eliminating it entirely. If more than one conflict of interest exists for a particular situation, the conflicts must be addressed and managed together.

Where the personal or business relationships or interests of directors and executive officers may conflict with those of RBC, the individuals concerned are required to disclose in writing, or by requesting to have it entered in the minutes of the applicable Board meeting, the nature and extent of any interest they have in a material contract or material transaction with RBC. In the event of a conflict of interest, the director or executive officer will leave the relevant portion of the meeting, and the director will not vote or participate in the decision. For all other employees, management of conflicts of interest is covered in our Code of Conduct.

The Audit Committee of our Board of Directors has a policy that requires their pre-approval for audit services and other services (within permissible categories of non-audit services) performed by our Auditor. The policy prohibits RBC from engaging the auditor for "prohibited" categories of non-audit services.

Reporting suspected irregularities

All RBC employees have a duty to report suspected breaches of our Code of Conduct, other irregularities and dishonesty. We have long-established accessible processes that enable employees to do so, and our Code of Conduct protects employees from retaliation for any report made in good faith.

The RBC Reporting Hotline allows employees and third parties to report suspected irregularities or wrongdoing related to accounting, auditing or internal accounting controls directly to the RBC Ombudsman. They can do this anonymously, in confidence and without fear of retaliation, on a 24-7 basis.

The RBC Ombudsman personally monitors messages received through the Hotline channel, and reports all issues raised to the Audit Committee of the Board of Directors. Names and identifying features are removed from the report, and all information reported is retained in strict confidence. The Ombudsman has independent and sole authority to determine appropriate action with regard to messages received, and to initiate contact with the employee for further information.

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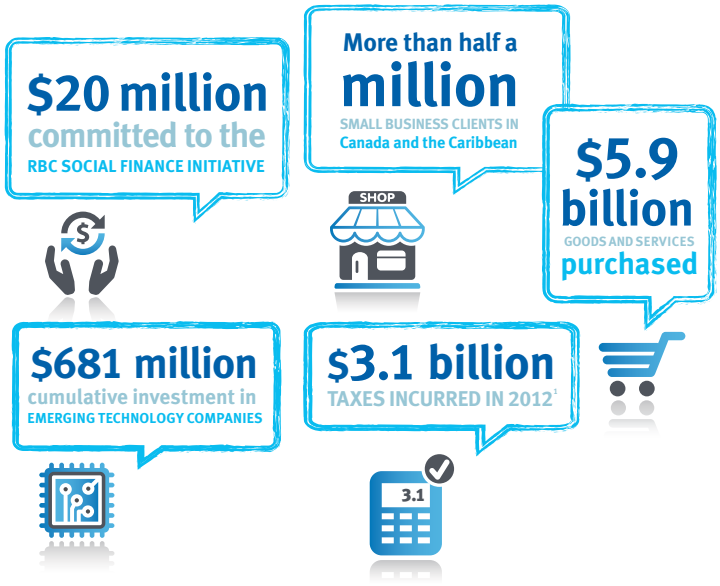
ECONOMIC IMPACT

We strive to have a positive impact on the economies of the communities and countries in which we do business. We provide returns to shareholders, pay taxes, create employment, and purchase goods and services from suppliers of all sizes. We also support economic development by providing loans, advice, information and services to our clients, and support small business, entrepreneurship, innovation and social programs.

Banks aren't doing anything to create economic value.



[1] Includes income, capital, property, payroll, business, insurance premiums, and goods and services sales taxes.

Economic impact priorities	2012 Performance highlights	2013 Plans
Provide top-quartile Total Shareholder Returns over the medium term	■ Our three- and five-year average Total Shareholder Returns (TSR), both 5 per cent, placed us in the second quartile for the three-year period and in the top quartile for the five-year period. These ratings were established within our global peer group, described at the bottom of page 39. See our 2012 Annual Report for comprehensive disclosure on our financial performance.	■ Maximize shareholder returns by achieving a top-quartile TSR over the medium term (three to five years), which we believe reflects a longer-term view of strong and consistent financial performance.
Create employment	■ Provided direct employment to approximately 80,000 people, with $9.3 billion in compensation and benefits. ■ Supported charitable and not-for-profit organizations that promote literacy and help unemployed or underemployed people secure jobs.	■ Continue to provide educational opportunities through our own initiatives and by supporting not-for-profit organizations.
Support small business	■ Provided $156.6 billion in financing to businesses in Canada. ■ Served more than 543,000 small business clients in Canada and the Caribbean.	■ Provide financing, proactive advice and specialized services to small businesses in Canada and the Caribbean.
Promote community economic development	■ Fostered economic well-being among Canadian newcomers and Aboriginal peoples by providing specialized financial programs, financial literacy initiatives, and support for community initiatives.	■ Evolve our specialized financial programs, financial literacy initiatives and financial support for newcomers to Canada.
Foster economic growth by supporting infrastructure development projects	■ Helped clients across North America and Europe access public and private financing for infrastructure and development projects.	■ Continue to support our clients and provide financing for development projects that promote economic prosperity.
Foster innovation and entrepreneurship	■ Launched our social finance initiative, a $20 million commitment to help foster and cultivate positive, wide-ranging social and environmental change. ■ Committed $681 million in investment for emerging technology companies around the world to date.	■ Make our first set of investments through the RBC Generator (social finance fund) for social and environmental entrepreneurs.
Purchase goods and services responsibly	■ Purchased goods and services totalling $5.9 billion from suppliers of all sizes. ■ Fully implemented our new Responsible Procurement Policy to screen key suppliers globally for social and environmental factors. ■ Included screening questions in 147 electronic requests for information (eRFX), representing 97 per cent of our transactions done through our web-based sourcing tool.	■ Continue to screen suppliers according to our Responsible Procurement Policy. ■ Apply our policy to the qualification process for general contractors. ■ Work with suppliers to address conflict minerals in our supply chain.

LOANS TO INDIVIDUALS

EMPLOYEE **COMPENSATION** AND BENEFITS **$9.3 BILLION**

RETURNS TO **SHAREHOLDERS** $3.5 BILLION IN DIVIDENDS

PROCUREMENT $5.9 BILLION

TAXES $3.1 BILLION[1]

DONATIONS AND SPONSORSHIPS $95 MILLION

LOANS TO BUSINESSES

$156.6 BILLION (CANADA)

[1] Taxes incurred.

Return to shareholders

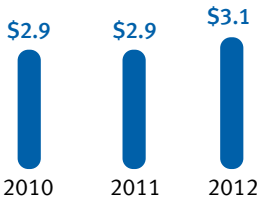
A large number of people share in the ownership of RBC™, either directly or indirectly. Our shareholders include pension funds; insurance, trust and investment companies; and individual investors worldwide, and represent a vast pool of savings. Such widespread ownership heightens our responsibility to provide good returns to shareholders.

We measure our performance in this area using Total Shareholder Returns (TSR), a metric that compares the performance of our common shares over a period of time, reflecting share price appreciation and dividends paid to common shareholders. Our three- and five-year average TSRs, both 5 per cent, placed us in the second quartile for the three-year period and in the top quartile for the five-year period. These ratings were established within our global peer group[1]. We report our financial performance in our Annual Report to Shareholders.

Taxes

We incurred taxes of $3.1 billion in 2012. This includes income, capital, property, payroll, business, insurance premium, and goods and services and sales taxes.

Taxes incurred
($ billions)



Employment

RBC provides employment to approximately 80,000 people worldwide. This represents one of our most significant direct economic impacts in the form of compensation and benefits paid, which, in turn, has an impact on the economy.

RBC also has a long history of supporting community and charitable programs for people who are unemployed or underemployed.

Small business

Royal Bank of Canada was founded on the initiative of eight Halifax merchants in the 1860s. We continue to believe that small business is an important economic driver, and our support for this sector has a significant impact on the economy. We serve 543,000 business clients in Canada and the Caribbean, who in turn create jobs, pay taxes, buy goods and services and contribute to a prosperous future for their communities and countries.

Small business service network	
Market share	We serve approximately one of every four business clients in Canada.
Network and service	Across the country, we have: ■ 585 senior business and personal account managers devoted to small business owners in Canada. ■ A dedicated team of advisors who are available 24-7 to provide immediate assistance to clients over the phone.

Access to credit

We are committed to helping businesses prosper, whether they are starting, maintaining or expanding their operations. One of the ways we do this is by providing debt financing or credit.

We continue to streamline our credit-approval process so that it is easier for businesses to deal with us, and we facilitate client requests at first point of contact via the client's preferred channel. In 2012, we expanded our small business credit capability. We now have over 1,400 senior account managers who are able to facilitate credit requests of up to $25,000.

Our annual Public Accountability Statement provides a detailed breakdown of the number of business clients we lend to across Canada and the amount of credit we made available to them. For more information, see page 106.

[1] We compare our TSR to that of a global peer group approved by our Board of Directors and consisting of the following 20 financial institutions: seven large Canadian financial institutions in addition to us (Bank of Montreal, Canadian Imperial Bank of Commerce, Manulife Financial Corporation, National Bank of Canada, Power Financial Corporation, The Bank of Nova Scotia and The Toronto-Dominion Bank), five U.S. financial institutions (Bank of America Corporation, JPMorgan Chase & Co., The Bank of New York Mellon Corporation, U.S. Bancorp and Wells Fargo & Company), five European financial institutions (Banco Bilbao Vizcaya Argentaria Group (BBVA), Barclays PLC, BNP Paribas, Credit Suisse Group AG and Deutsche Bank Group) and two Australian financial institutions (National Australia Bank and Westpac Banking Corporation).

Advice and products

While access to credit is important, it is only one of the needs of small business clients. We also strive to provide the best possible products and advice to help our clients better manage their businesses. Here are highlights from 2012:

Canada

Advice and service

- We launched a new deposit program with special banking packages to franchisees across the country.
- We offered free webinars to help small business owners use the Internet more effectively to acquire new customers and sell their products and services. Three webinars attracted a total of 2,000 registered participants.

Simplified processes

- We facilitated client requests at first point of contact via the client's preferred channel.
- We introduced a new client agreement for multiple products, resulting in less paperwork for clients.
- We improved clients' electronic access to their RBC Royal Bank™ business client card accounts.

Caribbean

- We introduced a financial planning service for our clients in Trinidad, Barbados and Curaçao.
- We launched the "Business Banking Winning Guide" in Jamaica to help build the capabilities of the sales team.

Agricultural businesses

Canada

We have been committed to Canadian agriculture for more than 135 years. We serve more farmers and farm families than any other financial institution in the country, and consider this another important way in which we have an impact on the economy. In order to help our clients access funds and manage their farms, we participate in federal and provincial programs such as the *Canadian Agricultural Loans Act*, a federal financial loan guarantee program, and AgriInvest, which helps farmers manage small declines in income.

Since farms and agribusinesses are different from other businesses, we tailor our approach with:

- More than 125 dedicated account managers who know agriculture and understand the farm business.
- Farm financing such as mortgages, term and operating loans, and deposit and savings accounts, as well as other specialized services.
- Ongoing advice, education and resources to keep farmers and those in the agribusiness informed about the agricultural economy and the management of their businesses. These cover topics such as business strategy, risk management, technology and farm finance. In 2012, we partnered with the Farm & Food Care Foundation to issue a white paper that explores environmental issues in Canadian agriculture and showcases best practices and opportunities associated with green farm operations.

We have supported 4-H for more than 65 years, one of our longest-standing community relationships, and sponsor programs such as the RBC 4-H Rural-Urban Youth Outreach Program, which fosters the creation of 4-H clubs in cities and facilitates rural-urban exchange.

Caribbean

We offer a U.S. dollar line of credit that targets the agricultural export sector and the productive sector, including agribusiness, manufacturing and tourism. It provides access to between US$50,000 and US$250,000 and is available for trade financing, business expansion and upgrading of existing facilities in Jamaica.

Not-for-profit organizations

Charitable and not-for-profit organizations (NPOs) are a significant economic force and a critical contributor to the gross domestic product (GDP) in most developed nations. They not only do important work, they comprise an economically important sector in their own right. As a financial services company, we consider our support of this sector to be another significant component of our indirect economic impact.

Canada

We provide customized services, account packages and expertise:

- We have 45 account managers dedicated exclusively to the NPO sector. In addition to bringing specialized knowledge, advice, products and networking

opportunities to their NPO clients, they are passionate about their clients' causes. Many of our NPO account managers volunteer in their communities.

- We host and support education and networking sessions, provide educational materials about fraud mitigation and governance, and sponsor organizations, such as the Canadian Society of Association Executives, to help build capacity in the sector.
- In 2012, RBC Foundation™ supported a program to help train current and aspiring directors of NPO organizations across Canada. The Governance Essentials Program for Directors of Not-for-Profit Organizations was developed jointly by the Institute of Corporate Directors and the Rotman School of Management, University of Toronto. The program is taught by faculty from Canada's leading business schools.

Resources for entrepreneurs

We provide information to business owners at all stages of the business life cycle, helping them manage their business and personal financial matters, including the following resources:

Guidebooks

- Starting a Business (also available in simplified Chinese)
- Growing a Business
- Business Succession Planning
- Personal Financial Management for Business Owners
- Greening Your Business

Online tools and tips

We provide online resources to help aspiring entrepreneurs and existing business owners, including:

- **Taking Care of My Business:** This website features a series of videos and articles that function as "thought starters" to help entrepreneurs form a more complete picture of what it takes to run a successful business.
- **Business assessment tool:** This tool helps people who are considering the purchase of a franchise.
- **Cash flow management tool:** This tool helps business owners manage their cash positions by creating a variety of realistic cash flow projections through "what if" scenarios with recommendations on how to improve cash flow.

CICA/RBC Business Monitor

We helped establish this quarterly report based on surveys conducted by the Canadian Institute of Chartered Accountants (CICA). The report includes responses from leading chartered accountants, which serve as a barometer of economic activity.

2012 Events

In Canada, we introduced the Business Financial Services Webinar Series, online events that are hosted by our Commercial Advice Centre. The webinars include quarterly economic updates from the RBC Chief Economist on topics such as foreign exchange, fraud, energy retrofitting, business investment and productivity.

In the Caribbean, we held a number of business banking client events in Barbados, Cayman Islands, Trinidad and Guyana, where RBC Caribbean Banking Economists and IMF (International Monetary Fund) representatives provided an economic outlook.

Economic development

Banks play an important role in the economy by efficiently channelling funds to help create and grow wealth. RBC helps stimulate and grow the economy in our communities, while also promoting social and environmental well-being by:

- Investing in community economic development initiatives that generate social and environmental benefits as well as a financial return, such as programs and services that help newcomers and Aboriginal communities prosper.
- Investing in infrastructure development projects through municipal finance and private-public partnerships.
- Supporting innovation and entrepreneurship by investing in knowledge-based companies and funding programs that promote new ideas and their commercialization.
- Supporting economic think tanks and other organizations that provide research and share knowledge.

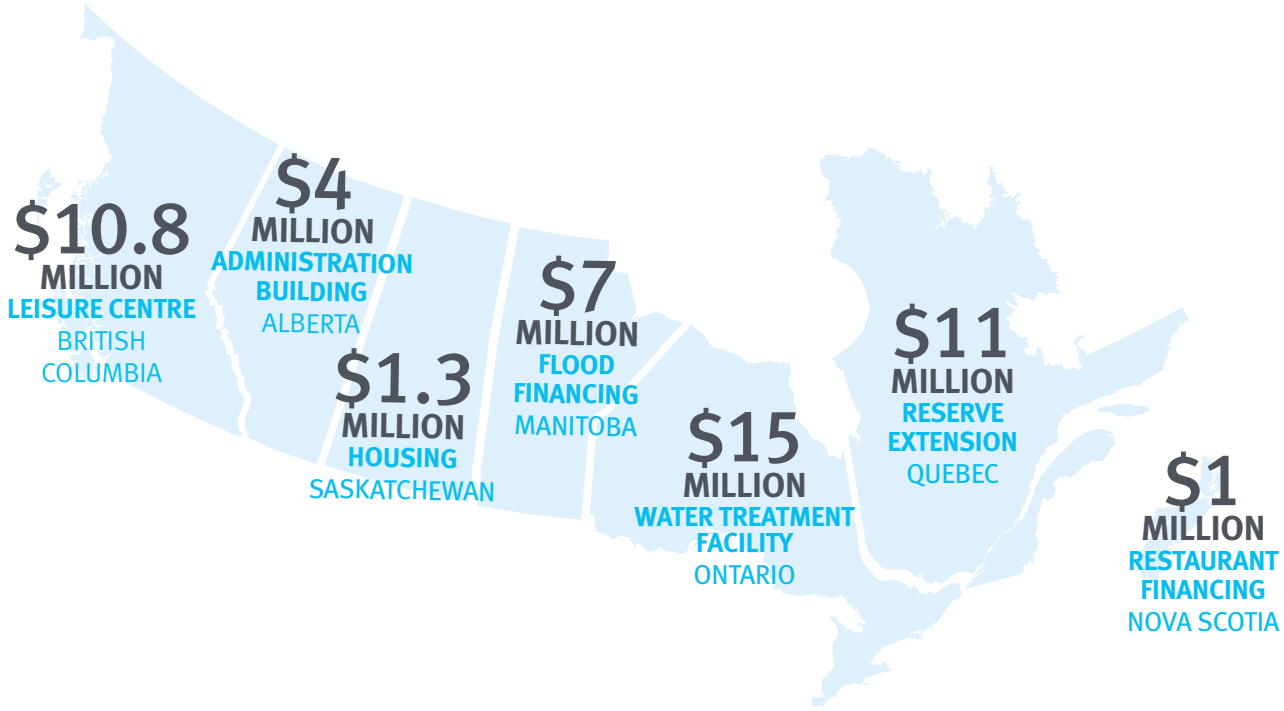
Economic development in Aboriginal communities

RBC supports the creation of wealth and sustainability in Aboriginal communities. See page 53 for an overview of products and services for Aboriginal clients.

Trust and investment services

RBC helps Aboriginal communities manage land claim settlements. We have extensive experience in handling large assets and provide the continuity necessary to ensure settlement money and systems are effectively managed for the future benefit of the community.

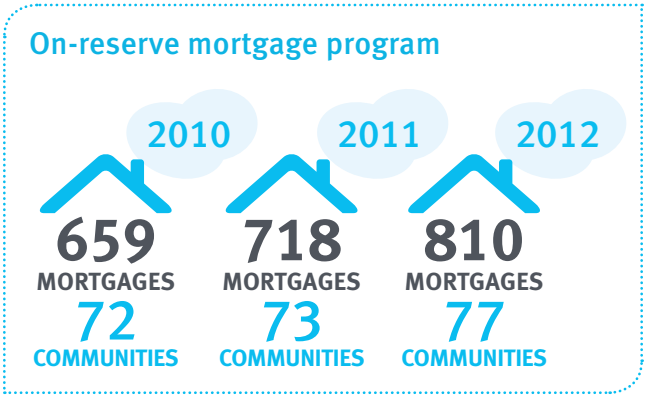
Aboriginal capital infrastructure financing in 2012



We help build prosperity in Aboriginal communities by financing infrastructure and other development projects. To preserve client confidentiality, we cannot disclose details about specific projects, but some examples of the types of projects we funded in 2012 are provided here.

Home financing on reserves

RBC was the first financial institution in Canada to create an on-reserve mortgage product that did not require a federal government guarantee. We continue to increase the number of Aboriginal communities we serve, as well as the number of mortgages we provide.



Sponsorship of non-profit organizations

We provide financial support to organizations that foster self-sufficiency for Aboriginal peoples, including the following:

- Aboriginal Financial Officers Association of Canada, which helps to enhance the financial and management practices and skills of Aboriginal peoples.
- Aboriginal Human Resource Council, which helps to advance the full participation of Aboriginal peoples in Canada's labour market.
- Council for the Advancement of Native Development Officers, which works to help build economic skills in Aboriginal communities and organizations.
- Young Entrepreneurs Symposium, which helps Aboriginal entrepreneurs connect to established business people.
- Conference Board of Canada's Centre for the North, which helps government, business, community and Aboriginal leaders achieve a shared vision of sustainable prosperity in Canada's North. We made a five-year, $250,000 commitment to this organization in 2010.
- Ashoka Canada's Changemaker Competition, which identifies and rewards new ideas in Aboriginal education that have the potential for innovation, impact and sustainability. We donated $185,000 to Ashoka Canada initiatives in 2012.
- Actua, a Canadian science, engineering and technology youth outreach organization. We donated $75,000 to their National Aboriginal Outreach Program.
- Frontiers Foundation, which promotes the advancement of economically and socially disadvantaged communities. Since 1989, we have supported its Operation Beaver Program, which helps provide Aboriginal communities with affordable housing and improvements in education.
- Twenty-one additional Aboriginal community-based organizations across Canada that offer structured after school programs and supervised activities for children between the ages of six and 17. We committed more than $500,000 to help these organizations deliver programs that focus on safety, social skills and self-esteem for the 2012-13 school year.

Support for newcomers to Canada

We believe there are significant economic benefits for society when new immigrants succeed in their adopted country. We support organizations and sponsor programs that promote the interests of newcomers, including:

- Top 25 Canadian Immigrants, a national people's choice award that allows Canadians to vote for outstanding immigrants who have made a difference since their arrival in Canada.
- Canadian Immigrant Integration Program/Association of Canadian Community Colleges, which prepares newcomers for economic integration while they are still in their country of origin. RBC also facilitates international webinars such as "Understanding Banking in Canada."
- RBC SIFE (Students in Free Enterprise) Newcomer Advancement Project of Advancing Canadian Entrepreneurship (ACE), which helps increase the ability of new Canadians to achieve success.
- Career Bridge, a paid internship program that helps immigrants who are internationally qualified professionals find work in their fields. In 2012, RBC hired 31 people in the Career Bridge internship program (see page 74).

Infrastructure development projects

RBC helps foster economic growth by providing credit and financial advice to clients for projects that have a social purpose. This is an important part of our business as a financial services company, and has a significant impact on the economy.

Municipal finance

Some investments have both a financial and social return. For example, RBC helps municipal clients access public and private financing sources for infrastructure development projects such as social housing. To preserve client confidentiality, we do not disclose specific details about our full municipal finance portfolio.

Examples of 2012 municipal finance projects

160 UNITS OF AFFORDABLE HOUSING
BRIDGE ATTAINABLE HOUSING SOCIETY, CANADA

£1.2 BILLION IN CREDIT
REGISTERED PROVIDERS OF SOCIAL HOUSING, ENGLAND

$1.1 MILLION IN CREDIT
GREEN HOME DEVELOPMENT, CARIBBEAN

5,900 units of affordable housing (US$ millions)

$542	78	25
INVESTED	PROJECTS	U.S. STATES

Through the RBC Tax Equity Group, which syndicates a 99 per cent equity ownership position for investors.

Public/private partnerships (PPPs)

Financial services companies help build towns and cities when we provide financing or advice for major infrastructure projects, such as hospitals, schools, roads, bridges, power plants and transit systems. That's where partnerships with government, business and civil society organizations can be important. We provide advice and financial services to PPPs through our offices in Toronto, London (U.K.), Sydney, New York City, Paris and Madrid, and count these as important ways in which we have an impact on the economy.

Examples of 2012 PPPs in the U.K.

£2 BILLION
SHEFFIELD HIGHWAYS MAINTENANCE

£600 MILLION
HOUNSLOW HIGHWAYS

£700 MILLION
ISLE OF WIGHT HIGHWAYS

This is a sample of publicly disclosed projects in which RBC was involved in 2012. The examples here are for United Kingdom deals in which RBC acted as sole financial advisor. To preserve client confidentiality, we do not disclose specific details about our full PPP portfolio.

Innovation and entrepreneurship

Innovation is widely recognized as a key ingredient of long-term sustainable productivity and economic prosperity. Since 1969, we have brought investment dollars, as well as our knowledge and expertise, to budding software and technology companies serving the financial services and other sectors. We also support organizations and initiatives that promote learning, innovation and entrepreneurship. Here are a few examples.

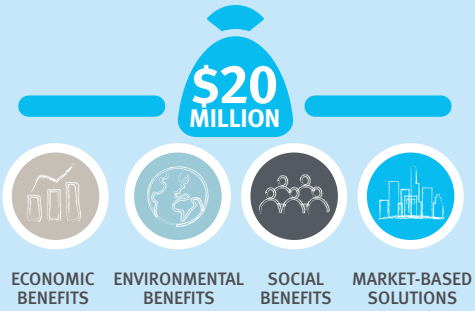
2012 Investments in innovation

Emerging technology	We have committed $681 for emerging technologies around the world to date.
RBC Next Great Innovator Challenge®	An annual contest for college and university students from across Canada to propose ideas on how to deliver financial services. Now in its sixth year, the challenge has been expanded to four unique competition streams for students to showcase their cutting-edge ideas and innovative approaches. For more information, visit **rbc.com/innovator.**

RBC's social finance initiative

In 2012, we launched our social finance initiative, a $20 million commitment to help foster and cultivate positive, wide-ranging social and environmental change. Social finance is a proactive approach to solving social and environmental challenges through direct investment in private companies, projects and funds while also earning an attractive financial return. We were the first major financial institution in Canada to announce such an initiative, which includes:

- The RBC Generator, a $10 million pool of capital for investing in funds and small businesses that generate a social and/or environmental return. This capital will provide much-needed financing for innovative enterprises that help address issues around water and energy or provide employment opportunities for youth and disadvantaged groups. These groups must have a "for profit" model. We will grow and reinvest the proceeds of successful investments.
- An investment of $10 million of RBC Foundation assets in socially responsible investments through the Phillips, Hager & North Community Value Funds.
- Support for research, development of knowledge networks and thought leadership to catalyze the growth of social and environmental entrepreneurship in Canada. In 2012, we donated $1 million to the MaRS Centre for Impact Investing. MaRS will use the funds to convene an engaged network around key issues and events; incubate and accelerate new social entrepreneurs; conduct research; and inform a broad audience on what makes a successful social-purpose business.



Research and sharing of knowledge

We believe financial institutions have a duty to contribute to public policy discussions about economic and social issues. Our views are often sought by legislators, the public service and other participants in public discussion. In 2012, RBC participated in a roundtable hosted by Canada's Minister of Transport Canada on infrastructure and private sector best practices that could be adopted by the public sector.

We maintain a substantial research program, both corporately and within our various businesses. Our experts examine conditions, developments and trends in Canada and abroad, and share their findings and analyses extensively through publications, speeches and briefings.

Our Chief Economist regularly meets with officials from the Bank of Canada as well as the federal and provincial departments of Finance. We are also frequently called upon to prepare and submit briefs to government commissions and task forces. We have consistently emphasized the importance of, and need for, improved productivity in Canada, especially in the context of an increasingly competitive global environment.

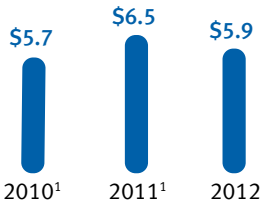
In 2012, we issued reports on a broad range of economic subjects, including Canadians' debt levels, housing trends and affordability, and the economic and financial market outlook.

rbc.com/economics

Procurement

RBC purchases goods and services from suppliers of all sizes, and this procurement has a significant economic impact. In 2012, we spent $5.9 billion on goods and services from 36,000 international, national, regional and local suppliers of all sizes.

Goods and services purchased
($ billions)



[1] Includes discontinued operations.

Responsible sourcing

Increasingly, purchasers take social and environmental considerations into account when making purchasing decisions and managing their relationships with suppliers. As a result, responsible sourcing and effective supply-chain management are quickly becoming hallmarks of a sustainable company. We introduced a company-wide Responsible Procurement Policy in 2011, which calls for increased due diligence when we are pre-screening potential suppliers. We review our guidelines regularly to ensure they align with our sustainability objectives.

In 2012, RBC was rated the top Canadian financial institution, and fourth company overall, for policies addressing labour standards in the property service supply chain.

We perform due diligence with respect to sustainability on all requests for information, quotes or proposals from suppliers related to the provision of goods and/or services. We ask suppliers to provide details on their commitment to responsible environmental management, employee health and safety, ethical business practices, compliance with labour standards and workforce diversity. We may also ask prospective vendors to provide extensive corporate and financial information, including a declaration of conflicts, lawsuits or administrative complaints and charges, industry experience and references.

For key suppliers, our environmental, labour and diversity standards and requirements may include:

Environment

- Environmental policies and targets.
- Environmental performance data.
- An established environmental management system certified to ISO 14001, Eco-Management and Audit Scheme (EMAS) or equivalent, with external independent audits.
- Environmental standards for suppliers' processes, products or services.
- Lifecycle impact assessments of the suppliers' processes, products or services.
- Evidence of action plans that minimize a given company's adverse environmental impacts to air, water and land.
- Evidence of third-party certifications that verify environmental accreditations.
- Disclosure of any significant environmental violations within the past five years.
- Disclosure of any significant environmental activism campaigns against them within the last five years.

Labour

- Labour standards/employment practices.
- Occupational health and safety policies; management systems and performance data.
- Human rights policies and performance data.
- Grievance processes implemented.
- Disclosure of significant violations or social activism campaigns against them within the last five years.

Diversity

- Consultation with, and consideration of, Aboriginal peoples.
- Representation of diverse groups.
- Management practices demonstrating a commitment to diversity.

Implementation and auditing

We fully implemented our Responsible Procurement Policy and tracking mechanisms in 2012. We assess suppliers based on comprehensive screening criteria. For certain key suppliers, we follow more in-depth processes, such as formal service-level agreements, supplier reporting, customer satisfaction surveys, quarterly reviews, site visits and price audits. We also conduct formal audits in concert with our Internal Audit group, as appropriate.

Responsible Procurement Policy
Material suppliers assessed for responsible business practices

2013 (target)	2012	2011
Sustainability criteria will be included in the pre-qualification process for general contractors providing construction services.	147 suppliers were assessed, representing over $510 million in purchasing.	160 suppliers were assessed, representing over $270 million in purchasing.

Support for diverse and local suppliers

RBC strives to increase opportunities for diverse suppliers to sell goods and services. We are a founding member of the Canadian Aboriginal and Minority Supplier Council (CAMSC) and an inaugural sponsor of WEConnect Canada, a not-for-profit organization that promotes women-owned businesses in the supply chain. We use information from CAMSC and WEConnect to identify potential suppliers who can compete for RBC business. In 2012, RBC received the CAMSC Corporation of the Year Award, for contributions to supplier diversity, as well as the WEConnect Leader of the Year Award.

In 2012, we also launched our Supplier Diversity Mentorship Program, which offers one-on-one mentorship to a small group of qualified suppliers. The program is intended to help diverse suppliers improve their ability to compete for business from large corporations such as RBC, and to increase our potential supplier base.

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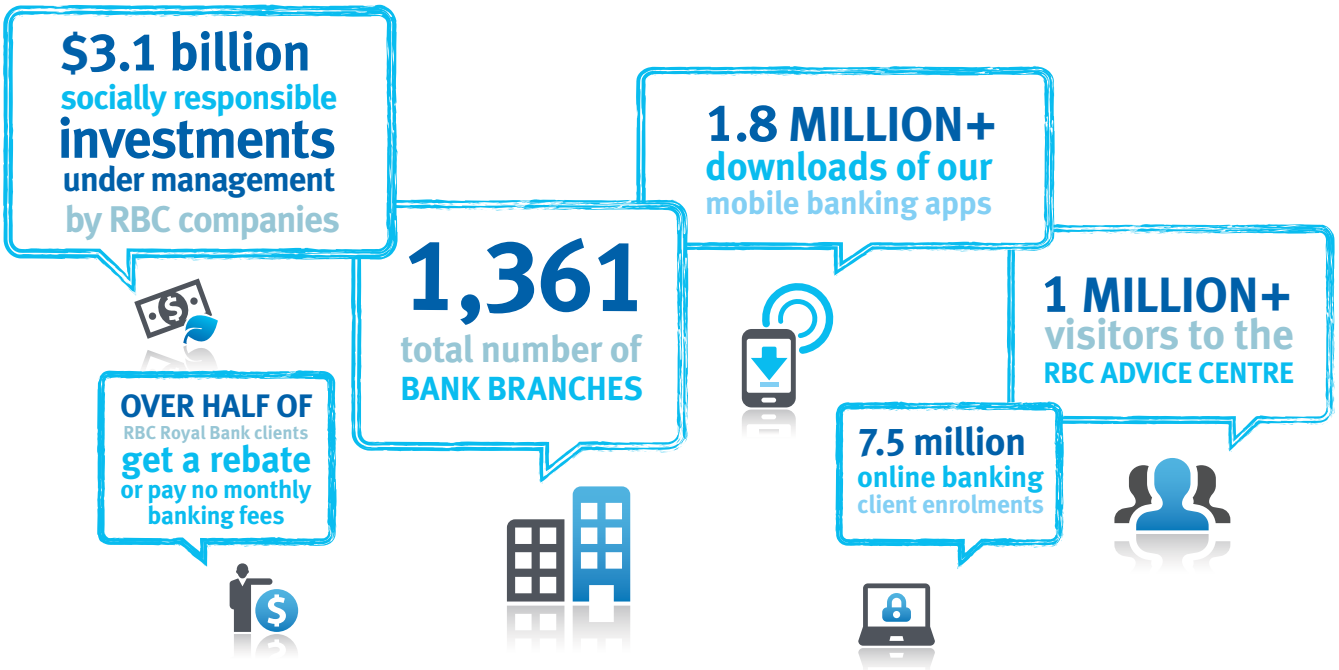
MARKETPLACE

RBC™ serves more than 15 million clients in 51 countries worldwide, including those in our home market of Canada. We are "always earning the right to be our clients' first choice" by serving them responsibly and ensuring that they have access to the financial products, services and advice they need to make the best decisions possible. This section includes information about RBC products and services that have a positive social or environmental, as well as economic, impact.



Marketplace priorities	2012 Performance highlights	2013 Plans
Promote financial literacy among clients and the general public	■ Added a debt-reduction planner and debt-consolidation calculator to our online offerings. ■ Supported financial literacy programs offered by not-for-profit organizations across North America.	■ Provide financial education opportunities, both through our own initiatives and by supporting not-for-profit organizations dedicated to this cause. ■ Expand the RBC financial literacy campaign to our employees.
Provide access to basic banking through a range of channels	■ Added 27 branches and 431 ATMs to our Canadian network, bringing our national total to 1,239 branches and 4,724 ATMs. ■ Extended the RBC Royal Bank™ retail store concept to 45 locations across Canada (including our 27 branches opened), focusing on financial education through the use of engaging digital technologies. ■ Launched a new partnership with a major drug store in Canada enabling more convenient banking with 298 new ATMs (70 per cent of 2012 ATM growth) in Shoppers Drug Mart‡/Pharmaprix‡ locations. ■ Extended hours of business across our Canadian network so that about 70 per cent of our branches are open evenings or weekends. ■ Offered rebates or banking accounts with no monthly fee to more than half of our Canadian banking clients. ■ Exceeded 1.8 million downloads of our mobile banking apps. ■ Ensured all new ATMs ordered in 2012 had larger screens for improved readability.	■ Open approximately 25 new branches in Canada. ■ Continue to implement the RBC Royal Bank retail store concept in select markets and branches across Canada. ■ Add new features and services to mobile banking. ■ Continue to focus on the seamless integration of all channels (branch, phone, online, mobile sales forces, ATMs) while enhancing the self-serve, assisted serve or full service experiences.
Develop products and services responsibly, including those that have positive social or environmental impacts	■ Financed and/or provided advice on 10 projects under the Equator Principles. ■ Managed over $3 billion in socially responsible investments.	■ Continue to develop products and services responsibly.
Respect clients' privacy, safeguard their information and protect them from fraud	■ Published timely and relevant alerts and notices on our Privacy & Security website and on our online banking sign-in page. ■ Posted informative articles on our online banking sign-in page.	■ Continue to educate employees and clients on privacy, information security and fraud prevention.
Listen and respond to clients	■ Surveyed more than half a million clients in Canada and the Caribbean. ■ Ranked number one in online banking, branch service, advice and products in various customer satisfaction surveys. ■ Received industry recognition in the areas of mutual funds, financial planning and private banking. ■ Resolved 99 per cent of client care complaints within 30 days, and 80 per cent within two days.	■ Monitor our service delivery through client satisfaction surveys, likelihood-to-recommend scores and referrals from existing clients for new business. ■ Respond to our clients' needs and concerns.

Access to banking and insurance

2012 Retail banking and insurance network

We strive to deliver service where, when and how our clients want it. In Canada, we continue to expand and improve our branch network, extending our branch hours to suit clients' needs, with ATMs and online, telephone and mobile banking providing convenient alternatives. In Canada, we offer the largest fully integrated call centre of any bank, and more ATMs and branches and twice as many financial advice specialists as our nearest competitor.

Feature	Canada	Caribbean
Branches		
Retail banking branches	1,239	121
Branches opened	27	0
Branches closed	2	2
Branches open evenings or weekends	Approximately 70%	1
ATMs		
ATMs	4,724	341
ATMs in off-site locations such as drugstores, gas stations and supermarkets	Yes	Yes
Accounts accessible	Canadian and U.S. accounts	Local accounts
Currency dispensed	Canadian and U.S.	Local and U.S.
Online banking		
Account opening	Yes	No
Mobile sales force		
Visits with clients at home or work any day of the week	Yes	No
Mobile apps		
Available for iPhone‡, iPod touch‡, iPad‡, BlackBerry‡ and Android‡	Yes	No

2012 Branch network enhancements

Canada

We made the following improvements in 2012:

- Extended the RBC Royal Bank retail store concept to 45 locations across Canada where we tested and implemented ways to enhance the client experience through video conferencing, tablets, media walls, discovery bars, digital merchandisers and online banking kiosks;
- Equipped more than 750 branches with LCD screens to provide better, faster and more targeted communications, reducing the use of printed posters and our carbon footprint;
- Extended branch hours across the country, for a total increase of almost 7,000 total hours since May 2010 (21 per cent increase). Now, over 760 branches are open Saturdays, and over 710 branches are open at least one late evening;
- Powered our entire Canadian ATM and digital display networks with renewable energy.

ATMs

In 2012, we launched a partnership that provides convenient access to banking through 298 new RBC ATMs in Shoppers Drug Mart‡/Pharmaprix‡ locations. We also added over 100 ATMs in branches, gas stations, convenience stores, airports, drugstores and college/university locations.

Bank branch closures and openings

RBC continually reviews growing neighbourhoods to assess any opportunities to add branches to our national network. Prior to closing branches in Canada, we comply with federal legislation in our commitment to:

- Provide clients and communities with four months' advance notice of network reconfigurations or branch closures (six months' notice in the case of rural communities or communities where there is no bank within a 10 km radius); and
- Ensure community leaders and public officials are aware of our reconfiguration initiatives and have an understanding of service alternatives for the affected communities.

See page 107 for a complete list of branches opened and closed in Canada in 2012.

Caribbean

In 2012, we enhanced our branch network in the Caribbean by:

- Redesigning banking halls, operations and technology in Trinidad to enhance the client experience; and
- Replacing 56 ATMs across the Caribbean, allowing for improved security and wheelchair access.

Pricing

We are committed to providing value for our clients by setting reasonable banking fees for our service packages.

- We conduct regular research in the marketplace to ensure that our pricing is competitive.
- More than half of our clients — many of them students or seniors — receive a rebate on their banking fees or bank for free.
- Various account packages include specific services in the package cost, such as RBC Cross-Border Debits, *Interac*‡ e-Transfers, annual fee waivers on credit cards, drafts and discounts on safe deposit boxes.
- RBC Insurance™ offers discounts and savings for eligible clients who have both their home and auto insurance with RBC Insurance, plus further savings on term life insurance.

Diverse and underserved groups

We provide banking access to a host of traditionally underserved groups through customized products, services, channels and community-based programs.

Low-income and underserved clients

We provide banking access to low-income and traditionally underserved clients through various initiatives.

- A rebate, or no monthly fees on their banking account, for more than half of our clients — many of them students or seniors;
- A low-cost Canadian deposit account that offers 10 monthly debit transactions for a flat monthly fee;
- Specific programs to improve access to adequate, suitable and affordable housing under the federal government Affordable Housing Initiative (AHI), offered through the Canada Mortgage and Housing Corporation (CMHC) in partnership with the provinces and territories.

Students and youth

RBC provides targeted advice, banking services and financing products for post-secondary students.

- Information on budgeting, how to fund a post-secondary education and how to track monthly expenses.

We offer students:

- Two chequing account options: one with no fees and 25 free debit transactions per month and another with a low monthly fee with unlimited debit transactions and discounted credit card options.

People with disabilities

Our goal is to ensure equal access to all RBC premises and services for clients with disabilities.

rbc.com/accessibility

Branches

- Approximately 90 per cent of our bank and insurance branches are wheelchair accessible;
- Every new RBC branch we open is wheelchair accessible;
- We are committed to applying barrier-free design standards wherever we operate;
- Our physical locations are audited periodically by internal groups and external regulatory agencies to identify and remove barriers.

ATMs

- All new ATMs have larger screens to improve readability, and newly purchased walk-up ATMs use our pioneering Audio Voice Guidance Capability;
- Branch ATMs are compliant with the Canadian Standards Association's Accessibility Standards (B651) for height, reach and knee space.

Online banking

- Public and secure banking websites are accessible, with standards based on the World Wide Web Consortium Web Content Accessibility Guidelines;
- Platforms are compatible with the browsers, keyboard navigation and adaptive devices most commonly used by persons with disabilities.

Telephone banking

- A special phone number that can be accessed using a teletypewriter device, giving hearing-impaired clients in Canada and the U.S. 24-7 access;
- Relay Services so a client can talk to a representative directly, about more complex banking needs.

Alternative formats

- Materials provided in large type, audio cassettes, Braille and e-text;
- More than 1,600 RBC clients in Canada receive Braille statements.

Training

- In 2012, RBC Insurance established an Accessible Customer Service Policy and enhanced training to ensure services are provided to people with disabilities in a way that respects their dignity and independence.

Seniors

We are sensitive to the needs and concerns of the growing population of seniors and offer a range of specialized services and products.

- Specialized deposit and insurance options, including rebates on monthly banking fees;
- Training and information about the financial abuse of elders to employees across Canada, who, in turn, meet with groups of seniors to discuss financial fraud;
- Access to basic banking services for housebound seniors through a range of channels. Protect their privacy, require documentation, such as a Power of Attorney or Court Order, and ensure that we can work with third parties who are legally authorized to act in the best interests of seniors who cannot manage their finances independently;
- Out-of-province/country emergency medical insurance coverage for clients aged 65 and above, added to several RBC credit cards in 2012;
- Optional credit card insurance coverage for customers aged 65 to 80 with full creditor life insurance protection up to a maximum of $25,000.

Newcomers to Canada

RBC recognizes the contributions that newcomers make to the social and economic fabric of Canada, and we tailor our products and services for diverse communities.

Our products and services for newcomers to Canada include:

- Service and information in our clients' language of choice. We can provide service in a total of 180 languages in more than 400 RBC Royal Bank™ branches and telephone contact centres;
- Monthly fees waived for six months on the RBC Signature No Limit Banking® account;
- A credit card for newcomer clients and their spouses or partners, with no credit history required;
- Alternative ways for clients to secure a mortgage, even without credit history. RBC can do this by reviewing other sources of information, such as immigration type and status, bill payment history and financial information from the client's country of origin;
- Free access to a range of online tutorials, available in up to 14 languages, on subjects such as financing a home, starting a small business and banking terminology. In 2012, we added a tutorial to help newcomers establish and grow their credit history in Canada;
- A preferred rate on foreign exchange transactions for a client's first year in Canada;
- Financial services that support the Canadian federal government's Immigrant Investor Program, to encourage successful and experienced business people to immigrate to Canada;
- RBC Insurance provides articles and tips to educate newcomers about how to protect their family, homes, cars and other assets.

Aboriginal communities

Access to banking services and capital are critical to helping create wealth and economic sustainability in Aboriginal communities.

Our service and products include:

- Dedicated market managers, account managers, trust and investment advisors and risk management teams who specialize in understanding the banking and credit needs of Aboriginal communities across the country;

Aboriginal branch network	2012	2011	2010
Total number of on-reserve branches	8	8	8
Number of branches in three territories	6	6	6
Agency banking operations in First Nations communities	2	2	2

- A remote banking service that enables clients to open an account and bank 24-7 by telephone or online;
- Telephone service in Cree and Inuktitut, two of the most commonly spoken indigenous languages in Canada;
- On-reserve mortgages and development capital, which are both important factors in creating wealth and economic sustainability in Aboriginal communities. Our Leasehold Mortgage Program gives First Nations members greater flexibility and choice when financing the purchase or construction of a home.

For more information, visit **rbcroyalbank.com/commercial/aboriginal/index.html**.

Mobile banking

RBC offers fully integrated mobile banking applications for all major platforms in Canada so that clients can check account balances, view account activity, review transactions, transfer funds, use mortgage calculators, buy and sell investments, and more. Our mobile app consistently ranks very high in popularity[1] on each platform's respective app store because of its functionality, simplicity and ease of use.

[1] Rankings are based on number of downloads as well as client ratings.

RBC mobile app statistics[1]

1.8 MILLION+
DOWNLOADS OF OUR MOBILE BANKING APPS

1 MILLION+
CANADIANS HAVE USED THE APP

13x PER MONTH
CLIENTS CHECK THEIR BALANCES, ON AVERAGE

31 MILLION
TRANSACTIONS[2]

436 MILLION
INTERACTIONS[3]

[1] From launch in 2010 to October 31, 2012.
[2] Includes bill payments, third-party payments, *Interac* e-Transfers and transfers between accounts.
[3] Includes all sign-ins, transactions, account balance inquiries, account detail inquiries and Get Location inquiries.

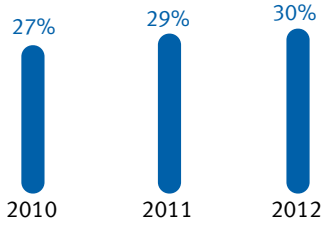
Online banking

Online banking is a strategic priority for RBC. As demand from clients grows and evolves, we continue to improve our online offering.

Online banking client enrolments[1]
(number of clients; millions)

[1] Includes personal and business clients in Canada enrolled in online banking services for the years ended October 31.

Online banking active users[1]



[1] Percentage of RBC Royal Bank clients who are actively using online banking solutions.

Payment options

Technology has changed the way people shop and pay for their purchases. RBC provides innovative and convenient payment options for individual clients and for business clients in the retail sector:

- We were a leader in providing *Interac* Flash-enabled cards, which eliminate the need for card insertion and a PIN on smaller purchases. This benefits both the consumer and merchant by allowing transactions to be processed more quickly.
- We introduced Virtual Visa‡ Debit, a smart and safe way to pay for online, telephone and mail order purchases with the funds debited directly from your banking account. Virtual Visa Debit is ideal for people who like to shop online but do not have or do not want to use their credit card for those purchases.

Financial literacy

Financial matters are so complicated nowadays. It's no wonder so many people are in debt.

We help promote financial literacy through our own initiatives and by supporting not-for-profit organizations that provide financial education. We aim to lend money responsibly by providing credit to clients who are able to manage their debt comfortably.

1 MILLION+ VISITORS TO THE RBC ADVICE CENTRE IN 2012

Promotion of financial knowledge

As the financial world grows in complexity, and with consumer debt on the rise, people need to be more knowledgeable than ever about their finances. Yet increasingly, they are having difficulty staying on top of their financial affairs. The financial services industry, banks in particular, have a critical role to play in helping to increase the financial literacy of consumers of all ages.

RBC has been promoting financial literacy for many years. In 1924, we developed our first budget book, the first of many money management tools that we have created over the years to help clients manage their finances. RBC continues to promote financial literacy — knowledge of credit, debt and savings — to clients, prospective clients and the public at large. Today's tools include websites, publications and seminars that help clients plan for their financial future.

Our financial literacy initiatives are part of a broad financial planning approach. We start by understanding a client's life needs, prior to discussing their financial needs. We advise clients at key life moments, such as entering university, marriage, birth of a child or the purchase of a first home. This approach encourages clients to learn more about financial matters and establish priorities. Our financial literacy initiatives, described on pages 56-57, support this process.

The financial industry also needs to make things simpler for its clients in order to improve their financial literacy. At RBC, we use plain language and simple illustrations in our communications with clients, and we provide clear and straightforward information on fees. For more information about our communications policies, see page 61.

Financial literacy — RBC initiatives

For clients, consumers and employees, we delivered a number of financial literacy programs, including the ones listed in the table below.

Personalized advice	Our highly trained front-line staff deliver personal and financial advice to clients. We have more than 400 branches across the country that, combined, offer advice and/or assistance in more than 180 languages.
In-branch advice seminars	We deliver presentations in branches across Canada on topics such as fraud, borrowing, investments and key life events.
Community-based advice seminars	We offer financial literacy seminars for specific community groups on their premises.
The RBC Advice Centre	Our Advice Centre is an online source of information on financial trends and issues, with calculators, customized tools and advice on savings and investing, everyday banking, business, home ownership and mortgages to help Canadians improve their financial literacy. A "Key Life Moments" portal features specialized advice for students, new Canadians, snowbirds and other groups. We also publish a biweekly email containing advice on financial topics, and send it to more than one million clients. It provides information on such topics as saving for a child's education, using an RRSP for the down payment on a first house and avoiding identity theft.
The RBC Insurance Advice Centre	RBC Insurance offers information and online advice for individuals, families and business owners to assess their needs for personal insurance, retirement solutions, credit protection and business insurance.
***my*FinanceTracker™**	We've created a customizable online tool that automatically categorizes transactions, tracks expenses and provides advanced budgeting capabilities, empowering personal banking and credit card clients to make sound financial decisions.
RBC Better Student Life	We offer online advice for students to help them manage their finances.
Learning Money with Leo	We've designed free, practical and fun tools to help parents teach their children (aged three to six) about the concept and value of money. An iPad app and online printable resources are available.
RBC banking tutorials for new Canadians	Our online lessons contain helpful information on financial topics, from saving for a child's education to purchasing a car, now available in up to 14 languages.
Debt reduction planner and debt consolidation calculator	We offer free online tools to help Canadians improve cash flow and reduce debt.
Financial advice campaigns	Our advice campaigns feature advice on topics such as debt reduction, using credit wisely, cybersecurity, whether to buy or lease a car, and tax-free saving. We offer this advice through advertisements, emails, and Twitter‡ and Facebook‡ postings.
Economic update webcasts and video commentaries	Our Chief Economist offers clear and concise monthly economic updates via webcast and quarterly video commentaries.
Employee financial literacy	In 2012, we created a program exclusively for employees with easy-to-understand information about the many resources available. It provides advice and helps employees take action on their financial future and goals. We will expand the site and promote our resources in 2013.

Financial literacy — Initiatives supported by RBC

In addition to our own extensive financial literacy initiatives, in 2012 we invested more than $500,000 to support other initiatives that promote financial literacy around the world.

Canada	
YourMoney seminars	Twenty-five RBC employees delivered 87 educational seminars developed by the Canadian Bankers' Association in partnership with the Financial Consumer Agency of Canada in classrooms across Canada, helping more than 2,848 high-school students understand topics such as how to handle credit or start a business.
Junior Achievement's Economics of Staying in School (ESIS)	RBC contributed more than $200,000 to ESIS, a program that provides seminars and educational materials on career planning and financial awareness.
Canadian Foundation for Economic Education (CFEE) workshops	RBC committed $175,000 over two years for a workshop series to help recent and established Canadian immigrants improve their economic and financial literacy.
Eva's Initiatives for Homeless Youth — Financial Literacy Program	We contributed $25,000 to this money management project, originally developed for a single shelter's residents and later expanded to thousands of homeless youth across Canada.
EducationMatters	We contributed $25,000 to help students learn basic financial, managerial, marketing, accounting and entrepreneurial principles.
Elspeth Heyworth Centre for Women — Financial Literacy Program	We donated $20,000 to help empower immigrant women who are survivors of domestic violence by providing them with skills to manage their day-to-day financial affairs.
Regina Adult Learning Centre — RBC How Money Works, RBC How Business Works	RBC made a multi-year $50,000 commitment to programs that help students gain an understanding of debt and recognize the importance of bank accounts and savings.
Association of Women of India in Canada Community and Social Services' Financial Literacy Training program	RBC contributed $5,000 to help educate immigrant women and their families on the essentials of daily budgeting, saving and building a credit history.
Edmonton Financial Literacy Society — Making Ends Meet	RBC contributed $5,000 to provide high-quality financial education for people seeking to become financially solvent.
Wellspring Cancer Support Network	RBC contributed $225,000 over three years to the Money Matters program for cancer patients with financial issues.
Caribbean	
Junior Achievement	RBC donated $18,800 for programs that show young people how to generate and manage wealth, create jobs and apply entrepreneurial thinking to the workplace.
Bahamas Institute of Financial Services G12 Programme	We donated $2,000 to help promote financial literacy among Grade 12 students.

Responsible banking, investing and insurance

One of our priorities is to develop products and services responsibly, including those that have positive social or environmental impacts.

Opening a bank account

We are committed to ensuring that the process of opening a bank account is straightforward for our clients and allows us to meet regulatory requirements. We provide information about how to open a bank account in plain language and make it available in multiple languages. Our documents clearly outline the requirements for opening an account.

Development of products and services

RBC has an enterprise-wide policy that sets out a rigorous process for assessing the risks of financial products and services we develop, and lays out a clear approval process for all product and service development. We evaluate products for a range of risks and ensure they align with our risk appetite and applicable laws and regulations. Approval levels correspond to the level of risk identified for a particular product.

Responsible lending

For RBC, responsible lending means providing credit to clients who are able to manage their debt comfortably. It also means having policies and processes in place that enable us to identify and manage risks associated with a business client's social and environmental concerns, thereby minimizing our exposure to credit, reputational and legal risk. By incorporating social and environmental considerations into our lending process, we can promote social and environmental standards in all types of business.

RBC maintains a suite of social and environmental risk management policies designed to help us identify, assess and mitigate the social and environmental risks associated with financing small business, commercial and corporate clients. These policies are in keeping with our leadership role in social and environmental risk management, and reflect our commitment to a balanced, responsible approach to business. We review these policies regularly to ensure that they reflect our understanding of evolving social and environmental issues and that we comply with legal and operational requirements.

RBC is a signatory to the Equator Principles, a voluntary set of guidelines that help financial institutions address the social and environmental risks associated with project finance. For more information on the Equator Principles, see page 90; on our environmental lending policies, see page 32.

Microcredit

Microcredit or "microfinance" is sometimes considered an effective approach to alleviating poverty in developing nations.

Microfinance consists of small loans, usually of less than $200, that are provided by organizations or financial institutions to individuals, primarily women, so that they can establish or expand small, self-sustaining businesses. These small loans are generally made through a financial institution's retail delivery channel on the ground in a specific country or low-income region. While most microcredit programs are found in developing nations, they are starting to appear in some developed nations as well.

As we are not in the retail banking business in developing nations outside of the Caribbean, RBC does not generally engage in the provision of microcredit. We are involved in a pilot project in cooperation with the non-profit ACCESS Community Capital Fund, whereby RBC provides and administers micro-loans for residents of Toronto's Regent Park community so that they can finance new and existing small businesses in the area.

We serve the banking needs of low-income clients and provide credit and financing expertise to small businesses in Canada and the Caribbean (see page 39). We report our provision of credit to small businesses in Canada (see page 106).

Restricted transactions

There are certain types of clients and transactions that are to be avoided. These include, but are not necessarily limited to, situations where it is clear that RBC would be providing financing support, whether direct or implicit, for transactions involving:

- Financing of companies manufacturing or trading in equipment or material for nuclear, chemical or biological weapons, landmines or cluster bombs;
- Financing of Internet gambling businesses;
- Granting of credit to entities subject to economic sanctions, or those on our "no credit" lists;
- Credit transactions where the objective appears to be direct or indirect engagement in illegal activity, or to mislead regarding financial statements or regulatory reporting;
- Credit transactions involving undocumented agreements, disbursements or funds transfers; or
- Granting of credit to a business or individual engaged in activities inconsistent with generally accepted standards of ethical behaviour in the community.

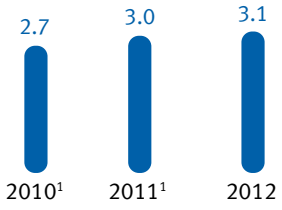
In addition to the restrictions listed above, our risk principles guide our decisions. We avoid all activities that are not consistent with our values, Code of Conduct or policies. Our reputation is one of our most valuable assets, and we will not pursue any transaction, loan, deal, client or profit opportunity that puts our reputation at risk. Any transaction, product, business activity or client relationship that potentially exposes RBC to reputational risk is subject to broad and senior executive review, which can lead us to restrict proceeding with a particular transaction, product, business activity or client relationship.

For a full overview of our risk management policies, see our 2012 Annual Report.

Responsible investing

Socially responsible investing (SRI) is an investment management approach that integrates environmental, social and governance (ESG) criteria in traditional financial analysis.

SRI assets under management
($ billions)



[1] Restated from previous years.

For individual investors who are interested in SRI, we offer options such as:

- RBC Global Asset Management Inc.'s SRI mutual funds include the RBC Jantzi Funds, which use ESG investment screens provided by Sustainalytics, and the Phillips, Hager & North Community Values Funds, which invest in securities issued by companies that conduct themselves in a socially responsible manner. In addition, the team manages segregated accounts for institutional clients that are managed on an SRI basis. Total assets under management for these products exceed $1 billion.
- Minneapolis-based RBC Global Asset Management (U.S.) Inc. manages the Access Capital Community Investment Strategy, which invests in debt securities that support community development across the United States. The strategy invested over US$755 million in community projects as of October 31, 2012.
- Our SRI Wealth Management Group is an investment team with more than US$1.3 billion in assets under management. With over 30 years of responsible and sustainable investment experience, this group provides personalized SRI service to high net worth individuals and institutional clients across the United States.

rbcwmfa.com/sri/

In addition, RBC clients in Canada have access to all the SRI funds in the Canadian marketplace through our network of advisors. U.S. clients have access to the SRI funds in the U.S. marketplace.

Green products and services

We offer green products and services that help clients reduce their environmental footprint or transition to more sustainable business models.

In 2012, we expanded the RBC Greening Your Business Advice Centre. We partnered with industry associations in retail and agriculture and published two reports identifying the risks and opportunities of environmental sustainability in these sectors.

We continue to offer clients environmental products and services, such as electronic statements, homeowner mortgage and loan products that support improvements in energy efficiency, solar panel financing for homeowners and businesses, socially responsible investments and advisory services, carbon trading and clean energy financing services. For more information, see page 90.

rbc.com/community-sustainability/environment/green-products-services

Mutual funds

RBC is committed to fostering strong mutual fund governance. We actively participate in industry associations to support effective regulation that benefits the investing public.

We have been leaders in developing and implementing an industry rule requiring all Canadian mutual funds and investment funds to have an independent review committee. This is intended to protect the interests of investors by requiring independent reviews of conflicts of interest that may arise in fund management.

As an institutional investor in firms around the world, we focus on the quality of corporate governance. We are active in the Canadian Coalition for Good Governance, exercising proxies in accordance with comprehensive proxy voting guidelines and disclosing the funds' proxy voting records. We advocate for best practices in corporate governance and engage directly with companies on corporate governance issues.

RBC Global Asset Management Inc. belongs to the Social Investment Organization, a non-profit organization devoted to promoting socially responsible investing in Canada, and offers mutual funds for those seeking socially responsible investments.

Involvement of stakeholders in product development

We involve external stakeholders, such as clients, community members, academics, non-governmental organizations and grassroots organizations, to various degrees when we are developing new products and services. In 2012, we:

- Developed a Newcomer to Canada project that includes customized products and services, following discussions with newcomer clients, community agencies, government departments and others.
- Partnered with the Canadian Federation of Medical Students to help provide better financial advice and solutions.
- Sponsored cleantech organizations and events that help promote and inform our financing of renewable energy.
- Consulted with external stakeholders as we developed our social finance initiative, a $20 million commitment to helping find business solutions to social and environmental problems.

Sale of products and services

We promote and sell our products in a fair and responsible manner so that we can help our clients make the very best financial services choices for themselves.

Our employees must undergo extensive training, make all necessary efforts to know our clients, and understand our clients' personal and financial objectives. "Know Your Client" rules are key to the protection of all our clients, as well as of the world's financial systems and our reputation. Our due diligence, policies, procedures and solutions comply with applicable laws, regulations and industry codes relating to the promotion and sale of financial products. In many instances, we go beyond what is required by law, to avoid impropriety as well as the appearance of impropriety.

Integrity in marketing and sales communications

RBC is committed to providing clients with investment, banking and insurance information they can easily understand and use. Our brochures and websites describe our products and services simply, using examples for increased clarity. We review contract, policy and statement language regularly so that our clients can more easily evaluate our products' suitability for their needs. In 2012:

- We launched a new tool on our public website that provides two different ways to view the historical performance of our investment solutions.
- We revised the format and wording of home insurance policies to make it easier for RBC Insurance clients to understand their coverage. In response to client concerns about complicated life insurance policies, we also provide inserts with the policy that feature a summary and a glossary in plain language.

We aim to communicate in a manner that is fair, clear and not misleading, and respect applicable laws and regulations in the various jurisdictions where we conduct business.

Canada

- Advertising is highly regulated at both the federal and provincial levels, with legislation, such as the *Competition Act*, which prohibits false and misleading advertising, and provincial consumer protection laws, which govern conduct concerning claims that may be false or misleading.
- In producing our marketing material, we also follow the guidelines and standards of practice of various self-regulatory bodies, such as Advertising Standards Canada and the Canadian Marketing Association.
- We subscribe to a number of voluntary codes of conduct relating to the responsible sale of financial products and services. For example, we follow voluntary Canadian banking industry guidelines for plain language mortgage documents and apply many of those guidelines to other documents such as account applications. See page 63 for a list of voluntary codes and page 58 for information on documents related to opening an account.

United Kingdom

- We comply with Financial Services Authority laws governing marketing communications, advertising, promotion and sponsorship.

Caribbean

- We have multiple regulators across the Caribbean, and we comply with all their disclosure and marketing requirements.

Protection of clients

How can I be sure it's safe to bank online?

Information security and privacy

As the use of online and mobile banking grows, so does the risk of fraud and scams. Banks must take responsibility for protecting their clients' information from unauthorized access or use. We have stringent privacy practices and use a range of technologies and security mechanisms to ensure the safety, confidentiality and integrity of client information and transactions. We employ advanced technology and security procedures to help protect against unauthorized transactions and access to user data.[1] We also offer our clients a guarantee.

If an unauthorized transaction is conducted through RBC Royal Bank Online or Mobile Banking or RBC Direct Investing™ Online or Mobile, clients will be reimbursed 100 per cent for any losses to their accounts resulting from unauthorized access.[2]

Privacy and information security

RBC is dedicated to safeguarding the privacy and confidentiality of our clients' personal, business and financial information. This is one of our highest priorities and remains a cornerstone of our commitment to our clients, employees and other stakeholders. Our Privacy Policy, first developed in 1991, is overseen by our Chief Privacy Officer. We use rigorous security safeguards and internal controls to ensure the privacy and security of information entrusted to us.

Information for clients

We provide ongoing, regular information to clients about privacy, information security and fraud prevention in easy-to-understand and engaging formats, including advisories, videos and interactive quizzes, on rbc.com.

Employee awareness

In 2012, we enhanced our employee training to include information specific to an employee's jurisdiction, with practical guidance on everyday situations that require privacy and information security decisions.

Online security

RBC has developed and maintains finely tuned, sophisticated systems and processes for ensuring the security of online transactions. For example:

- We have designed our fraud detection systems to detect unusual or suspicious behaviour.
- We require a passport or other valid documents as "Know Your Client" identification for accounts opened online.

[1] For a definition of an unauthorized transaction and for full details regarding the protections and limitations of the RBC Online Banking Security Guarantee, see the Electronic Access Agreement. This guarantee is given by Royal Bank of Canada in connection with its online banking service.

[2] For a definition of an unauthorized transaction and full details regarding the protections and limitations of the Online Security Guarantees, please see your account and/or online agreements with the applicable entity. The guarantees are given by Royal Bank of Canada in connection with its online banking service and by RBC Direct Investing Inc. in connection with its online investing service.

Fraud prevention

RBC has stringent security policies and practices, supported by around-the-clock resources to prevent, detect and investigate potential fraud. Our guarantees for Canadian online banking and self-directed brokerage clients offer 100 per cent reimbursement for funds lost through unauthorized transactions in their accounts.[1] In 2012, we:

- Enhanced processes and strategies in order to decrease the impact of fraud on our clients;
- Communicated regularly with clients to help educate them on fraud-related issues and to provide up-to-date tips and alerts. Communication tools included our financial fraud prevention and privacy protection brochure, our Privacy & Security website, our RBC Advice Centre video on identity and investment scams, and client presentations on topics such as identity theft and seniors' financial abuse; and
- Automated some of our fraud prevention and reimbursement calls so that we were able to reach clients faster and reduce any negative impact on them.

[1] For a definition of an unauthorized transaction and full details regarding the protections and limitations of the Online Security Guarantees, see the account and/or online agreements with the applicable entity. The guarantees are given by Royal Bank of Canada in connection with its online banking service and RBC Direct Investing Inc. in connection with its online investing service.

Treating clients fairly

Treating our clients fairly is an important part of ensuring "integrity in everything we do" and "always earning the right to be our clients' first choice." RBC abides by consumer protection and market conduct rules and regulations designed to protect financial services clients. In addition, the Canadian banking industry has developed a number of voluntary codes to protect consumers, and these codes have been adopted by our Canadian businesses. A list of these codes can be found below and on the Voluntary Commitments page of the Canadian Bankers Association (CBA) website.

Consumer protection codes and commitments

We subscribe to a number of voluntary industry codes of conduct to protect consumers.

Consumer protection codes and commitments	
E-commerce	
Online Payments — Canadian Bankers Association	A description of consumer and industry responsibilities related to the use of online payment systems in Canada.
Principles of Consumer Protection for Electronic Commerce: A Canadian Framework	A guide to protecting clients who make online transactions.
Visa‡ E-Promise	A program providing protection for Visa cardholders who shop online, by mail or by phone.
Credit and debit cards	
Canadian Code of Practice for Consumer Debit Card Services	A set of industry and consumer practices and responsibilities related to debit cards.
Code of Conduct for the Credit and Debit Card Industry in Canada	A code of conduct that sets principles for business practices related to the issuance and acceptance of payment cards and operation of payment card networks.
MasterCard‡ Zero Liability Policy	A policy that ensures the elimination of client liability for certain fraudulent MasterCard transactions.
Visa Zero Liability Policy	A policy that ensures the elimination of client liability for certain fraudulent Visa transactions.
Everyday banking	
Memorandum of Understanding: Low-Fee Accounts (Financial Consumer Agency of Canada)	A commitment to offer a standard low-cost account to clients.

Consumer protection codes and commitments (continued)	
Investments	
Guidelines for Transfers of Registered Plans	A guide on what to expect, and where to get help, when transferring a registered savings plan (RSP) between financial institutions.
Undertaking on Right of Rescission of Principal Protected Notes	A description of rights of rescission for principal-protected notes purchased by electronic means and/or telephone.
Insurance	
Canadian Bankers Association Code of Conduct for Authorized Insurance Activities	A description of the minimum standards that apply to bank representatives who promote authorized insurance products in Canada.
Mortgages	
Plain Language Mortgage Documents	A CBA commitment to improving the readability of residential mortgage documents.
Code of Conduct for Federally Regulated Financial Institutions — mortgage prepayment information	A code of conduct that outlines the type of information customers will receive to help them make an informed decision about mortgage prepayment.
Marketing and communication	
Advertising Standards Canada, The Canadian Code of Advertising Standards and Guidelines	A set of guidelines and standards that advertisers and broadcasters are encouraged to respect.
Canadian Marketing Association's Code of Ethics and Standards of Practice	A comprehensive regulatory framework governing conduct that is compulsory for members.
Canadian Bankers Association's Commitment on Modification or Replacement of Existing Products or Services	A set of assurances related to the modification or replacement of existing products and services.

Client satisfaction

High levels of client satisfaction are critical to our business growth and sustainability because satisfied and loyal clients are more likely to consider purchasing products and services from us, and less likely to move to our competition. We monitor how well we satisfy our clients through extensive research that evaluates all drivers of client loyalty and satisfaction, including how we compare to our key competitors.

How we monitor our clients' experience

We have a well-established customer experience measurement survey program, administered by our Client Knowledge & Insights department, a team of in-house research professionals. We set and monitor quantitative targets to improve client satisfaction and loyalty, and measure all components of the client experience on a regular basis. In Canada, our client experience target is integrated within client-service training and tied to employees' performance management.

We rely on a range of information sources to track client satisfaction and loyalty, including our own research and surveys, research conducted by external benchmarking organizations and external performance rankings.

Clients surveyed	2012	2011	2010
Canada	500	492	492
Caribbean	32	25	7.3

Our performance

Research from our Personal & Commercial Banking group shows a consistent upward trend in our clients' willingness to recommend RBC. We believe this demonstrates the strength of our relationships and our clients' satisfaction with the services we provide.

External benchmarking

We participate in various external industry benchmarking surveys. In 2012, we received the following recognition and awards, among others:

Ranker	RBC placement
Forrester	Number one in online banking
Lipper	Number one in mutual funds
Euromoney	Number one private bank
Investment Executive	Number one in financial planning
Ipsos CSI	Branch service, online banking, financial planning and advice, products, valuing clients' business and clients' likelihood to recommend
Retail Banker International	Best retail bank in North America

Sharing and acting on feedback

Feedback from the front line

We monitor client satisfaction levels in our branches regularly. Clients can agree to participate in a survey after they have visited a branch, and these survey results are shared with branch managers. Survey results are linked to specific branch employees, which increases accountability and facilitates employee coaching. In this way, real-time client comments are directly addressed and serve to improve customer service. Similar practices are in place across other channels, including online and telephone banking.

Management reports

Managers gain insight into the client experience with the help of sophisticated customer behaviour data. This information is used to monitor our progress on strategies and identify areas where improvement is required.

Client complaint process

We enable employees to resolve client concerns at first point of contact, as we believe this approach leads to improved customer satisfaction and loyalty. In our Canadian Banking business, 88 per cent of reported complaints are effectively resolved at first point of contact.

If clients are unable to resolve their concerns through our normal channels, they may appeal to the RBC Office of the Ombudsman. The Ombudsman investigates both sides of the issue to assist the parties in reaching a fair and reasonable resolution, while respecting the dignity and privacy of all parties. Certain disputes that remain unresolved after being reviewed by the Ombudsman may be directed by the complainant to external ombudservices and regulatory bodies.

Our process for handling client concerns is outlined in the Make a Complaint section of **rbc.com**. Every year, the Office of the Ombudsman produces an annual report, also available on our website, which includes detailed information on the number of client cases opened, the final dispositions of the Ombudsman, and reviews and tips on how to avoid common issues.

Client Care Centre and Ombudsman statistics	2012	2011	2010
Number of client complaints logged at the RBC Client Care Centre	42,000	50,000	44,000
Percentage resolved within 30 days	99%	99%	99%
Percentage resolved within two business days	80%	78%	78%
Number of clients who contacted the Ombudsman's Office	2,587	2,230	2,564
Percentage referred back to RBC for the opportunity to resolve issue at first point of contact	66%	68.5%	58%
Percentage not reviewed because outside Ombudsman's mandate	4%	1.3%	4%
Percentage resolved early, through full case review or through clarification	6.6%	6.8%	7%

rbc.com/customercare

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WORKPLACE

We strive to continue to be an employer of choice with a strong values-based culture by partnering with our employees for mutual success.

You say your employees are your greatest asset. Do you actually treat them that way?

400,000
JOB APPLICATIONS RECEIVED online in Canada in 2012

77%
OF ELIGIBLE EMPLOYEES IN CANADA ARE RBC shareholders

95%
OF EMPLOYEES ARE PROUD TO BE part of RBC

11.2 years
AVERAGE TENURE OF RBC employees

11+

$9.3 billion
TOTAL EMPLOYEE compensation and benefits

30%
OF EMPLOYEES IN flexible work arrangements

Workplace priorities	2012 Performance highlights	2013 Plans
Maintain progressive workplace programs and practices	■ One-third of RBC™ employees took advantage of flexible work arrangement options, including the purchase of additional vacation days, telecommuting, modified work weeks, job sharing, flextime and flexiplace. ■ Employees in North America purchased more than 15,000 vacation days as part of our Purchased Vacation Option.	■ Review and update accommodation, accessibility and religious leave guidelines to promote shared understanding across RBC. ■ Expand our internal use of social media to enhance flow of information and help employees better connect across RBC.
Provide competitive compensation and Total Rewards, and enable growth through training and development opportunities	■ Implemented new online talent management technology that provides more goal clarity, ongoing and targeted feedback and better management of employees' career development plans. ■ Sponsored employee savings and share ownership programs through which approximately 77 per cent of eligible employees in Canada are RBC shareholders. ■ Invested $151.2 million[1] in formal training and career development initiatives; this figure includes direct and indirect expenditures.	■ Build and promote our new online talent management system to further help employees and managers with their performance and professional development. ■ Review and update compensation programs to ensure that they are competitive in attracting and retaining talent, align with shareholder interests, and align with our principles of pay for performance and sound risk management.
Respect diversity and promote inclusion	■ 36 per cent of executives are women, as are 47 per cent of middle management and above. ■ 15 per cent of executives are visible minorities, as are 30 per cent of middle management and above. ■ Introduced an employee communications program called Diversity Works Here™ to showcase employees who are actively engaged in helping to harness the power of diversity and inclusion.	■ Strive to increase the representation of women and minorities in leadership globally, and provide leadership development opportunities, including experience-based learning, mentoring and networks. ■ Support and profile our diversity councils, committees and employee resource groups and ensure the "employee voice" is reflected in our initiatives and communications. ■ Offer diversity education and tools to employees worldwide to enable them to recognize and respond to various dimensions of diversity; support RBC business and social objectives; and support a respectful and responsible workplace.
Foster a culture of high employee engagement	■ 95 per cent of employees surveyed in 2012 said they are proud to be part of RBC. ■ Sustained high levels of employee engagement and continued to exceed the "North American High Performance Companies" comparative external benchmark. ■ Named one of the Best Workplaces in Canada (Great Place to Work Institute Canada). ■ Recognized as a desirable prospective employer, with more than 400,000 online job applications received in Canada. ■ RBC employees continued to recommend RBC as a great place to work — more than 30 per cent of new hires were referred by RBC employees.	■ Expand our campaign to help educate employees on financial planning. ■ Address top areas of employee feedback, including making improvements in performance management and providing feedback and support to achieve goals.

[1] The decrease from 2011 is due largely to a new formula for calculating trainee salaries. Decrease in actual direct expenditures was 1 per cent.

Principles and policies

Every employee at RBC is guided by our vision, "Always earning the right to be our clients' first choice," and by our values of service, teamwork, responsibility, diversity and integrity.

Guiding workplace principles

The RBC Workplace Principles define what we stand for as an employer, and guide our ongoing efforts to support the mutual success of employees and RBC. Our principles include:

Passion for client success: We value people who are passionate about putting our clients first and continuously improving our ability to help our clients succeed.

Diverse needs and contributions of individuals: We embrace diversity in people, skills and ideas. We cultivate an environment where people with diverse backgrounds and approaches come together to create winning solutions for clients.

High-performance work environment: Our passion for winning fuels our desire to be the best that we can be. We have the people and resources to enable a high-performance work environment, and make sure that results are appropriately recognized and rewarded.

Professional growth: We provide career opportunities through meaningful growth, as well as the tools, support and training to ensure success in roles. In return, we expect employees to grow and excel as professionals and share responsibility for their own career development.

Excellence in people management: We understand the essential role leaders play in engaging employees to deliver top performance. We're committed to developing effective and inspiring leaders and people managers who enhance the employee experience and strengthen employee engagement.

Partner for mutual success: We believe that winning together as individuals, as teams and as an organization requires a shared sense of purpose, built on open communication, mutual respect and personal accountability for results.

Policies

Employee conduct is governed by our overarching Code of Conduct ("the Code").

Successful completion of our Code of Conduct online learning program is a condition of employment for all our employees. At least once every two years, all our employees must reconfirm their understanding of, and commitment to comply with, the Code. Employees in certain key roles, such as most senior management and other roles involving financial reporting oversight, must do so annually.

In 2012, we began a formal review of the RBC Code of Conduct to address evolving risk factors and best practices in light of changes in the markets where we operate, growing complexity in the world of work and changing expectations. We expect to make revisions to the Code and to related learning and communications materials in the second half of 2013.

See page 69 for more information on the Code of Conduct.

Diversity/employment equity

Our Code of Conduct outlines our commitment to promoting equal opportunity in all our dealings with employees, clients, suppliers and others. All of our companies abide by the non-discrimination and/or human rights legislation in the various jurisdictions where we operate. Where laws do not prohibit discrimination, or where they allow for differential treatment, we remain committed to non-discrimination principles, and will not operate in a way that reinforces stereotypes or establishes barriers.

To ensure equal opportunity, our federally regulated Canadian businesses develop Employment Equity plans. Our U.S.-based businesses are regulated by affirmative action and Equal Employment Opportunity legislation. Our Employment Equity plans include programs, activities and goals to help us recruit and retain workforces that are representative of the communities in which we operate. Our operations in the United Kingdom follow an Equal Opportunity Policy when recruiting new employees.

Hours of work

Our businesses have policies relating to hours of work that enable employees to provide high-quality client service, while recognizing their other life responsibilities and interests. Our Work/Life programs provide options for modified work weeks, and outline processes for putting flexible work arrangements in place. See page 71 for further details on these programs. Over 30 per cent of

RBC employees have flexible work arrangements. Having sufficient flexibility to meet personal and family needs is among the highest-rated items in our annual employee survey.

Compensation philosophy

Our compensation philosophy is based on four key guiding principles:

- Compensation aligns with shareholders' interest.
- Compensation aligns with sound risk management principles.
- RBC pays for performance.
- Compensation enables RBC to attract and retain talent.

Respectful workplace

Our Code of Conduct sets out our commitment to maintaining workplaces characterized by professionalism and respect for every individual. We expect each employee to respect the diversity of other employees, clients and others with whom they interact. This includes respecting differences such as gender, race, colour, age, disability, sexual orientation, ethnic origin and religion. We have policies to prevent harassment, disrespectful and inappropriate behaviour, and retaliation, and take every reasonable measure to ensure a respectful workplace.

We expect all employees to take personal responsibility for their interactions, communications and behaviour to maintain a respectful workplace. We provide further guidance through an enterprise-wide Respectful Workplace Policy, which reinforces the principles established in the Code. The policy focuses on preventing violence, harassment and discrimination in the workplace, and lets employees know when, where and how to report any concerns. Any complaints of harassment, other disrespectful and inappropriate behaviour, and retaliation are promptly, thoroughly and impartially investigated.

Other issues

While we do not have formal policies on every issue, we do have positions on the following:

Freedom of association

We operate in 51 countries. The majority of our workforce is employed in North America, where unionization is not the prevalent system for managing employee relations in the financial services industry. In 2012, approximately 4 per cent of RBC employees were covered by collective bargaining agreements. All of these employees work in the Caribbean or in Europe.

Where employees are represented by unions, we proactively engage in dialogue with those unions on matters that may affect the employees they represent. We continually strive to create an environment where individuals do not feel they need to be represented by a third party, while respecting each employee's right to choose.

Human rights

RBC is committed to ensuring that all employees are treated fairly and with respect, and are not discriminated against in the workplace. Our businesses are expected to abide by all non-discrimination or human rights legislation, such as the *Canadian Human Rights Act*, in the various jurisdictions where we operate. These laws generally prohibit discrimination on various grounds, with some examples being race, colour, religion/creed, age, gender, marital status, sexual orientation and disability. By adopting and supporting these requirements, RBC is able to create a more representative, inclusive and productive work environment for all employees.

Where laws do not prohibit discrimination, or where they allow for differential treatment, our businesses, in accordance with our Code of Conduct, are still committed to non-discrimination principles and ensure that we do not operate in a way that perpetuates stereotypes or establishes barriers.

As a federally regulated organization in Canada, we are committed to achieving workforce representation goals based on federal government compliance requirements. The table on page 73 shows our progress on this commitment. The *Employment Equity Act* is designed to correct historical disadvantages in the workplace and labour market experienced by women, visible minorities, Aboriginals and people with disabilities. By adopting, supporting and implementing positive policies under the *Act*, RBC creates a more representative, inclusive and productive work environment for all employees. Our initiatives for designated groups include recruitment and outreach activities, retention strategies through the forming of support groups, reasonable accommodation in the workplace and increased employee awareness of legislative requirements.

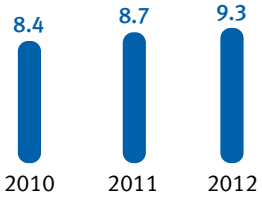
Rewards

Employees value both monetary and non-monetary rewards. We recognize that no two employees have identical needs, so our Total Rewards program provides both flexibility and choice while promoting shared accountability for success.

Our Total Rewards package includes:

- Base salary
- Performance-based incentive pay
- Savings and share ownership plans
- Benefits programs
- Retirement programs
- Learning and career opportunities
- Workplace flexibility
- Wellness initiatives
- Volunteer grants programs
- Educational scholarship programs
- Discount programs
- Employee assistance programs

Employee compensation and benefits worldwide[1]
($ billions)



[1] Results are on a continuing operations basis, which excludes discontinued operations. Please refer to "Key corporate events in 2012" on page 4 for additional information about discontinued operations.

Compensation and incentives

Every year, we participate in over 100 external surveys to ensure that our compensation remains competitive. The majority of our employees receive compensation that includes a salary and a bonus. The bonus is based on the performance of the individual employee, of their business unit and of RBC overall. For any given position, the proportion of total compensation that is based on performance depends on the person's level and on the work they perform. For instance, higher level positions have a larger proportion of performance-based compensation, in other words, more pay at risk. Variable compensation can represent 80 per cent or more of senior executives' total annual compensation. Depending on the type of work they do, some employees may participate in sales incentive and commission-based compensation programs.

Retirement and savings programs

RBC is committed to supporting employees in their planning and saving for the future. Our retirement and savings programs are an important part of that commitment.

Canada

Our retirement and savings programs offer best-in-class features such as investment options and tax-planning opportunities to help employees build savings for different phases of life.

Employees in Canada also have the opportunity to join our savings program. This program provides the convenience of payroll deductions and the opportunity to build ownership in the company through the purchase of RBC common shares. Employee contributions (up to 6 per cent of their salary) are matched at 50 per cent by RBC. Approximately 77 per cent of eligible employees are RBC shareholders through this program.

United States

In the U.S., RBC offers a flexible 401(k) program that provides eligible employees with an opportunity to convert current income into longer-term savings. For the 401(k) program, RBC provides matching contributions after one year of employment, on the first 6 per cent of IRS-limited salary, to an annual maximum (US$15,000 for 2012).

Other regions

Outside of Canada and the U.S., RBC sponsors a number of pension plans (both defined benefit and defined contribution) in which our employees can participate.

For more information regarding our employee pension plan, including financial information, see Note 18 in our 2012 Consolidated Financial Statements.

Benefits

We offer a core package of benefits, plus a flexible, optional program that gives employees access to competitive and affordable, enhanced benefits. Part-time employees are also eligible for benefits coverage.

Workplace programs

Our internal policies and programs provide flexibility and support, including:

- Access to personal work/life counselling services.
- Maternity, parental and family responsibility leave.
- The option of returning from leave gradually or in an alternative work arrangement.
- Emergency backup eldercare and childcare in several major centres.
- Phased retirement available to eligible employees who wish to work three or four days per week for a defined period prior to retirement.
- Flexiplace program available to eligible employees who wish to work part or all of the work week off-site, usually from home.
- Flextime available to eligible employees who wish to work a standard 37.5 hours per week, with assigned core hours and flexible start and finish times, within limits as established by the employee's manager.

In 2012, approximately one-third of employees were involved in at least one type of flexible work arrangement at any given time.

Health, safety and wellness

Our Code of Conduct outlines our commitment to providing safe workplaces for all our employees. We also have specific workplace safety policies in many of our locations. Our business is primarily conducted in an office environment, and consequently presents very few traditional occupational health and safety risks. We provide online health and safety training to all of our federally regulated employees in Canada. This program helps employees increase their knowledge and clearly articulates the role of each employee in maintaining a safe workspace. Our workplace accident statistics are reported in the table below. Given our office work environment, these incidents are mostly minor in nature.

Workplace accident statistics (Canada)

	2012	2011	2010
Minor injuries	Unavailable at time of press[1]	149	113
Disabling injuries	Unavailable at time of press[1]	32	46

[1] To be reported in 2013 Corporate Responsibility Report.

Mental health issues, including work-related stress, can have an impact on knowledge-based workplaces and the economy. Here are some of the resources we have in place to help address mental health issues:

- A comprehensive employee assistance program for support across a range of work and life situations. Employees and their dependents have confidential access to information, counselling, consultations and online resources to help them deal with a variety of mental health and work-related issues, including depression, stress and work-life balance. Employee awareness of this comprehensive program is strong, with approximately 11 per cent of employees globally using some aspect of the program each year.
- Annual campaigns to build awareness of mental illness and promote tips and strategies that improve mental health and resilience to life's challenges.
- Mental health-related articles and tips on our intranet site.
- Annual health risk assessment to help employees assess their current health status, identify modifiable risk factors and evaluate readiness to make changes.
- Employee on-site events to raise awareness of mental health. Sessions include expert speakers and information booths to help build awareness of the support available.
- Employee resource group for employees with visible and invisible disabilities (including mental illness). This group supports employees by enhancing their knowledge and understanding of working with a disability, and by providing peer-to-peer mentoring, coaching and networking opportunities.
- Information on children's mental health issues through the RBC Children's Mental Health Project.
- Work/Life programs, policies and resources that help employees manage work/life responsibilities while meeting business objectives. These include flexible work arrangements, child/elder care resources and educational support.

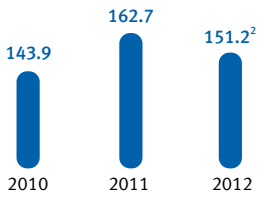
Among other initiatives, in 2012, we:

- Continued to encourage employees to lead healthy lifestyles through an annual health risk assessment, wellness campaigns/challenges throughout the year (with over 20,000 employees globally participating in 2012) and communication initiatives and on-site events that addressed nutrition, physical activity and mental well-being.
- Offered employees in Canada an opportunity to earn up to $125 in credits annually by participating in campaigns/challenges. The credits are deposited in the employee's personal Wellness Account, which can be used to make claims for personal wellness-related expenses.
- Offered employees in the U.S. the opportunity to earn wellness credits that could be applied to their medical plan premiums.
- Introduced wellness campaigns to our employees internationally (Caribbean, U.K. and Channel Islands).
- Provided information and updates relating to influenza, including basic preventive measures, and advice on general health topics.
- Provided employees with information on appropriate medical and support networks, including a 24-hour nurse line, ergonomic assessments, counselling with registered dietitians, and access to research and referral services for medical specialists and providers.

Career development and learning

Formal training and development programs are an important complement to learning on the job. We provide professional training and development to help employees build successful careers. In 2012, we invested $151.2 million (including direct and indirect expenditures) in such programs, or $2,032/FTE (full-time employee).

Investments in training and career development initiatives[1]
($ millions)



[1] Includes direct and indirect expenditures.
[2] The decrease from 2011 is due largely to a new formula for calculating training expenditures. Decrease in actual direct expenditures was 1 per cent.

2012 Training and development

Examples of our training opportunities include:

- Our global online learning system that provides employees with access to training opportunities and resources from both work and home. In 2012, we made more than 2,500 learning activities available.
- Comprehensive formal training programs to help new employees succeed. In 2012, over 3,500 employees completed the training programs for client service representative, account manager and contact centre sales and service representative positions.

Recruitment

Building for the future also includes recruiting new talent, and some of our key activities for 2012 included:

- Internship programs for new college and university graduates. We have a strong presence at major universities and colleges where we offer hundreds of internships and summer employment opportunities that typically lead to longer-term employment with RBC. Our programs reach a diverse group of students in both the undergraduate and graduate programs. We are very proud of our partnership with the Aboriginal community through our Aboriginal Internship Program, which provides students with an opportunity to gain retail banking experience.
- The introduction of a new recruitment system that has simpler processes and better job search functionality to improve the candidate experience. An onboarding portal for new hires includes engaging videos and an early preview of content on our intranet site to welcome them to the organization and set them up for success.
- A strong effort in Canada and the U.S. to recruit ex-military personnel in recognition of the value that military training and experience bring to the workplace. Our goal is to help transition military personnel, who possess valuable skills such as leadership and teamwork, to a business setting.

Diversity and inclusion

What are you doing to promote diversity?

We have made some important strides in the past few years in the area of diversity. Women make up 47 per cent, and visible minorities 30 per cent, of middle management positions or above.

Diversity is a key ingredient for winning new business, attracting great talent, strengthening our communities and creating a workplace where everyone belongs and thrives.

We believe in creating equal opportunities for employees, regardless of race, age, gender, disability, religion, sexual orientation or ethnic origin. We have workforce diversity goals and a blueprint for promoting diversity internally and externally. RBC is considered a diversity leader. We promote diversity and inclusion, and proactively use our workplace diversity to generate innovative business strategies. We help raise diversity awareness through research, training, mentorship, employee resource groups and other programs.

Diversity progress

Diversity in our workplace (Canada)[1]			
	2012	2011	2010
Women	65%	66%	67%
Women in middle management and above	47%	46%	46%
Women in executive roles	36%	36%	37%
Visible minorities[2]	30%	29%	28%
Visible minorities[2] in middle management and above	30%	29%	27%
Visible minorities[2] in executive roles	15%	15%	14%
People with disabilities	4.3%	4.2%	3.5%
Aboriginal peoples	1.5%	1.6%	1.6%

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

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

Leadership

To create and sustain a diverse, inclusive and collaborative work environment, we engage people at all levels of the organization. Our President and CEO chairs the RBC Diversity Leadership Council, created to set strategies and goals, and to establish senior-level diversity champions in North America, the Caribbean and the United Kingdom. In addition, many business groups have diversity leadership councils. For example, we have established diversity councils in the Caribbean, in our Insurance business and in the Group Risk Management function.

Our leaders are also active in our communities, participating in public discussions, panels and workshops that focus on promoting diversity in the workplace.

Our ambassadors, known as Active Leaders, have access to a dedicated intranet site with resources that enable them to share and champion the RBC diversity story, both internally and externally. There are more than 700 Active Leaders representing RBC at work in the community, on relevant organizational boards and at client events.

The RBC Diversity Blueprint

The RBC Diversity Blueprint™ sets out our corporate diversity strategy, priorities and objectives. The Blueprint outlines how we will continue to enhance our leading diversity position in Canada, strengthen our existing efforts in the U.S. and internationally, and, where necessary, develop new initiatives that support our commitment to this objective. We continually track the progress we have made towards our enterprise priorities and objectives.

Programs to support diversity

We participate in a number of internal and external programs that support diversity. Since 1996, we have participated in three internship programs with the Career Edge organization, which provides experience and paid employment to recent graduates and newcomers to Canada.

Career Edge internships

	2012	2011	2010
Career Edge (for recent graduates)	17	16	3
Ability Edge (for graduates with disabilities)	17	13	34
Career Bridge (for internationally qualified professionals)	31	23	40
Total	**65**	**52**	**77**

Approximately 70 per cent of interns in the Ability Edge and Career Bridge paid internship programs joined RBC as full-time employees following their internships.

LGBT community

RBC provides benefits to employees' partners without regard to gender. RBC Wealth Management U.S. received a 100 per cent rating from the Human Rights Campaign and is recognized as one of the "Best Places to Work for LGBT (lesbian, gay, bisexual and transgender) Equality." The rating by the U.S.-based campaign annually recognizes companies with policies and procedures that support the lesbian, gay, bisexual and transgender community. RBC received this honour based on a joint submission from the RBC Wealth Management U.S. and RBC Capital Markets U.S. businesses.

Diversity awards

- Canada's Top 100 Employers (Mediacorp Canada Inc.)
- Canada's Best Employers for New Canadians (Mediacorp Canada Inc.)
- Best Place to Work for LGBT (Lesbian, Gay, Bisexual, Transgender) Equality (The Human Rights Campaign)
- Catalyst Canada Honours (for championing women in Canadian business) (Catalyst Canada)
- Ability Edge Program Award (Career Edge Organization)
- Career Bridge Program Award – Private sector (Career Edge Organization)
- Most Valued Internship Experience (MoVIE) Award (Career Edge Organization)

Diversity training and mentoring

We are committed to ongoing learning, coaching and mentoring to ensure we develop and support a rich and diverse workforce. Our programs include education and facilitation through various channels. In 2012, RBC initiatives helped people managers better understand the cultural dimensions of hierarchy, risk tolerance and individualism, as well as their roles and responsibilities in creating an inclusive environment for people with disabilities. Other programs increased general employee knowledge of diversity and inclusion, connected women and visible minorities with senior leaders, heightened awareness of Aboriginal issues and improved language skills among new Canadian employees.

Program	Description	2012 Participants
Creating an Inclusive Workplace for Employees with Disabilities	A webcast for people managers to help them understand their roles and responsibilities in creating an inclusive environment for people with disabilities.	Approximately 350.
Building Cultural Dexterity	A webcast for people managers discussing impact versus intention when providing effective feedback to culturally different people. The session helped managers gain an understanding of the cultural dimensions of hierarchy, risk tolerance and individualism.	Approximately 325.
Diversity Dialogues™	A program that connects women, as well as visible minority, employees to senior leaders who have different professional experiences and backgrounds so they can learn about leadership and diversity from each other.	In 2012, more than 300 employees participated in the program. Since 2006, over 1,300 employees have participated in a Diversity Dialogues Reciprocal Mentoring partnership.
Aboriginal Awareness E-Learning Program	A program that provides employees with an opportunity to learn about the values, customs, beliefs and aspirations of First Nations, Métis and Inuit peoples through modules such as culture, history and cross-cultural communication.	Approximately 620.
RBC Talk English Café	An eight-week, e-classroom program for employees who would like to develop and build their spoken English skills. Participants develop confidence in English for use in business and personal settings. Each week, participants learn about new communication strategies and RBC core values and community involvement.	Approximately 50.
Diversity Moments	Three- to five-minute, web-based diversity awareness vignettes that are posted on the RBC intranet and available to all employees. They are designed to increase knowledge of diversity and inclusion.	Since their release in 2010, over 11,000 employees have viewed “Diversity Moments.”

Programs to support Aboriginal employment

We are committed to increasing the representation of Aboriginal peoples within our workforce through proactive recruitment and programs. We support programs that ease the transition of Aboriginal employees into our workplace.

	Description	2012 Highlights
Programs to increase Aboriginal representation		
RBC Aboriginal Student Awards Program	This program helps Aboriginal students complete post-secondary education. It provides selected students with scholarships to use towards tuition, textbooks, supplies and living expenses.	RBC awarded scholarships to 10 students across Canada. We have awarded 108 scholarships, totalling $1.2 million, since the launch of the program in 1992.
Pursue Your Potential™ recruitment program	This program helps Aboriginal peoples, and people with disabilities, explore career opportunities and understand the recruitment process.	Ninety-three people were part of this program. Since its inception in 2006, more than 610 people have taken part.
RBC Aboriginal Stay in School Program and Aboriginal Summer Internship Program	These programs bring Aboriginal students from high school, college and university into our workplace. Students receive client service representative and account manager training as well as direct work experience within the branch network.	During the summer school break, 55 students participated in both programs.
Programs to facilitate transitions into the workplace		
Royal Eagles employee resource group	This group, internal to RBC, is one of our longest-standing employee resource groups, with over 450 members Canada-wide.	Members recognized National Aboriginal Day across the country with many events, such as traditional teachings, drumming, local artists showcasing their art work and charity barbeques. Royal Eagles have supported the Dawn Adams Gift Box program for over 10 years, providing personalized gifts to over 3,300 children in 14 First Nations communities in Northern Ontario. They also support a program where backpacks, filled with vital school supplies, are distributed to children in need. In 2012, over 2,000 backpacks were filled in partnership with 13 organizations. Members also participated in "Inclusion Works," a career fair to recruit post-secondary Aboriginal students.
Cultural awareness training	Aboriginal awareness training is required for all RBC recruiters. In addition, the training is available to all RBC employees through our online learning system.	In addition to the Aboriginal Awareness E-Learning Program, which is available to all Canadian employees, the diversity recruitment team held a webcast to increase recruiter awareness of RBC Aboriginal recruitment opportunities, inclusion programs and initiatives. Over 60 recruiters participated.

Employee resource groups

Employee resource groups are networks of employees who help their members develop both personally and professionally through peer mentoring, coaching and networking. Groups that operate under an established charter are formally recognized by RBC and receive annual budget and communications support. The following employee resource groups were active in 2012:

Canada

- Women in Capital Markets
- New Canadians and visible minorities
- Employees with disabilities
- Aboriginal employees
- Lesbian, gay, bisexual and transgender employees

United States

- Women in Capital Markets
- Women financial advisors
- Minority employees
- Lesbian, gay, bisexual and transgender employees

United Kingdom and Channel Islands

- Women in Capital Markets
- Working families
- Lesbian, gay, bisexual and transgender employees

Asia Pacific

- Women in Capital Markets (Australia)

Promoting employee diversity

Our employee communications program, Diversity Works Here, showcases employees who are actively engaged in helping to harness the power of diversity and inclusion at RBC.

RBC | Diversity works here.

Engagement

People management

More than 8,000 of our employees are responsible for managing others across the organization. Managers play a critical role in creating an engaging work environment, and we invest in a number of resources to support them, including:

- A series of learning modules promoting learning based on their experiences. In 2012, more than 3,000 managers completed at least one of these modules. To date, approximately 60 per cent of all managers have completed at least one module.
- Management essentials training for first-time people managers — approximately 30 per cent of our new people managers participated in 2012.
- An online resource for managers that provides coaching, information, tools and forms.
- 360-degree reviews that provide managers at all levels with feedback from their peers, their direct reports and their own managers.
- Tailored employee opinion survey data results from within a manager's own unit.
- A monthly news flash for managers, with advice and information on programs and initiatives, as well as news on upcoming changes and new online resources.
- A series of webcasts about performance management.

Performance management

Performance management is a key aspect of employee engagement at RBC. It helps employees see how their jobs fit in the bigger picture so that they can align their activities with the company's strategy.

While performance management processes vary across RBC, every employee of RBC goes through a predefined performance appraisal process. Managers review their individual team ratings with their direct manager. In many cases, there is a formal calibration session to ensure individuals are rated fairly compared to others in the team, department and unit overall.

We introduced a new, enterprise-wide, online system that provides tools for employees and managers to use for talent management. This system is being rolled out in phases and will be used across the company in 2013. The system allows employees to input, track and update information about their goals and targets, professional development plans and career interests in a single secure location. The system is designed to make key talent management activities easier, faster and more consistent across the organization. It eliminates manual, paper-based processes and gives managers and employees more time to focus on the conversations that drive high performance and support ongoing development.

Employee opinion surveys

A large part of our success is dependent on listening and responding to our employees. We have conducted regular employee opinion surveys since 1981. Our surveys identify how well RBC is delivering on what matters most to employees and how well employees understand what matters most to RBC. We compare our survey results to top-performing North American companies, including other financial institutions, as well as to our own past results. We share our results with managers and employees, celebrate our successes, and take action in areas where improvement is needed.

2012 Survey results

In 2012, 85 per cent of our employees completed our Employee Opinion Survey and provided more than 50,000 comments. Results show that:

- Employees continue to demonstrate high levels of engagement and support for our vision and values, consistent with past employee surveys. We compared favourably to other high-performing North American companies in the Towers Watson comparative benchmark.
- 95 per cent of employees stated that they are proud to be part of RBC.
- 94 per cent of employees fully support the values for which RBC stands.
- 94 per cent of employees say RBC values are clear.
- 92 per cent of employees would recommend RBC products and services to friends and potential clients.
- 88 per cent of employees responded favourably when asked if they are being provided the flexibility they need to meet their personal and family responsibilities.

Top employer awards

In 2012, we were recognized as a top employer by a number of organizations, as well as by our own employees. In fact, more than 30 per cent of the people we hired in 2012 were referred by our own employees. For a list of awards, please see “Awards and recognition” on page 21.

Impact of corporate citizenship programs

Employees are a key stakeholder group, and it is important that we understand how they perceive corporate citizenship at RBC. Each year, our employees are invited to respond to a poll on corporate citizenship. In 2012, more than 12,000 employees responded to the poll. A full 83 per cent of respondents said it was “very important” that the company they work for be a good corporate citizen. Additionally, 68 per cent of respondents said they would recommend RBC as an employer, and 72 per cent said they would recommend RBC as a service provider, based on its record of corporate citizenship. Over 67 per cent of survey respondents who work directly with clients indicated that our reputation as a good corporate citizen has helped attract new customers. These responses help us shape our corporate citizenship strategy and set relevant goals for the following year.

Communications

We recognize the importance of keeping employees informed and of encouraging two-way dialogue. In 2012, our enterprise-wide communications initiatives included:

- Online webcasts and interviews with leaders to help employees understand career development at RBC.
- Information bulletins to help employees make informed decisions about their Total Rewards.
- A satellite TV channel, available at more than 1,000 locations across Canada. Employees were able to tune in to live interactive (and taped) sessions with leaders and experts.
- Online messages and video clips from leaders to help employees deepen their understanding of key issues and be better prepared to react quickly, effectively and collaboratively.

- RBCnet, our employee intranet, the hub of our employee communications. It includes regular updates, inspiring stories about RBC and our workplace, information on new initiatives and programs, RBC news from around the world, and related video clips. Employees have the opportunity to comment on what they've read, and see what others have commented on.
- Global town hall meetings, conducted live in one location and webcast globally, where senior leaders share their thoughts on our global business. These events give RBC employees around the world a unique opportunity to ask questions of our CEO and Group Executive. In 2012, more than 4,700 employees participated in the live event — 1,200 in person and 3,500 via the web.
- Dedicated business communications channels to deliver sales and marketing tips, training information and other pertinent information to employees.

Employee concerns

We encourage open communication and the resolution of employee concerns locally whenever possible.

A "Reporting Concerns" web page is available to employees, with contact information for any concerns about discrimination, harassment, violence and workplace accidents.

Employees with unresolved concerns may also contact our Employee Ombudsman, a confidential and impartial resource within the Office of the Ombudsman. The Employee Ombudsman will listen with an open mind, help employees explore options to find solutions, and assist them in removing barriers that may be preventing due process or appropriate consideration of concerns.

In 2012, the Employee Ombudsman opened 819 cases dealing with the concerns of 855 employees. An additional 155 visitors were referred to other internal or external areas of expertise. The Employee Ombudsman also interacted with over 200 employees through outreach programs, including presentations, information sessions and employee roundtables.

In this section

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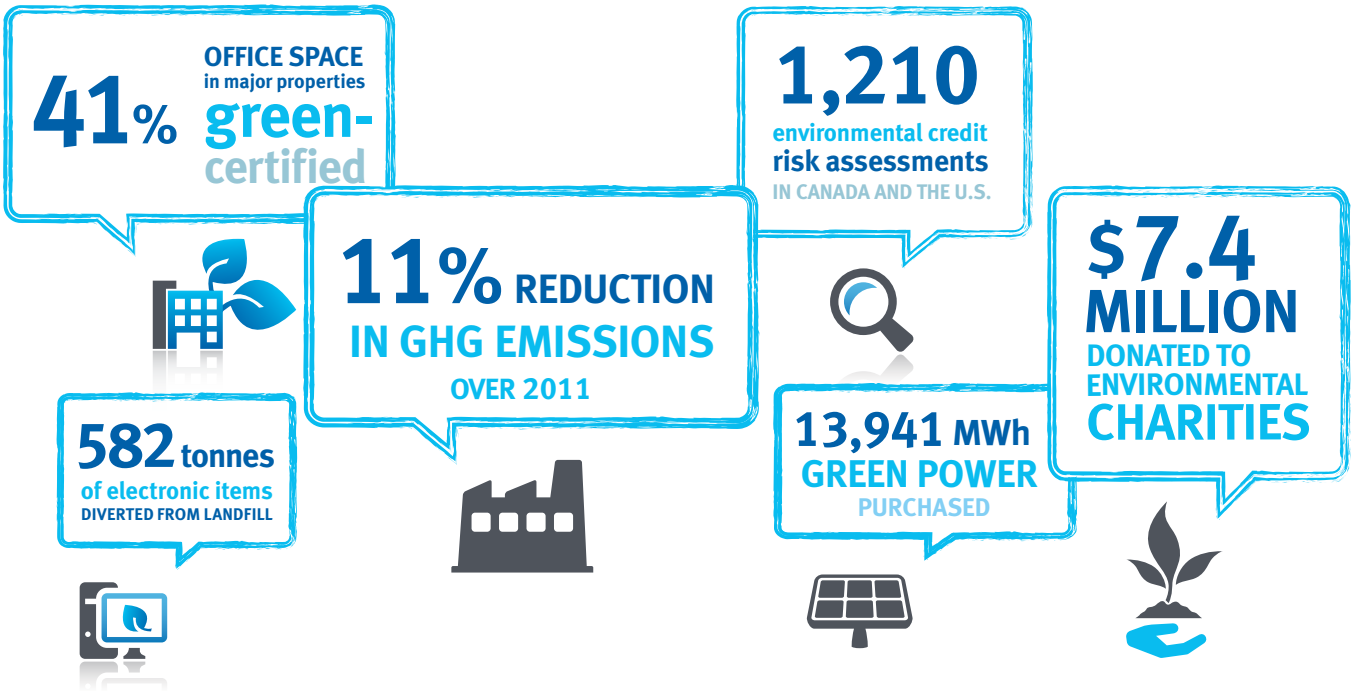
ENVIRONMENT

At RBC™, we are committed to proactive and prudent management of the environmental aspects of our business. We are committed to reducing our environmental footprint, lending responsibly, providing green products and services to our clients, and promoting environmental sustainability.



Environmental priorities	2012 Performance highlights	2013 Plans
Reduce our environmental footprint	■ Leased 306,000 square metres of green-certified office space[1], representing 41 per cent of the floor area in our major properties. ■ Powered our entire Canadian ATM and digital display networks with over 13,900 MWh of renewable energy. ■ Safely disposed of over 582 tonnes of electronic items in our global operations through resale, donation, redeployment, recycling or responsible destruction, with over 99 per cent being diverted from landfills.	■ Implement projects to drive energy efficiency in our branches, offices and data centres. ■ Formalize policy to ensure zero electronic waste is sent to landfills. ■ Reduce the use of landscape irrigation at our properties in regions deemed water-stressed.
Manage environmental and social risk	■ Trained over 800 lenders, investment bankers and risk managers on environmental and social risk management. ■ Performed detailed environmental credit risk assessments on over 1,200 transactions in Canada and the U.S., a 10 per cent increase over 2011. ■ Analyzed the impacts of climate change on our Canadian insurance business.	■ Continue to perform enhanced due diligence on transactions with elevated environmental and social risk. ■ Update RBC Environmental and Social Risk Management Policy to align with Equator Principles III. ■ Update environmental risk management polices for commercial, agricultural and public sector lending.
Offer environmentally responsible products and services	■ Managed over $3 billion in socially responsible investments. ■ Traded 125 million tonnes of carbon credits through the RBC Capital Markets™ carbon emissions trading group. ■ Launched our social finance initiative, which will provide financing for environmental entrepreneurs, among others.	■ Develop new retail banking products and services that satisfy the demands of our clients for environmentally sustainable choices. ■ Continue to support the growth of the renewable energy and cleantech sectors in Canada. ■ Support our business and commercial clients in their energy management initiatives by expanding our financing options and advice offerings.
Promote environmental sustainability	■ Launched Evolve, a competition that challenges Canadian architecture and engineering students to design a net-zero energy and water-wise bank branch. ■ Released the RBC-Pembina Home Location Study. ■ Donated $7.4 million to environmental charities worldwide.	■ Launch an updated version of the RBC Environmental Blueprint™ with ambitious new commitments to drive our environmental sustainability programming for the next five years. ■ Focus RBC Blue Water Project™ grants on projects addressing water protection in towns and cities. ■ Announce and celebrate winners of the Evolve contest.

[1] Includes certification to LEED (Leadership in Energy and Environmental Design), BREEAM (Building Research Establishment Environmental Assessment Method) or BOMA BESt (Building Owners and Managers Association Building Environmental Standards) standards.

Our roadmap

We published the RBC Environmental Blueprint ("the Blueprint") in 2007, which articulates our corporate environmental policy, priorities and objectives, and contains 44 medium- and long-term commitments relative to our operations, business activities, products and services, employees, compliance, reporting transparency and partnerships. We report our progress in the RBC Environmental Blueprint Report Card.

Banks should just stop doing business with customers who harm the environment.

Financial services companies must carefully balance environmental concerns, society's needs and economic opportunity by providing credit responsibly to all sectors.

We have a very clear role in ensuring that our lending and investment banking activities are subject to appropriate environmental and social due diligence. RBC has a suite of environmental and social risk management policies that apply to our financing activities; we regularly update these policies to address scientific findings, regulatory changes, emerging and evolving issues, and international best practices. For more information about our risk management policies, see page 89.

Our priority issues

Climate change

While global and regional agreements to address climate change have been slow to develop, corporate policies to encourage clean technology, energy efficiency and renewable energy have become increasingly common.

At RBC, we seek to understand the full scope of risks and opportunities associated with conventional and alternative energy development and power generation. We take a balanced, long-term view when providing financial services and advice to our clients. We also utilize energy conservation programs, emerging technologies and renewable energy purchasing to reduce our own greenhouse gas (GHG) emissions.

Sustainable communities

Over half of the world's population lives in cities, and that number is rising. As urbanization continues, all levels of government will be challenged to expand and renew infrastructure. New building standards, effective growth management, land-use planning, energy mapping and transportation strategies are required for thriving, sustainable urban centres of the future.

We believe our role is to lead by example and encourage this shift to sustainable cities, showcasing green buildings and clean technology in our own operations. We also promote research and dialogue on what constitutes sustainable cities. We continue to finance green buildings, small-scale renewable energy initiatives and other smart infrastructure projects.

Water

Water shortages and lack of access to clean, fresh water are two of the greatest threats to human health and economic development around the world. Climate change is causing new and unpredictable changes in water availability, and competing demands for clean water mean that policy-makers need to consider how to allocate water fairly among users. Industry sectors that depend on water for their operations are anticipating tighter regulations, fewer supplies and higher costs.

It's important to understand the water-related risks and opportunities facing all sectors. We incorporate water issues into our risk management processes. We promote awareness and thought leadership on water-related issues by supporting organizations looking for solutions to the growing water crisis.

Since 2007, we have donated over $36 million to more than 500 organizations worldwide and $6 million to university water programs under the RBC Blue Water Project.

Reducing our environmental footprint

Our environmental footprint is the sum total of the environmental impacts of our operations.

At RBC, we are actively striving to reduce our energy use, GHG emissions, paper consumption and water use. We are also committed to reducing the negative environmental impacts associated with our procurement activities and waste generation. Another priority is to reduce the environmental impact of our technology and operations, while managing the increasing demand for data storage. We know that these efforts will generate positive environmental and economic results.

Overall, our operations do not have a significant potential or actual negative environmental impact on communities, as they are considered to be low-impact. However, we do take responsibility for reducing our environmental impacts, which are primarily associated with owned and leased properties and our procurement activities.

We have a long-standing environmental management system (EMS) that applies to our North American-based real estate, designed in line with the ISO 14000 standard. Our EMS provides operational guidance procedures for real estate factors, such as ozone depleting substances, fluorescent tubes, environmental site assessments, purchasing, contractors, pest management, construction projects, water conservation, cleaning products, PCBs, asbestos, fuel storage tanks, hazardous materials, handling and recycling, and energy management. We also have a Responsible Procurement Policy that requires procurement managers to assess environmental and social factors before entering into relationships with suppliers.

We summarize our environmental footprint on pages 84 to 89. For our full environmental footprint, please see the RBC Environmental Blueprint Report Card, at rbc.com/environment.

Environmental footprint report

Intensity factors	2012	2011[1]	2010[1]	Units
Global full-time equivalent (FTE) employee count	74,377	73,243	72,126	FTE
Global floor area	2,152,096	2,231,242	2,207,224	sq.m.
GHG emissions				
GHG emissions from energy use	159,491	180,768[2]	202,476	tonnes
GHG emissions intensity from energy use	.083	.088[2]	.097	tonnes/sq.m.
GHG emissions from employee travel	24,373	26,330	25,705	tonnes
GHG emissions intensity from employee travel	.38	.40	.40	tonnes/FTE
GHG reductions from green power purchases[3]	-3,278	-3,612	-3,359	tonnes
Total GHG emissions	**180,586**	**203,487[2]**	**224,822**	**tonnes**
Energy				
Direct energy use[4]				
Branches[5]	77,913	92,666	72,943	MWh
Major properties[6]	89,433	89,515[2]	99,533	MWh
Data centres and processing centres[7]	6,729	9,891	6,495	MWh
Total direct energy use, all properties	**174,075**	**192,072[2]**	**178,971**	**MWh**
Indirect energy use[8]				
Branches	218,954	261,643	258,768	MWh
Major properties	166,372	179,702[2]	201,534	MWh
Data centres and processing centres	93,940	99,630	92,245	MWh
Total indirect energy use, all properties	**479,266**	**540,975[2]**	**552,547**	**MWh**
Green power purchases	13,941	13,663	11,242	MWh
Total energy use, all properties	**653,341**	**733,048[2]**	**731,518**	**MWh**
Paper footprint				
Office paper	2,932	3,070	3,326	tonnes
Marketing and direct mail paper	5,632	6,218	6,899	tonnes
Coverage (as % of global FTE count)	85[9]	89	90	%
Total paper	**8,563**	**9,288**	**10,225**	**tonnes**
Travel footprint				
Air travel	**162,215,733**	**173,033,667**	**158,379,066**	**km**
Data coverage (as % of global FTE count)	85	89	90	%
Air travel per FTE	2,565	2,647	2,442	km/FTE
Rail travel	**1,502,140**	**1,591,293**	**1,280,384**	**km**
Data coverage (as % of global FTE count)	99	99	99	%
Rail travel per FTE	24	24	20	km/FTE
Automobile travel (rental vehicles)	**4,835,565**	**5,887,659**	**6,348,494**	**km**
Data coverage (as % of global FTE count)	99	99	99	%
Automobile travel (rental vehicles) per FTE	76	90	98	km/FTE
Automobile travel (personal vehicles)	**27,147,010**	**29,837,781**	**33,183,751**	**km**
Data coverage (as % of global FTE count)	85	89	86	%
Automobile travel (personal vehicles) per FTE	454	477	533	km/FTE
Total travel	**195,700,448**	**210,350,400**	**199,191,695**	**km**

The environmental data reported here has been given to us by third-party suppliers, vendors and service providers and includes information that was available at the time of publication. We continue to work to improve the reliability and coverage of the environmental data so that it accurately reflects our enterprise-wide environmental footprint.

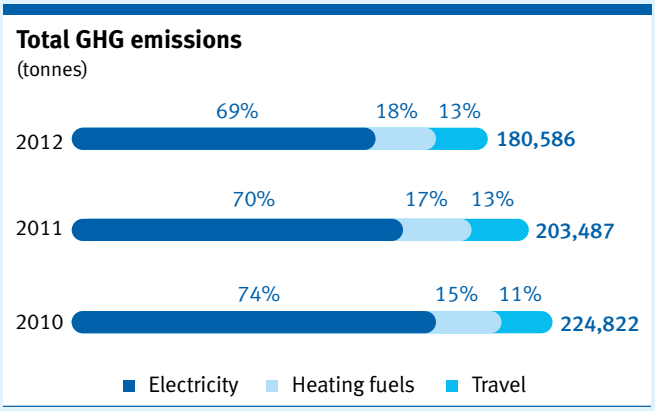
[1] Results include discontinued operations.
[2] Figure restated – 2011 direct and indirect energy use in major properties was overstated and has been corrected.
[3] Our green power purchases are carbon neutral and represent a reduction in GHG emissions.
[4] Direct energy use refers to our use of fossil fuels (natural gas, heating oil and propane).
[5] Branches are categorized as RBC-owned or -leased properties with an area of less than 25,000 ft^2 (‹2,320 m^2).
[6] Major properties are categorized as properties with an area greater than 25,000 ft^2 (›2,320 m^2).
[7] Data centres and processing centres consist of 12 back office locations across Canada, the United States and the British Isles that have high electricity demands.
[8] Indirect energy use refers to our use of purchased electricity.
[9] Since 2009, we have tracked paper consumption in our Canadian, U.S. and British Isles operations. Coverage, which is based on FTE count, decreased in 2012 due to our discontinued U.S. retail banking operations.

rbc.com/environment

GHG emissions

Our greenhouse gas emissions are measured in tonnes of carbon dioxide equivalent (CO_2e), which includes our direct and indirect emissions of carbon dioxide, methane and nitrous oxide. In 2012, our total GHG emissions associated with travel and energy use decreased compared to 2011 figures, primarily a reflection of our discontinued U.S. retail banking operations. In 2012, we:

- Launched Project One-Stop to reduce the number of deliveries to our Canadian properties by consolidating shipments and adjusting delivery frequencies. Since the project launch in June 2012, we have seen a 46 per cent increase in the number of packages consolidated per delivery and a 20 per cent reduction in GHG emissions associated with the transportation of goods within project scope.

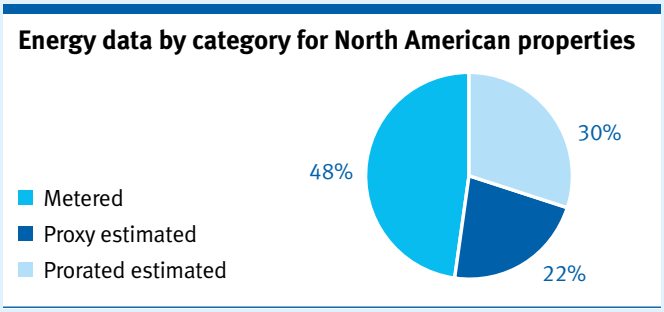


Energy reporting

Since 2009, we have been able to measure and report on both direct and indirect energy consumption for all of our properties located in Canada, the U.S. and the British Isles, which represents reporting from 89 per cent of our global operations. We do not yet have complete energy data for our properties in the Caribbean and other international locations, which represent a small, but growing, proportion of our total footprint.

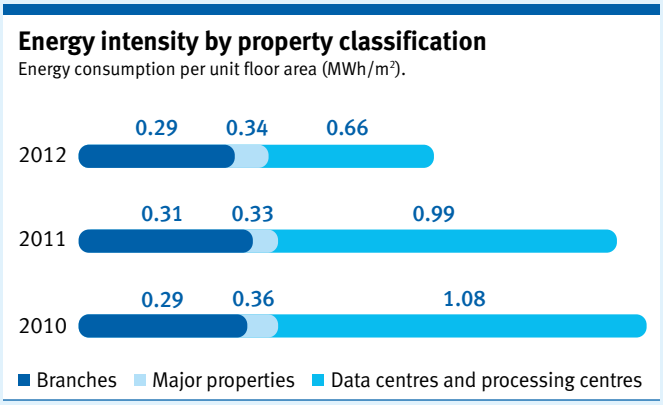
Our energy footprint is based on three categories of data:

- **Metered:** Properties where metered energy consumption is billed directly from a utility or landlord;
- **Prorated estimated:** Major properties that do not have metered data, but where the landlord has provided energy consumption data for the entire building that is prorated to the area we occupy; and
- **Proxy estimated:** Properties where energy consumption is calculated using averaged metered data for comparable buildings and then applied to the area RBC occupies.



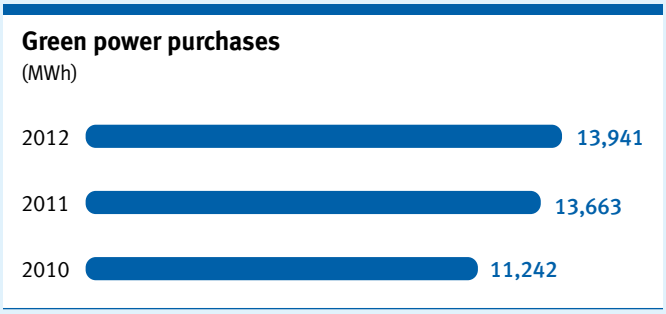
Energy intensity

The energy intensity of our branches and major properties has remained relatively constant over the past three years. In 2011, the energy intensity in our data and processing centres decreased because of the opening of a new data centre and the expansion of another, which has significantly increased the total floor area associated with this property classification. Data centres and processing centres have operational processes and equipment with high electricity demands, resulting in a unique energy footprint and a much higher energy use per unit area than branches or major properties.



Green power

In 2012, we powered our entire Canadian ATM and retail branch digital display networks with 100 per cent clean, renewable energy. This consisted of purchasing 13,941 MWh of EcoLogo-certified green power for approximately 4,600 ATMs and 3,500 digital displays, for an equivalent carbon dioxide reduction of nearly 3,300 tonnes.



Energy conservation programs

In 2012, we:

- Completed lighting retrofits at over 400 Canadian retail branches, a record number of upgrades in a one-year period. On average, participating branches have benefited from a 33 per cent reduction in lighting electrical demand, which translates into a 9 per cent reduction in overall branch electrical demand and approximately 4,850 MWh of electricity to be saved annually.
- Achieved a 5 per cent energy efficiency improvement in major properties that participated in the Race to Reduce Program, which involved after-hour lighting minimization, installation of occupancy sensors and tenant education campaigns.
- Increased the number of virtual servers to nearly 9,700, representing 54 per cent of our total global servers. By pooling more applications on fewer servers, our energy usage can be reduced. For every server virtualized, we estimate avoiding the need for 1,500 kWh of electricity annually.

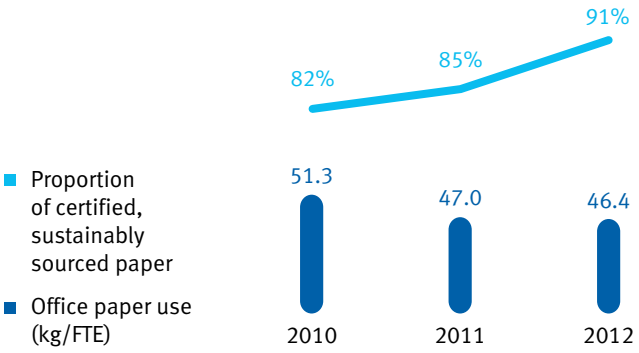
Paper use

Our 2012 office paper use per employee decreased for the fourth consecutive year, as a result of digitization programs that allowed us to continue converting paper-based documents to electronic formats. At the same time, our use of sustainably sourced paper increased for the fourth consecutive year, mainly because of increases in sourcing Forestry Stewardship Council-certified paper for our marketing and direct mail purposes.

Electronic documents

We continued to see success in e-Courier, a program that allows branches in Canada to electronically submit documents to central processing offices, and that offers other digitization programs that reduce the need for paper and associated environmental impacts of transportation. In 2012, employees submitted an estimated 39.6 million pages of documents through e-Courier, avoiding the need for 180 tonnes of copy paper.

Paper use
(kg/FTE)

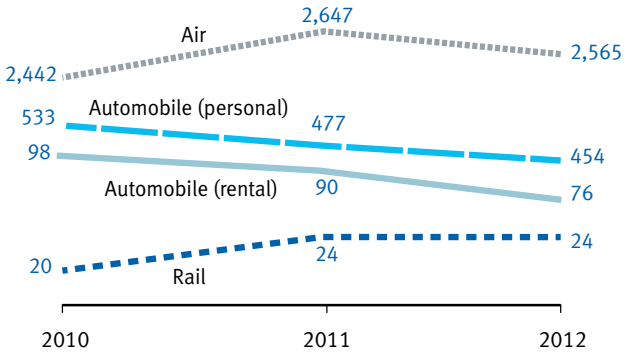


Data coverage for paper includes our Canadian, U.S. and British Isles operations (85 per cent of employees), but not those in the Caribbean and other international locations.

Business travel

Total business travel decreased by 7 per cent in 2012, with reductions in all modes of transportation. We saw an 18 per cent decrease in rental vehicle travel, a reflection of the sale of our U.S. regional retail banking operations, where vehicle rental was a common means of business travel. Air travel decreased by 6 per cent compared to 2011 figures; however, the average flight distance increased, a reflection of the continued expansion of our businesses into European and Asian markets.

Business travel
(km/FTE)



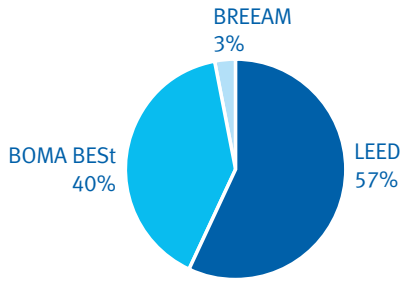
Data coverage for air travel includes our Canadian, U.S. and British Isles operations (85 per cent of employees), but not those located in the Caribbean or other international locations.

Green buildings

In 2012, we:

- Leased over 306,000 square metres of green-certified office space, representing 41 per cent of the floor area in our major properties. Most of this space is certified to Leadership in Energy and Environmental Design (LEED), the predominant green building certification standard in North America.

Green building certification

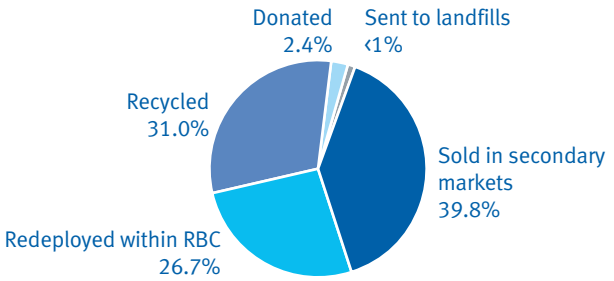


Waste

In 2012, we:

- Tracked the disposal of over 582 tonnes of electronic items, including central processing units, monitors, laptops, printers, servers and other specialized equipment, from 20 countries. Over 99 per cent of the electronic items were diverted from landfills through resale, donation, redeployment or recycling.
- Diverted nearly 43 tonnes of furniture and more than 14 tonnes of carpet from landfills by finding ways to reuse, recycle or donate to charities.

Global e-waste



Procurement

In 2012, we:

- Screened 147 procurement engagements, representing over $510 million in purchasing through our Responsible Procurement Policy. The policy requires procurement managers to assess potential suppliers' environmental and health and safety management systems, environmental action plans, third-party certifications, history of compliance, NGO relationships, impacts on indigenous communities and labour standards (see page 46 for more on responsible procurement).

$510 million
OF PURCHASES SCREENED THROUGH RESPONSIBLE PROCUREMENT POLICY

Managing environmental and social risk

We actively work with our clients to identify and manage environmental risks and to support environmentally responsible businesses.

Our credit rules and guidelines specify our requirements for assessing environmental risk under certain circumstances, and our environmental risk management policies and procedures enable us to assess transactions for credit, legal and reputation risk arising from environmental issues.

Our enterprise risk management framework includes requirements for enhanced due diligence on transactions and business activities where environmental and social issues could be harmful to our reputation. We regularly update these frameworks, policies and procedures to incorporate regulatory changes, emerging and evolving issues and international best practices. (see page 28 for more on risk management).

In 2012, we:

- Increased the number of environmental credit risk assessments by 10 per cent over 2011.

Environmental credit risk assessments in Canada and the U.S.

- Trained over 800 lenders, investment bankers and risk managers on environmental and social risk management.

Environmental and social risk management training
(number of employees)

- Drafted new environmental risk management policies on lending to the agricultural sector, and new requirements governing the use of third-party consultants for environmental due diligence.
- Analyzed the impacts of climate change on our Canadian insurance business. We conducted research, developed an action plan to address the observed increases in water-related insurance claims and participated in numerous climate change adaptation working groups.
- Participated in a task force involved in reviewing the proposed Equator Principles III, scheduled for launch in 2013.
- Participated in the Pembina Shale Gas Thought Leaders Forum, a multi-stakeholder collaboration process to facilitate sustainable progress in shale gas development in British Columbia and across North America.

Equator Principles

The Equator Principles are a set of voluntary guidelines that help financial institutions address the environmental and social risks associated with project finance. RBC was the first Canadian bank to sign the Equator Principles in 2003, and we recommitted to the revised Principles in 2006. One requirement of Equator Principles signatories is to "report annually on their implementation processes and experience in applying the Equator Principles in project finance."

In 2012, RBC participated as an advisor and provided project finance for 10 projects that qualified under the Equator Principles.

Analysis of Equator Principles projects

	2012	2011	2010
Number of projects[1]			
Category A	0	0	1
Category B	9	13	4
Category C	1	2	2
Total projects reviewed	**10**	**15**	**7**
By region			
OECD[2] countries	10	14	7
Other	0	1	0
By sector			
Energy (non-renewable)	4	6	4
Energy (renewable)	5	5	1
Infrastructure	1	4	2
RBC role			
Advisory only	0	7	3
Finance and advisory	10	8	4

[1] When a project is proposed for financing, we categorize it according to the environmental and social screening criteria of the International Finance Corporation. Category A represents projects with potentially significant adverse environmental or social impacts that are diverse, irreversible or unprecedented. Category B represents projects with potentially limited adverse environmental or social impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures. Category C represents projects with minimal or no environmental or social impacts. For additional information, visit equator-principles.com.

[2] OECD is the Organisation for Economic Co-operation and Development. To view OECD member countries, please refer to the OECD website.

Environmental products and services

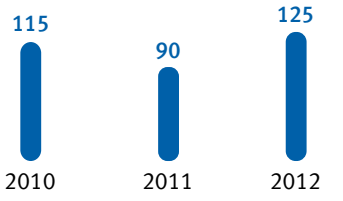
RBC offers an array of products and services to help clients reduce their environmental footprint and create long-term environmental benefits.

In 2012, we:

- Traded approximately 125 million tonnes of carbon credits through our Capital Markets carbon emissions trading group, as illustrated below. Since the inception of the trading group in 2008, RBC has traded over 470 million tonnes. The majority of the trading volume centres around the European Union Emissions Trading Scheme (EU ETS), the largest compliance market in the world. We also trade in the California Cap-and-Trade Program, Regional Greenhouse Gas Initiatives, Climate Action Reserve, and other offset and voluntary markets.

Carbon credits traded

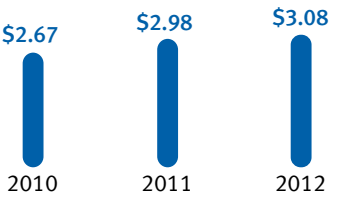
(millions of tonnes)



- Managed over $3 billion in socially responsible investments. See page 59 for more information.

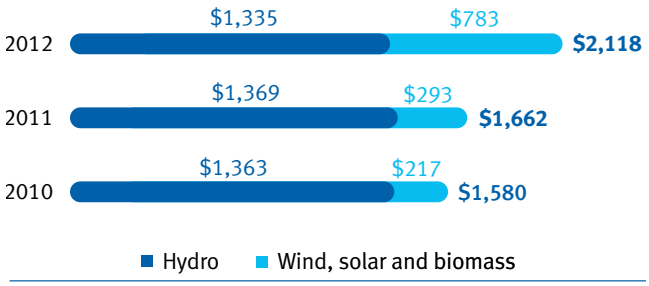
Socially responsible investments, total assets under management

($ billions)



- Supported the growth of the renewable energy sector. As of October 31, 2012, RBC had nearly $2.1 billion in loan and trading line exposures to companies whose predominant business is renewable energy, as illustrated on the right.

Renewable energy lending
($ billions)



- Launched the RBC Generator, a $10 million pool of capital that will provide financing to enterprises tackling environmental or social challenges while generating a financial return.
- Advised clients on how to incorporate energy efficiency measures into their home renovations, and provided financing options such as the RBC Energy Saver™ Loan, RBC Energy Saver Mortgage and the RBC MyProject™ MasterCard‡ in Canada.
- Trained over 100 commercial account managers on the opportunities in financing green buildings.
- Partnered with Sustainable Development Technology Canada (SDTC) to deliver workshops across Canada that inform the entrepreneurial cleantech community about the SDTC SD Tech Fund‡ as well as RBC mandates and potential financing opportunities.
- Expanded the depth and breadth of the online RBC Commercial Advice Centre. The Advice Centre provides free resources and tools to help companies transition to more environmentally sustainable business models. In 2012, we added the following resources to the Advice Centre:
  - Two reports on Greening Business, developed by RBC in partnership with the Retail Council of Canada and the Farm & Food Care Foundation, which identify the business risks and opportunities presented by environmental sustainability in the agricultural and retail sectors; and
  - Three videos on environmental sustainability in business, which include speaking highlights from Dr. Karl-Henrik Robèrt, founder of the Natural Step.

In 2012, RBC won the award for Sustainability in Finance at the 10th Annual GLOBE Awards for Environmental Excellence. The awards honour Canadian companies that excel in balancing competitive business strategies with sustainable development.

Promoting environmental sustainability

We try to use our influence and resources to promote environmental sustainability within our organization and in the communities where we operate. The RBC Environmental Blueprint describes our approach for promoting environmental responsibility.

In order to keep the RBC Environmental Blueprint on course, we:

- Engage in open and proactive dialogue with our stakeholders and peers.
- Conduct independent and co-operative research to identify and better understand emerging environmental issues.
- Report on the progress of our initiatives in a relevant and transparent manner.
- Look for opportunities to help communities meet their own environmental objectives.

In 2012, we:

- Launched Evolve, a competition aimed at challenging Canadian architecture and engineering students to design a net-zero energy and water-wise bank branch.
- Released the RBC-Pembina Home Location Study, which found that Greater Toronto Area homebuyers would prefer more compact and family-friendly homes that are closer to rapid transit and other amenities.
- Sponsored events that promoted thought leadership on corporate sustainability, energy and water issues, including the 2012 Globe Conference, Ryerson Speaker Series on Water Ethics, Canadian Water Summit, Imagine H_20 Innovation Challenge, the RBC Canadian Water Attitudes Study, Ontario Centre for Environmental Technology Advancement, SDTC Cleantech Focus, CleanTech North, Curaçao Energie, Ontario Sustainable Energy Association Annual Conference and the Green Living Show.
- Collaborated with NGOs, including the Canadian Boreal Initiative, Earth Day Canada, Pollution Probe, Toronto Atmospheric Fund, Tides Canada, Pembina Institute, Greening Greater Toronto, World Wildlife Fund, Partners in Project Green, Toronto Greenhouse, A.D. Latornell, Environmental Defense, Waterkeepers and numerous water-related charities.
- Participated in business sector and industry associations, including the Conference Board of Canada's Business Council for Sustainability, Canadian Green Building Council, UN Environment Programme Finance Initiative, U.S. Environmental Bankers Association, EXCEL Partnership, Greening Greater Toronto and Partners in Project Green.
- Implemented environmental programs with our partners at the 2012 RBC Canadian Open and RBC Heritage golf tournaments that reduced and diverted event waste from landfills, and reduced the environmental impacts associated with event transportation. We also developed five short videos showcasing environmentally responsible approaches to golf course management.
- Donated $7.4 million to environmental charities worldwide.

Donations to environmental charities worldwide
($ millions)

Responsibility and accountability

Our Group Executive and the Corporate Governance and Public Policy Committee (CGPPC) of the Board of Directors provide executive oversight to our environmental programs and performance. The Risk Committee of the Board of Directors also provides oversight to ensure that management has established policies, processes and procedures to manage environmental risks, including compliance with applicable laws and regulations.

Our Corporate Sustainability Group (CSG) is responsible for implementing the RBC Environmental Blueprint. The group develops enterprise-wide policy for the identification, assessment, control, monitoring and reporting of environmental matters. In addition, CSG works with our businesses and functional areas to:

- Develop, maintain and communicate environmental policies, procedures and guidelines related to managing environmental risk and reducing our environmental footprint;
- Monitor relevant environmental laws, regulations and other requirements that affect both our business and our clients' activities;
- Advise on the management of environmental risks in specific business transactions;
- Track the performance, environmental benefits and cost effectiveness of key environmental programs;
- Engage with internal and external stakeholders on environmental issues that affect our clients, our businesses and the communities in which we operate;
- Develop new products and services to help clients shift to more environmentally sustainable personal and business models; and
- Assess the need for and champion new initiatives to meet our environmental objectives.

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COMMUNITY

RBC™ is consistently recognized as one of Canada's leading corporate citizens, thanks to our community and environmental programs and the involvement of our 80,000 employees worldwide. To help strengthen the social fabric of the communities in which we live and work, we support a broad range of causes in virtually all charitable sectors, and provide deep, focused support to key causes that reflect our company's chosen priorities.

You made record profits in 2012. How are you giving back to communities?

Community priorities	2012 Performance highlights	2013 Plans
Provide a broad base of support to a wide range of community and social causes	■ Made over 9,000 donations, totalling more than $61 million, to charities worldwide. ■ Supported community, arts, sports and other organizations with sponsorships of more than $31 million. ■ Made additional community investments of more than $3 million through gifts in-kind, employee hours volunteered during working hours, pro bono work and community investment management.	■ Donate a minimum of 1 per cent of our pre-tax profits on a five-year, rolling average to the Imagine Canada Caring Company Program. ■ Build our capabilities, align our donations policies and expand our donations programs in the U.S., the U.K. and other countries where we do business. ■ Implement a new donations database to facilitate online applications from charitable organizations.
Provide deep support for our major initiatives	■ Invested in our strategic focus areas with the following contributions: **RBC Blue Water Project™:** $6.7 million to 199 organizations worldwide. **RBC Children's Mental Health Project**: $5.5 million to 149 organizations across Canada. **RBC After School Project**: $2.7 million to 105 community-based organizations in Canada, and more than $250,000 to 60 community-based organizations in the U.S. **RBC Emerging Artists Project**: $3 million for apprenticeships, internships and artist recognition programs at 141 organizations across Canada. **RBC Play Hockey™**: $500,000 in grants to support 20 hockey programs and ongoing support for national and community hockey programs in Canada and the U.S. **Olympics and Paralympic athletes**: $3.1 million in sponsorships to support Olympic and Paralympic athletes. **Diversity**: $6.9 million to diversity initiatives in Canada.	■ Continue to provide substantive funding for organizations within our strategic focus areas. ■ Shift the focus of the RBC Blue Water Project to support initiatives that help protect water in towns, cities and urbanized areas. ■ Help organizations that we fund within our strategic focus areas to develop capabilities and knowledge to ensure their effectiveness and sustainability. ■ Continue to embrace diversity as a common thread throughout our entire donations and sponsorship programs.

Community priorities (Continued)

	2012 Performance highlights	2013 Plans
Encourage and enable employees and retirees to contribute	■ Supported the volunteer efforts of employees and retirees worldwide by providing: – 2,254 grants of $500 each, totalling more than $1.1 million, to organizations in recognition of the volunteer work of our employees and retirees. – 135 team action grants, totalling $412,000, to organizations in recognition of employee volunteer teams. – 225 RBC Day of Service grants, totalling $225,000, to teams of RBC employees who volunteer outside of work hours during Volunteer month in April. – 49 RBC Community Spirit Awards, totalling $49,000, in recognition of outstanding leadership and dedication to making a difference. – Employee payroll deductions of almost $12.5 million to United Way campaigns in Canada and the U.S.	■ Develop promotional programs to increase the number of employees taking advantage of our grant programs globally. ■ Survey employees to ensure that our suite of employee grant programs is meeting their needs and improve our application process. ■ Evaluate the effectiveness and community impact of the RBC Day of Service program.
Measure and communicate the social and environmental impacts of our donations	■ Joined the London Benchmarking Group (LBG) to analyze the impact of our giving and to create benchmarks. ■ Commissioned the Monitor Institute to analyze the projects funded through the RBC Blue Water Project from 2007 to 2012 and assess the social and environmental impacts of our grants.	■ Implement measurable objectives and impact metrics across our strategic focus areas. ■ Adopt the LBG seven-step process to support planning, measurement and communications of key programs. ■ Expand volunteer program metrics and include feedback from community partners.

Our approach: Donations and sponsorships

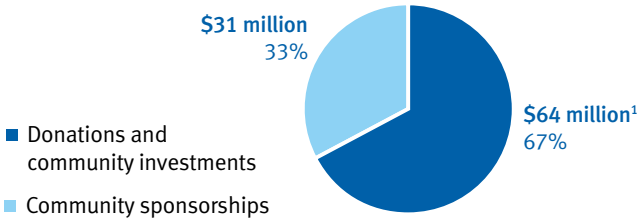
Donations and sponsorships are the cornerstones of our community approach. Both have a positive social impact, but they are undertaken with different objectives.

RBC is one of Canada's largest corporate donors, with a tradition of philanthropy dating back to 1891. We have extended that tradition to the other countries in which we now operate. Our donations are provided to registered charities as gifts, without expectation of economic return. We choose our charitable partners and projects carefully, ensure that we monitor the use of funds, and observe both the letter and spirit of all legal and regulatory requirements.

RBC also provides significant support to community organizations and charities through sponsorships. Sponsorships are negotiated and undertaken for strategic marketing purposes that align with our brand and business goals. They are expected to deliver a quantifiable return on investment while also benefiting organizations and causes that provide social, environmental or economic benefit.

As a founding member of Imagine Canada, and as a participant in its Caring Company program, RBC annually commits a minimum of 1 per cent of pre-tax domestic profit to support charitable and non-profit endeavours in Canada, measured on a five-year rolling average. The calculation includes charitable gifts as defined by Canada Revenue Agency, contributions to non-profits, community benefit sponsorships, employee hours volunteered during working hours, gifts in-kind and community investment management.

Donations and community sponsorships
(worldwide)



[1] Includes $61 million in donations and $3 million in additional community investments such as gifts in-kind, employee hours volunteered during working hours, pro bono work and community investment management.

Our causes

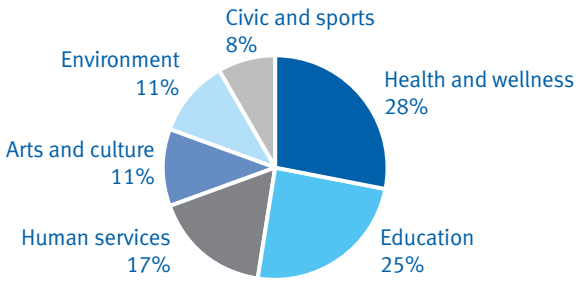
As a global company with more than 15 million clients and approximately 80,000 employees, we are expected to support a wide range of causes as well as the volunteer efforts of our employees. We choose our community causes based on our assessment of needs and on a number of other factors that are described in our 2012 Vibrant Communities Report, a new online publication for specific community stakeholders.

Within some of the broad categories of community engagement, we have chosen to provide deep, significant and concentrated support for specific transformational issues that are important to our clients and businesses. We have developed priority projects to address these issues.

Donations at a glance

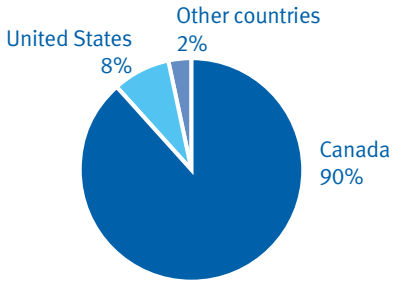
We strive to help maintain the social fabric of communities today and to ensure success for tomorrow in all the markets where we do business.

2012 Donations by cause (Canada)



2012 Donations by cause (Canada)	
Health and wellness	$15,453,614
Education	$13,446,693
Human services	$9,516,785
Arts and culture	$6,229,021
Environment	$5,719,350
Civic and sports	$4,517,839
Total	**$54,883,302**

2012 Donations by region



2012 Donations by region	
Newfoundland and Labrador	$587,966
Prince Edward Island	$212,500
Nova Scotia	$1,527,283
New Brunswick	$897,000
Quebec	$6,971,007
Ontario	$19,058,259
Manitoba	$1,965,624
Saskatchewan	$1,109,000
Alberta	$5,442,484
British Columbia	$5,751,587
Yukon	$32,500
Northwest Territories	$102,900
Nunavut	$88,500
National organizations	$11,136,692
Total Canada	**$54,883,302**
United States	$4,897,316
Other countries	$1,358,016
Total	**$61,138,634**

Employee contributions

RBC employees and retirees are passionate volunteers, and we provide a number of programs that make it easy for them to contribute time and resources. The RBC Employee Volunteer Grants Program supports community involvement. Employees and retirees who volunteer a minimum of 40 hours a year to a registered charity are eligible for a $500 grant to the organization in their honour. Since 1999, we have given 22,314 grants and donated more than $11 million to celebrate our employees' volunteer efforts.

Employee volunteer grants	2012	2011	2010
Canada	2,037	2,166	2,155
U.S. and other countries[1]	217	390	418
Total # of grants	2,254	2,556	2,573
Total amount donated ($ millions)[1]	**$1.12**	**$1.29**	**$1.29**

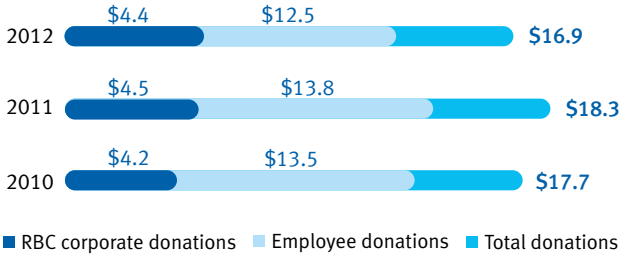
[1] The decrease in the number of grants and total amount contributed is primarily due to the sale of RBC Bank U.S.

RBC employees in Canada volunteered the equivalent of almost $802,665 during working hours for United Way, Junior Achievement, Royal Eagles Backpack Program, We Day, Advancing Canadian Entrepreneurship (ACE), Canadian Bankers Association Youth Money Seminars, RBC Blue Water Project initiatives and Habitat for Humanity.

United Way

In 2012, RBC and our employees contributed more than $16.9 million through United Ways in Canada and the U.S. We are one of the largest private sector contributors to the United Way in Canada, and one of only three organizations that contribute over $3 million annually.

United Way contributions
($ millions)



"Employee donations" include donations made by employees in 2012 to United Way charities and to other charities administered through the United Way. It does not include funds raised for, and paid directly to, community groups and charities around the world. "Corporate donations" are those paid by the RBC Foundation™ and RBC companies to United Way agencies during fiscal 2012.

Loaned employees (Canada)	2012	2011	2010
Employees loaned to work full-time on local United Way campaigns	16	11	9
Employees who participated in community projects through United Way Days of Canada	469	722	799

Impact

Increasingly, corporations are being asked about the actual impact of their charitable activities. Have our donations made a difference?

This is a challenging area for which there is no easy measure. One of the complications is that many of the grants we provide can take years to have a measurable impact. For example, it is difficult to assess the impact of a program intended to provide early intervention to a child exhibiting symptoms of a mental health problem, as it may be years before the impact is evident.

In early 2012, we joined LBG Canada to leverage their model and methodology in analyzing our charitable giving and to benchmark our activities against those of other companies. We anticipate that our participation in this group will enable us to more effectively plan, measure and report on our philanthropic activities starting in 2013.

Our plans for 2013 include:

- Clarifying objectives and metrics across our priority projects to effectively measure their impact;
- Adopting the LBG seven-step process to support planning, measurement and communication of key programs; and
- Expanding volunteer program metrics and inviting feedback from community partners.

Case study: Measuring the impact of the RBC Blue Water Project

When we launched the RBC Blue Water Project in 2007, we decided to support two broad areas: watershed protection and access to clean drinking water. We felt that by casting such a wide net, we could get to know the fullest range of people and organizations working to protect water; fast track critical funding to a variety of national, regional and community-based projects around the world; and learn as much as we could about water. At the same time, we also wanted to help raise awareness about water issues.

In 2011–12, we commissioned the Monitor Institute to evaluate the social and environmental impacts of the RBC Blue Water Project to date. Monitor surveyed a cross-section of about 20 per cent of our grant recipients and developed a small subset of metrics that were common across most of the initiatives we funded. Monitor found that:

- 3 million North American households were positively affected by programs funded by RBC.
- Nearly 2.5 million kilolitres of water were conserved through programs funded by RBC.
- More than 810,000 people attended service/training opportunities with organizations funded by RBC.
- 80,000 people logged over 400,000 hours volunteering with community-based watershed protection programs funded by RBC.

One of our goals with the RBC Blue Water Project is to help create capacity in the charitable water sector. RBC has a reputation for integrity and due diligence in our grant-making processes, and over the years, many charitable organizations have told us that RBC funding is often considered a de facto “seal of approval,” allowing them to attract additional funding from other donors more easily. The Monitor study revealed that more than 80 organizations in North America were able to leverage their RBC Blue Water Project grants to acquire more than $4.7 million in additional funding, an average of $50,000 per organization.

How we give

Donations

Governance

The member companies of RBC administer charitable donations in Canada through RBC Foundation, established in 1993. Our Donations Policy covers our guidelines and strategy, and is reviewed by the Corporate Governance and Public Policy Committee of the Board of Directors. RBC Foundation has its own Board of Directors, representing each of our business lines, which sets policy and approves or ratifies all donations made by units globally. The Foundation is supported by regional and business-specific donations managers around the world.

Due diligence

RBC is dedicated to working with charitable organizations that share our goal to help make a difference in local communities and regions where we do business, and which demonstrate fiscal prudence and good governance practices.

We also encourage synergies between organizations and diversified funding structures. Our goal is to ensure that our charitable partners have sustainable sources of funding and use their donors' funds responsibly. In 2012, RBC approved over 9,000 donations to charitable groups in communities across North America. Over 80 per cent of these donations were under $20,000, providing a broad base of support.

Our grant-makers follow a rigorous process when evaluating proposals to ensure our funds are allocated with the utmost care and responsibility. We look at whether the charity has a wide range of support, and assess its ability to deliver programs. We also assess the charity's fiscal management and governance practices, and require that all charities requesting donations over $5,000 provide audited financial statements.

Social impact

RBC requires, for donations over $10,000, that our charitable partners demonstrate the social impact of our contribution, and provide details about the successes and challenges they encounter during the time they receive funding. Recognizing the effort that is needed to report the good works our charitable partners do with our funding, RBC has established a set of tiered guidelines for reporting, as follows:

Reporting guidelines for charitable partners

Donation amount reporting[1]	
Less than $10,000	■ Acknowledgement of receipt of donation
From $10,000 to $24,999	■ Letter indicating how funds were spent, including impacts, where feasible
From $25,000 to $99,999	■ Report including how funds were spent, with detailed breakdown and description of key outcomes and challenges against goals and objectives in funding request
$100,000 and above	■ Report on allocation and disbursement of funds, with detailed breakdown and description of key outcomes and challenges against goals and objectives in funding request ■ If the donation is made as part of a capital campaign, we request an update on the percentage of funds raised against the private-sector goal

[1] We require audited financial statements for any donation over $5,000.

Sponsorships

RBC provides significant support to community organizations and charities through sponsorships. Sponsorships are negotiated and undertaken for strategic marketing purposes that align with our brand and business goals. They are expected to deliver a quantifiable return on investment while benefiting organizations and causes that provide social, environmental or economic benefit.

Generally, we pursue sponsorship opportunities that are important for our clients, our communities and our businesses.

Our preferred — but not exclusive — areas of sponsorship are:

- Arts and culture
- Olympic and amateur sports
- Golf
- Hockey
- Water

We look for sponsorship opportunities that maximize marketing potential, target various RBC audiences (including employees, clients, prospects and communities), encourage co-operation among people and organizations (co-sponsorships), and show innovation and creativity.

ROYAL BANK OF CANADA 2012 PUBLIC ACCOUNTABILITY STATEMENT

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ROYAL BANK OF CANADA
PUBLIC ACCOUNTABILITY STATEMENT

Declaration

The information in this Public Accountability Statement for the fiscal year ended October 31, 2012 includes the relevant activities related to Royal Bank of Canada and our prescribed affiliates and declarants in accordance with Canadian federal regulations, pursuant to subsections 459.3 of the *Bank Act*, 489.1 of the *Insurance Companies Act* and 444.2 of the *Trust and Loan Companies Act*.

Affiliates

Below is a list of our prescribed affiliates whose activities are included in this Public Accountability Statement. These affiliates are subsidiaries of Royal Bank of Canada and are financial institutions with less than $1 billion in equity, except for our securities broker, RBC Dominion Securities Inc., which has equity exceeding $1 billion.

- BonaVista Asset Management Ltd.
- Phillips, Hager & North Investment Funds Ltd.
- RBC Global Asset Management Inc.
- RBC Direct Investing Inc.
- RBC Dominion Securities Inc.
- RBC General Insurance Company
- RBC Insurance Company of Canada
- RBC Phillips, Hager & North Investment Counsel Inc.
- RBC Trustees International Limited
- Royal Trust Corporation of Canada
- The Royal Trust Company

Public Accountability Statements for Royal Bank of Canada declarants

Separate Public Accountability Statements for the fiscal year ended October 31, 2012 are provided on page 113 for Royal Bank Mortgage Corporation, RBC Life Insurance Company and RBC Investor Services Trust (the "Declarants"), which are financial institutions with greater than $1 billion in equity, and are required under subsection 444.2 of the *Trust and Loan Companies Act,* and under subsection 489.1 of the *Insurance Companies Act*, to file Public Accountability Statements.

Where to find information

The information related to this Royal Bank of Canada Public Accountability Statement can be found in the following sections:

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Employment in Canada

We are one of the country's largest employers, with more than 57,000 employees across Canada.

As at October 31, 2012

Provinces and territories	Number of employees[1]	Full-time	Part-time
Newfoundland and Labrador	298	230	68
Prince Edward Island	91	66	25
Nova Scotia	1,197	901	296
New Brunswick	1,327	1,145	182
Quebec	7,183	5,797	1,386
Ontario	32,888	29,681	3,207
Manitoba	2,092	1,579	513
Saskatchewan	1,253	824	429
Alberta	4,169	3,220	949
British Columbia	6,787	5,084	1,703
Yukon	27	23	4
Northwest Territories	36	26	10
Nunavut	19	18	1
Total	**57,367**	**48,594**	**8,773**
United States	7,764		
Caribbean	6,643		
Other international	7,904		
Total employees	**79,678**		

[1] Includes active and inactive employees.

Taxes

In 2012, the tax expense of RBC™ to all levels of government in Canada was $2.39 billion. This amount primarily included $1.53 billion in income taxes, $80 million in capital taxes and $784 million in other taxes[1]. In addition, our tax expense included $770 million related to other international jurisdictions, including the U.S.

The table below outlines our tax expenses for the year ended October 31, 2012 ($ millions).

Taxes by jurisdiction	Capital taxes	Income taxes	Total taxes
Canada			
Newfoundland and Labrador	$5	$5	$10
Prince Edward Island	$1	$2	$3
Nova Scotia	$11	$15	$26
New Brunswick	$7	$8	$15
Quebec	$23	$74	$97
Ontario	($3)	$411	$408
Manitoba	$21	$15	$36
Saskatchewan	$15	$12	$27
Alberta	$0	$46	$46
British Columbia	$0	$77	$77
Yukon	$0	$1	$1
Northwest Territories	$0	$0	–
Nunavut	$0	$0	–
Federal		$862	$862
Capital and income taxes (Canada)	$80	$1,528	$1,608
Other taxes[1] (Canada)		$784	$784
Canadian taxes			$2,392
International taxes		$770	$770
Total taxes			**$3,162**

[1] Other taxes include payroll taxes, goods and sales taxes, municipal and property taxes, and other comprehensive income (OCI) taxes.

Debt financing for Canadian businesses

RBC is committed to helping small, commercial and corporate businesses in Canada prosper. Providing debt financing is one of the ways we help businesses in Canada grow and succeed, whether they are starting, maintaining or expanding their operations. As at October 31, 2012, authorized amounts available to businesses in Canada totalled $156.6 billion.

Credit available for the fiscal year ended October 31, 2012 ($ thousands, except for number of clients)

Province or Territory	Metric	$0 – $24,999	$25,000 – $99,999	$100,000 – $249,999	$250,000 – $499,999	$500,000 – $999,999	$1,000,000 – $4,999,999	5,000,000 and greater	Grand total
Nfld & Labrador	Number of Clients	1,529	877	236	123	98	110	30	**3,003**
	Authorized Amount	$14,727	$40,167	$36,651	$44,090	$69,099	$264,626	$904,016	**$1,373,377**
Prince Edward Island	Number of Clients	595	342	117	49	53	46	16	**1,218**
	Authorized Amount	$5,125	$15,878	$18,606	$17,558	$38,160	$93,639	$211,045	**$400,011**
Nova Scotia	Number of Clients	6,225	3,177	949	542	352	379	103	**11,727**
	Authorized Amount	$54,460	$149,859	$146,299	$191,904	$243,151	$808,492	$2,504,316	**$4,098,480**
New Brunswick	Number of Clients	3,310	1,728	517	296	205	195	65	**6,316**
	Authorized Amount	$29,236	$81,367	$78,479	$103,708	$143,945	$431,982	$1,009,503	**$1,878,220**
Quebec	Number of Clients	23,111	10,783	4,230	2,307	1,725	2,071	555	**44,782**
	Authorized Amount	$196,501	$512,001	$652,449	$809,518	$1,209,745	$4,350,127	$15,049,430	**$22,779,770**
Ontario	Number of Clients	67,582	32,383	11,586	5,695	4,475	4,855	1,346	**127,922**
	Authorized Amount	$557,455	$1,544,004	$1,782,187	$2,007,390	$3,119,730	$10,195,957	$48,130,111	**$67,336,834**
Manitoba	Number of Clients	5,338	3,400	1,365	453	409	422	127	**11,514**
	Authorized Amount	$46,047	$168,871	$206,426	$158,430	$291,276	$893,829	$2,751,949	**$4,516,829**
Saskatchewan	Number of Clients	6,556	4,489	2,115	693	553	480	92	**14,978**
	Authorized Amount	$58,434	$228,697	$328,033	$246,184	$385,895	$934,745	$2,719,858	**$4,901,846**
Alberta	Number of Clients	28,865	12,756	4,264	1,851	1,364	1,678	576	**51,354**
	Authorized Amount	$247,407	$597,285	$652,382	$640,616	$953,032	$3,573,353	$24,897,179	**$31,561,254**
British Columbia	Number of Clients	30,914	16,670	5,269	2,083	1,534	1,694	477	**58,641**
	Authorized Amount	$271,684	$786,649	$796,411	$720,922	$1,080,227	$3,640,731	$9,699,489	**$16,996,113**
Yukon, Northwest Territories & Nunavut[1]	Number of Clients	521	267	94	43	41	54	15	**1,035**
	Authorized Amount	$4,441	$12,411	$14,296	$15,107	$29,953	$114,042	$530,273	**$720,523**
Total	Number of Clients	174,546	86,872	30,742	14,135	10,809	11,984	3,402	**332,490**
	Authorized Amount	$1,485,517	$4,137,189	$4,712,219	$4,955,427	$7,564,213	$25,301,523	$108,407,169	**$156,563,257**

[1] Data for Yukon, Northwest Territories and Nunavut have been consolidated to protect the privacy of individual borrowers who might otherwise be identifiable.

Canadian bank branch/facility openings, closings and relocations

For the fiscal year ended October 31, 2012

OPENED			
Province	**City**	**Branch**	**Street address**
QC	Brossard	Quartier DIX30	9090 Leduc Blvd.
QC	La Prairie	La Prairie	215 Taschereau Blvd.
ON	Toronto	Liberty Village	51 Hanna Ave.
ON	Ottawa	Montreal Rd. & Sinclair	2164 Montreal Rd., Unit 5
ON	Mississauga	Lakeshore & Hurontario	1 Hurontario St.
ON	Ajax	Harwood & Bayly	320 Harwood Ave. S, Unit 1
ON	Toronto	Queen & Bathurst	570 Queen St. W
ON	East Gwillimbury	Yonge & Green Lane	18273 Yonge St.
ON	Mississauga	1530 Dundas St.	1530 Dundas St.
ON	Markham	Markham & Edward Jeffreys	9442 Hwy 48
ON	Ottawa	139 Rideau St.	139 Rideau St.
ON	Guelph	Gordon & Clair	5 Clair Rd. E
ON	Brampton	Mississauga Road & Williams Pkwy.	9495 Mississauga Rd.
ON	Mississauga	Derry Rd. & McLaughlin	7020 Saint Barbara Blvd.
ON	Toronto	Queen & Gladstone	2 Gladstone Ave.
ON	Brampton	Mountainash & Bovaird	51 Mountainash Rd.
MB	Winnipeg	Sage Creek	50 Sage Creek Blvd.
SK	Saskatoon	Lakewood	230 Slimmon Rd., Unit 210A
AB	Calgary	Gates of Walden	600 - 151 Walden Gate SE
AB	Sherwood Park	Emerald Hills Shopping Centre	8005 Emerald Dr., Unit #400
AB	Edmonton	Albany Shopping Centre	12704 167 Ave. NW
AB	Red Deer	Clearview Market Square	71 Clearview Market Way
AB	Calgary	Sunridge	500 - 2929 Sunridge Way NE
BC	Kelowna	Okanagan Lake Shopping Centre	200 - 525 Hwy. 97 S
BC	New Westminster	Plaza 88	240 - 800 Carnarvon St.
BC	Port Coquitlam	Fremont Village	871 Village Dr.
BC	Victoria	Hillside Ave & Scott St.	1625 Hillside Ave.
CLOSED			
ON	Newboro	Newboro	24 Drummond St.
ON	Newcastle	Wilmot Creek	1 Wheelhouse Dr.

RELOCATED			
Province	**City**	**From**	**To**
QC	Saint Sauveur	75 de la Gare Ave.	68 de la Gare Ave.
QC	Montreal	360 Saint Jacques St.	800 Place Victoria
ON	Scarborough	5080 Sheppard Ave. E	5125 Sheppard Ave. E
ON	St. Catharines	108 Hartzel Rd.	344 Glendale
ON	Markham	4261 Hwy. 7, Unit 10	3985 Hwy. 7
ON	Scarborough	789 Markham Rd.	3570 Lawrence Ave. E
ON	Bowmanville	55 King St. E	195 King St. E
MB	Brandon	661 - 18 St.	661 - 18 St.
BC	Victoria	507 - 1913 Sooke Rd.	3-1905 Sooke Rd.
BC	Victoria	1501 Douglas St.	1701 Douglas St.

Canadian ATMs (bank machines) installed and removed

For the fiscal year ended October 31, 2012

ATMs installed		
Province	**City**	**Street address**
NS	Bridgewater	300 - 421 Lahave St.
NS	Dartmouth	118 Wyse Rd.
NS	Stewiacke	49 Riverside Ave.
NS	Truro	106 Robie St.
NS	Whycocomagh	9393 Trans-Canada Hwy.
NB	Fredericton	1040 Prospect St.
NB	Tracadie-Sheila	3528 Rue Principale
PEI	Charlottetown	675 University Ave.
QC	Boucherville	2 - 520 Fort St. Louis
QC	Brossard	110 - 9090 Leduc Blvd. (2 ATMs)
QC	Brossard	2151 Lapiniere
QC	Brossard	2 - 8230 Boul. Taschereau
QC	Buckingham	175 Ave. Lepine
QC	Cap de la Madeleine	199 Rue Fusey
QC	Chicoutimi	1 Place du Royaume
QC	Cote St. Luc	5800 Cavendish Blvd.
QC	Dorval	975 Boul. Romeo Vachon
QC	La Prairie	215 Taschereau Boul. (2 ATMs)
QC	LaSalle	8371 Newman
QC	Louiseville	731 Boul. St. Laurent W
QC	Magog	190 - 2911 Chemin Milletta
QC	Montreal	27- 50 Cremazie W
QC	Montreal	5038 Sherbrooke W
QC	Montreal	6411 Sherbrooke W
QC	Montreal	800 Place Victoria (3 ATMs)
QC	Montreal	901 Ste. Catherine E
QC	Montreal Nord	6000 Henri Bourrassa E
QC	Quebec	2410 Chemin St. Foy
QC	Quebec	835 Rene Levesque W
QC	St. Jerome	204 Durand
QC	St. Anne du Sault	1099 Rue Principale
QC	St. Bruno	101 Boul. Montarville
QC	St. Canut	9225 Boul. de St. Canut
QC	St. Charles Borromée	105 Rue de la Visitation
QC	St. Constant	155 Montee St. Regis
QC	Ste. Dorothée	A13 - 1006 Desserte Chomedey W
QC	St. Eustache	802 Boul. Arthur Sauve
QC	St. Georges	11755 Boul. Lacroix
QC	St. Georges	12095 1 Ave. E
QC	St. Hubert	1100 Rue Soucy
QC	St. Hubert	3100 Boulevard Moise-Vincent
QC	St. Jean sur Richelieu	76 Chemin des Patriotes E
QC	St. Lambert	1031 Ave. Victoria
QC	St. Laurent	1051 Decarie Blvd.
QC	St. Leonard d'Aston	180 Rang du Moulin Rouge
QC	St. Liboire	1145 Rang Saint-Edouard
QC	Ste. Marie de Beauce	200 Boul. Vachon N
QC	Val David	1054 Route 117

ATMs installed		
Province	**City**	**Street address**
QC	Vaudreuil-Dorion	30 - 585 St. Charles
QC	Windsor	1 Rue Greenlay N
ON	Acton	252 Queen St.
ON	Agincourt	2355 Warden Ave.
ON	Ajax	1 - 320 Harwood Ave. S (2 ATMs)
ON	Ajax	289 Kingston Rd. E
ON	Alliston	67 Victoria St. E
ON	Almonte	376 Ottawa St.
ON	Amherstburg	199 Sandwich St. S
ON	Angus	247 Mill St., County 90
ON	Atikokan	2 Mercury Ave. E
ON	Bancroft	118 Hastings St. N
ON	Barrie	165 Wellington St. W
ON	Barrie	524 Bayfield St. N
ON	Barrie	649 Yonge St.
ON	Belle River	330 Notre Dame St.
ON	Bobcaygeon	85 Bolton St.
ON	Bolton	1 Queensgate Blvd.
ON	Bowmanville	243 King St. E
ON	Bowmanville	570 Longworth Ave.
ON	Brampton	1 - 51 Mountainash Rd. (3 ATMs)
ON	Brampton	1 Kennedy Rd. S
ON	Brampton	11965 Hurontario St.
ON	Brampton	25 Great Lakes Dr.
ON	Brampton	3938 Cottrelle Blvd.
ON	Brampton	8965 Chinguacousy Rd.
ON	Brampton	9495 Mississauga Rd. (3 ATMs)
ON	Brantford	320 Colborne St. W
ON	Brockville	27 - 2399 Parkedale Ave.
ON	Burlington	1 - 210 Mohawk Rd. E
ON	Burlington	14 Plains Rd. E
ON	Burlington	1450 Headon Rd.
ON	Burlington	2080 Appleby Line
ON	Burlington	3023 New St.
ON	Burlington	4524 New St.
ON	Burlington	503 Plains Rd. E
ON	Burlington	A01015B - 2400 Guelph Line
ON	Caledonia	221 Argyle St. S
ON	Cambridge	115 Dundas St. N
ON	Cambridge	137 Water St. N
ON	Cornwall	1380 2nd St. E
ON	Courtice	1428 Hwy. 2
ON	Dundalk	601 Main St. E
ON	Dundas	101 Osler Dr.
ON	East Gwillimbury	18273 Yonge St. (2 ATMs)
ON	East York	1500 Woodbine Ave.
ON	Embrun	703 Notre Dame St.
ON	Embrun	936 Notre Dame St.
ON	Etobicoke	123 Rexdale Blvd.

Canadian ATMs installed and removed (continued)

ATMs installed		
Province	**City**	**Street address**
ON	Etobicoke	125 The Queensway
ON	Etobicoke	2850 Lakeshore Blvd. W
ON	Etobicoke	540N Evans Ave.
ON	Fergus	710 Tower St. S
ON	Flesherton	114 Sydenham St.
ON	Georgetown	333 Mountainview Rd. S
ON	Gormley	12717 Woodbine Ave.
ON	Guelph	435 Stone Rd. W
ON	Guelph	5 Clair Rd. E (3 ATMs)
ON	Guelph	7 Clair Rd. W
ON	Hamilton	75 Centennial Pkwy. N
ON	Hamilton	999 Upper Wentworth St.
ON	Ingersoll	120 Thames St. N
ON	Kanata	1102 Klondike Rd.
ON	Kanata	420 Hazeldean Rd.
ON	Kanata	499 Terry Fox Dr.
ON	Kanata	680 Eagleson Rd.
ON	Keswick	417 The Queensway Ave. S
ON	King City	2140 King Rd.
ON	Kingston	1011 Princess St.
ON	Kingston	11 - 775 Strand Blvd.
ON	Kingston	136 Princess St.
ON	Kingston	445 Princess St.
ON	Kingston	945 Gardiners Rd.
ON	Kitchener	310 Fairway Rd. S
ON	Kitchener	563 Highland Rd. W
ON	Kitchener	700 Strasburg Rd.
ON	LaSalle	6020 Malden Rd.
ON	London	1051 Wonderland Rd. S
ON	London	106 - 645 Commissioners Rd.
ON	London	1118 Adelaide St. N
ON	London	1186 Oxford St. W
ON	Manotick	5220 Mitch Owen Dr.
ON	Markham	1720 Bur Oak Ave.
ON	Markham	2920 Major Mackenzie Dr. E
ON	Markham	5762 Hwy. 7
ON	Markham	6579 Hwy. 7 E
ON	Markham	7060 Warden Ave.
ON	Markham	7700 Markham Rd.
ON	Markham	800 Niagara St. N
ON	Markham	8601 Warden Ave.
ON	Markham	9442 Hwy. 48 (3 ATMs)
ON	Markham	9620 McCowan Rd.
ON	Milton	1020 Kennedy Circle
ON	Milton	75 Nipissing Rd.
ON	Mississauga	1 Hurontario St.
ON	Mississauga	101 - 5602 Tenth Line W
ON	Mississauga	1077 North Service Rd.
ON	Mississauga	1530 Dundas St. E (2 ATMs)
ON	Mississauga	1730 Lakeshore Rd. W
ON	Mississauga	2126 Burnhamthorpe Rd. W

ATMs installed		
Province	**City**	**Street address**
ON	Mississauga	3029 Clayhill Rd.
ON	Mississauga	321 Lakeshore Blvd. W
ON	Mississauga	3980 Grand Park Dr.
ON	Mississauga	4175 Confederation Pkwy.
ON	Mississauga	5033 Hurontario St.
ON	Mississauga	579 Lakeshore Rd. E
ON	Mississauga	700 Burnhamthorpe Rd. E
ON	Mississauga	7020 Santa Barbara Blvd. (3 ATMs)
ON	Mississauga	7070 McLaughlin Rd.
ON	Mississauga	8291 Woodbine Ave.
ON	Mississauga	920 Southdown Rd.
ON	Mount Forest	129 Main St. S
ON	Mount Forest	301 Main St. S
ON	Nepean	1A - 1595 Merivale Rd.
ON	Nepean	3151 Strandherd Dr.
ON	Nepean	3781 Strandherd Dr.
ON	Newcastle	1 King Ave. E
ON	Newmarket	1111 Davis Dr.
ON	Newmarket	16640 Yonge St.
ON	Newmarket	17555 Yonge St.
ON	Newmarket	17600 Yonge St.
ON	Niagara Falls	3701 Portage Rd.
ON	Niagara Falls	5125 Montrose Rd.
ON	North Bay	2025 Cassells St.
ON	North Bay	276 Lakeshore Dr.
ON	North York	1597 Wilson Ave.
ON	North York	2550 Finch Ave. W
ON	North York	5576 Yonge St.
ON	North York	6205 Bathurst St.
ON	North York	6428 Yonge St.
ON	Oakville	1515 Rebecca St.
ON	Oakville	240 Leighland Ave.
ON	Oakville	2501 Third Line
ON	Oakville	520 Kerr St.
ON	Orillia	149 Westmount Dr. N
ON	Orillia	55 Front St. N
ON	Orleans	1675 Tenth Line Rd.
ON	Orleans	1937 Portobello Blvd.
ON	Orleans	2301 10th Line Rd.
ON	Oshawa	20 Warren Ave.
ON	Oshawa	2045 Simcoe St. N
ON	Oshawa	300 Taunton Rd. E
ON	Ottawa	1200 St. Laurent Blvd.
ON	Ottawa	1309 Carling Ave.
ON	Ottawa	139 Rideau St. (3 ATMs)
ON	Ottawa	1642 Merivale Rd.
ON	Ottawa	174 Bank St.
ON	Ottawa	2515 Bank St.
ON	Ottawa	3080 Carling Ave.
ON	Ottawa	467 Parliament St.
ON	Ottawa	5 - 2164 Montreal Rd. (2 ATMs)

Canadian ATMs installed and removed (continued)

ATMs installed		
Province	**City**	**Street address**
ON	Ottawa	700 - 702 Bank St.
ON	Ottawa	888 Meadowlands Dr. E
ON	Owen Sound	100 10th St. W
ON	Parry Sound	90 Bowes St.
ON	Peterborough	1875 Lansdowne St. W
ON	Peterborough	225 Charlotte St.
ON	Peterborough	741 Lansdowne St. W
ON	Peterborough	971 Chemong Rd.
ON	Port Elgin	1199 Goderich St.
ON	Port Perry	1865 Scugog St.
ON	Richmond Hill	10660 Yonge St.
ON	Richmond Hill	13070 Yonge St.
ON	Richmond Hill	13094 Yonge St.
ON	Richmond Hill	8865 Yonge St.
ON	Richmond Hill	9651 Yonge St.
ON	Sarnia	510 Exmouth St.
ON	Scarborough	1 Eglinton Sq.
ON	Scarborough	1571 Sandhurst Circle
ON	Scarborough	1925 Victoria Park Ave.
ON	Scarborough	300 Borough Dr.
ON	St. Catharines	275 Fourth Ave.
ON	St. Catharines	344 Glendale Ave.
ON	St. Catharines	600 Ontario St.
ON	St. Catharines	211 Martindale Rd.
ON	St. Thomas	204 First Ave.
ON	Stittsville	1300 Stittsville Main St.
ON	Stoney Creek	270 Mud St. W
ON	Stoney Creek	377 Hwy. 8
ON	Stouffville	5710 Main St.
ON	Stratford	1 - 211 Ontario St.
ON	Sudbury	2015 Long Lake Rd.
ON	Tecumseh	1 - 500 Manning Rd.
ON	Thornhill	298 John St.
ON	Thunder Bay	572 W Arthur St.
ON	Thunder Bay	1186 Memorial Ave.
ON	Timmins	227 Algonquin Blvd. W
ON	Timmins	5 - 681 Algonquin Blvd.
ON	Toronto	1 - 4744 Bank St.
ON	Toronto	1 - 900 Albion Rd.
ON	Toronto	10 Dundas St. E
ON	Toronto	1084 Wilson Ave.
ON	Toronto	126 Simcoe St.
ON	Toronto	1500 Avenue Rd.
ON	Toronto	16 York Mills Rd.
ON	Toronto	1630 Danforth Ave.
ON	Toronto	2 Gladstone Ave.
ON	Toronto	220 Yonge St.
ON	Toronto	2290 Bloor St. W
ON	Toronto	2345 Yonge St.
ON	Toronto	260 Queen St. W
ON	Toronto	292 Dupont St.

ATMs installed		
Province	**City**	**Street address**
ON	Toronto	3003 Danforth Ave.
ON	Toronto	3111 Convair Dr. (2 ATMs)
ON	Toronto	3401 Dufferin St.
ON	Toronto	3446 Dundas St. W
ON	Toronto	351 Queen St. E
ON	Toronto	3570 Lawrence Ave. E
ON	Toronto	388 King St. W
ON	Toronto	390 Queen's Quay W
ON	Toronto	465 Yonge St.
ON	Toronto	51 Hanna Ave. (2 ATMs)
ON	Toronto	523 St. Clair Ave. W
ON	Toronto	524 Queen St. W
ON	Toronto	550 Eglinton Ave. W
ON	Toronto	565 Sherbourne St.
ON	Toronto	570 Queen St. W
ON	Toronto	728 Yonge St.
ON	Toronto	759 Mount Pleasant Rd.
ON	Toronto	946 Lawrence Ave. E
ON	Toronto	970 Queen St. E
ON	Vaughan	3737 Major Mackenzie Dr.
ON	Vaughan	9980 Dufferin St.
ON	Waterloo	50 Weber St. N
ON	Waterloo	550 King St. N
ON	Waterloo	600 Laurelwood Dr.
ON	Waterloo	658 Erb St. W
ON	Waterloo	70 - 74 King St. S
ON	Whitby	1801 Dundas St. E
ON	Whitby	4081 Thickson Rd. N
ON	Willowdale	1800 Sheppard Ave. E
ON	Willowdale	5845 Yonge St.
ON	Windsor	500 Tecumseh Rd. E
ON	Windsor	11500 Tecumseh Rd. E
ON	Windsor	1675 Wyandotte St. W
ON	Windsor	2109 Ottawa St.
ON	Windsor	7720 Tecumseh Rd. E
ON	Woodbridge	4000 Hwy. 7
ON	Woodbridge	5100 Rutherford Rd.
ON	Woodstock	333 Dundas St.
ON	Woodstock	959 Dundas St. E
MB	Brandon	1209 Richmond Ave.
MB	Brandon	661 18th St.
MB	Morden	25 A Thornhill St.
MB	Steinbach	382 Main St.
MB	Thompson	55 Cree Rd.
MB	Winnipeg	1 - 630 Kildare Ave. E
MB	Winnipeg	102 - 1050 Leila Ave.
MB	Winnipeg	1122 Pembina Hwy.
MB	Winnipeg	200 - 50 Sage Creek Blvd. (2 ATMs)
MB	Winnipeg	2211 Pembina Hwy.
MB	Winnipeg	2656 Pembina Hwy.
MB	Winnipeg	32 - 1555 Regent Ave. W

Canadian ATMs installed and removed (continued)

ATMs installed

Province	City	Street address
MB	Winnipeg	710 St. Annes Rd.
SK	Emerald Park	20A Great Plains Rd.
SK	North Battleford	391 Railway Ave. E
SK	Regina	303 Albert St. N
SK	Regina	5060 4th Ave.
SK	Regina	E4 - 2223 Victoria Ave.
SK	Saskatoon	1804 McOrmund Dr.
SK	Saskatoon	20 - 2410 22nd St. W
SK	Saskatoon	210A - 230 Slimmon Rd. (3 ATMs)
SK	Saskatoon	42 - 2105 8th St. E
SK	Swift Current	455 North Service Rd. E
SK	Weyburn	148 Sims Ave.
AB	Airdrie	110 - 2781 Main St. SW
AB	Blackfalds	5057 Parkwood Rd.
AB	Blairmore	15233 - 20th Ave.
AB	Bonnyville	4609 50th Ave.
AB	Brooks	708 - 2nd St. W
AB	Calgary	135 - 2525 36th St. NE
AB	Calgary	150 Millrise Blvd. SW
AB	Calgary	1632 14th Ave. NW
AB	Calgary	216 Stewart Green SW
AB	Calgary	356 - 100 Anderson Rd. SE
AB	Calgary	3625 Shaganappi Trail NW (2 ATMs)
AB	Calgary	383 Heritage Dr. SE
AB	Calgary	4448 Front St. SE
AB	Calgary	500 - 2929 Sunridge Way (3 ATMs)
AB	Calgary	5500 Falsbridge Dr. NE
AB	Calgary	600 - 151 Walden Gate SE (3 ATMs)
AB	Calgary	725 - 500 Country Hills Blvd. NE
AB	Camrose	5807 - 48th Ave.
AB	Canmore	510 Bow Valley Trail
AB	Cochrane	100 - 120 5th Ave. W
AB	Cochrane	605+B369 1st St. W
AB	Cold Lake	4602 50th St.
AB	Drayton Valley	5001 50th Ave.
AB	Drumheller	191 Railway Ave.
AB	Edmonton	101 66th St.
AB	Edmonton	10180 101 St. NW (3 ATMs)
AB	Edmonton	11408 Jasper Ave.
AB	Edmonton	12704 167th Ave. NW (3 ATMs)
AB	Edmonton	13040 137th Ave.
AB	Edmonton	16504 95 St. NW
AB	Edmonton	25 Airport Rd. (2 ATMs)
AB	Edmonton	417 - 2331 66th St. NW
AB	Edmonton	584 Riverbend Square NW
AB	Edmonton	8065 104th St.
AB	Edmonton	9540 163 St. NW
AB	Edson	4204 2nd Ave.
AB	Edson	5036 - 4th Ave.
AB	Fairview	10008 113th St.
AB	Grande Prairie	8313 Westpointe Dr.

ATMs installed

Province	City	Street address
AB	Grande Prairie	9930 92nd St.
AB	High Prairie	4247 53rd Ave.
AB	High River	219 Centre St. S
AB	Innisfail	5107 - 50th St.
AB	Leduc	4811 50th St.
AB	Lethbridge	1 - 2045 Mayor Magrath Dr.
AB	Lethbridge	3 - 4103 - 4th Ave. S
AB	Lloydminster	5640 - 50th Ave.
AB	Okotoks	125 Elizabeth St.
AB	Okotoks	171 31 Southridge Dr.
AB	Olds	4902 54th Ave.
AB	Pincher Creek	996 Waterton Ave.
AB	Ponoka	5302 - 53rd Ave.
AB	Red Deer	100-3020 22nd St.
AB	Red Deer	3202 - 49th Ave.
AB	Red Deer	4023 Ross St.
AB	Red Deer	4305 55th Ave.
AB	Red Deer	5 Reichley St.
AB	Red Deer	5926 - 54th Ave.
AB	Red Deer	71 Clearview Market Way (3 ATMs)
AB	Rocky Mountain House	4503 47th Ave.
AB	Fort Saskatchewan	10102 88th Ave.
AB	Sherwood Park	2020 Sherwood Dr.
AB	Sherwood Park	400 - 8005 Emerald Dr. (3 ATMs)
AB	Slave Lake	700 Main St. SW
AB	St. Albert	275 Carnegie Dr.
AB	St. Albert	570 - 140 St. Albert Trail
AB	Stettler	6002 50th Ave.
AB	Stony Plain	400-4300 South Park Ave.
AB	Stony Plain	5107 - 48th St.
AB	Strathmore	340 - 3rd Ave.
AB	Sundre	105 Main Ave. E
AB	Sylvan Lake	4405 50th St.
AB	Sylvan Lake	4631 50 St.
AB	Vegreville	6813 Hwy. 16A
AB	Westlock	59526 Hwy. 2
AB	Wetaskiwin	4710 56th Ave.
AB	Whitecourt	5128 Caxton St.
BC	Abbotsford	1 - 32390 South Fraser Way
BC	Burnaby	104 - 3433 North Rd.
BC	Burnaby	343 4800 Kingsway
BC	Chetwynd	4801 51st Ave.
BC	Coquitlam	810 - 3025 Lougheed Hwy.
BC	Dawson Creek	1304 Alaska Ave.
BC	Delta	1215C 56th St.
BC	Fort St. John	10812 Alaska Rd.
BC	Gold River	375 Nimpkish Dr.
BC	Golden	1020 Trans-Canada Hwy.
BC	Kelowna	1360 - 2271 Harvey Ave.
BC	Kamloops	2 - 2121 E Trans-Canada Hwy.

Canadian ATMs installed and removed (continued)

ATMs installed

Province	City	Street address
BC	Kamloops	300 Yellow Head Hwy.
BC	Kelowna	200 - 525 Hwy. 97 S (2 ATMs)
BC	Langford	300 - 2945 Jacklin Rd.
BC	Langley	102 - 20159 88th Ave.
BC	Maple Ridge	102 - 22441 Dewdney Trunk Rd.
BC	Mission	32530 Lougheed Hwy.
BC	New Westminster	240 - 800 Carnarvon St. (2 ATMs)
BC	North Vancouver	120 - 150 Esplanade W
BC	Port Coquitlam	810 Sherling Ave.
BC	Port Coquitlam	871 Village Dr. (3 ATMs)
BC	Revelstoke	1011 Victoria Rd.
BC	Richmond	11800 Cambie Rd.
BC	Richmond	152 - 8180 Number 2 Rd.
BC	Smithers	1106 Main St.
BC	Surrey	100 - 15157 56 Ave.
BC	Surrey	100 - 7322 King George Blvd.
BC	Surrey	150 - 17475 Hwy. 10
BC	Surrey	3100 - 0153 King George Hwy.
BC	Surrey	6060 Minoru Blvd.
BC	Vancouver	1006 Homer St.
BC	Vancouver	1125 Davie St.
BC	Vancouver	1622 Salt St.
BC	Vancouver	1755 East Broadway
BC	Vancouver	1780 West Broadway
BC	Vancouver	2748 East Hastings St.
BC	Vancouver	2888 Granville St.
BC	Vancouver	370 East Broadway
BC	Vancouver	4326 Dunbar St.
BC	Vancouver	586 Granville St.
BC	Vancouver	885 West Broadway
BC	Victoria	1222 Douglas St.
BC	Victoria	1625 Hillside Ave. (2 ATMs)
YT	Whitehorse	2 - 303 Ogilvie St.

ATMs removed

Province	City	Street address
NS	Halifax	7001 Mumford Rd. (2 ATMs)
NS	Sydney	565 George St.
NS	Whycocomagh	9371 Trans-Canada Hwy.
NB	Hartland	381 Main St.
NB	Saint John	10 Main St.
NB	Saint John	Airport Mainway
NB	Tracadie-Sheila	3500 Rue Principale
PEI	Charlottetown	644 University Ave.
QC	Brossard	2151 Boul. Lapiniere
QC	Dorval	975 Boul. Romeo Vachon
QC	Montreal	360 St. Jaques St. (2 ATMs)
QC	Montreal	5828 du Parc
QC	St. Antoine-des-Laurentides	402 Boul. des Laurentides
QC	Vaudreuil-Dorion	3237 Boul. Harwood
QC	Verdun	4141 Boul. Lasalle
ON	Alliston	138 A Young St.
ON	Bancroft	51 Hastings St. N
ON	Brampton	50 Kennedy Rd. S
ON	Halton Hills	13584 Steeles Ave.
ON	Oakville	595 Bronte Rd.
ON	Orillia	205 Memorial Ave., Unit 2
ON	Oshawa	282 Marland Ave.
ON	St. Catharines	211 Martindale Rd.
ON	St. Thomas	308 Wellington St.
ON	Toronto	26 Wellington St. E
ON	Toronto	2901 Bayview Ave.
ON	Waterloo	70 - 74 King St. S
ON	Oakville	240 N Service Rd.
ON	Holland Landing	45 Grist Mill Rd.
MB	Winnipeg	100 Oakpoint Hwy.
MB	Winnipeg	2000 Wellington
SK	Regina	301 Albert St. N
AB	Calgary	12 4th St. NE
AB	Calgary	3625 Shaganappi Trail NW
AB	Calgary	4935 40th Ave. NW
AB	Edmonton	10180 101 St. NW (3 ATMs)
AB	Medicine Hat	299 College Dr. SE
AB	Medicine Hat	802 Kingsway Ave. SE
BC	Chilliwack	42170 Yarrow Centre
BC	Langley	119 - 5501 204 St.
BC	Vancouver	1201 Thurlow St.
BC	Coquitlam	1020 Austin Ave., Ste 1
BC	Burnaby	1601 Burnwood Dr.
BC	Langley	7600 Glover Rd.

Royal Bank Mortgage Corporation Public Accountability Statement

Royal Bank Mortgage Corporation (RBMC) is a federally incorporated mortgage and loan company providing a deposit-taking service through the Royal Bank of Canada branch network. RBMC does not have any employees as all of its activities are conducted by employees of Royal Bank of Canada. RBMC recovered $3.4 million in income taxes (including federal and Ontario) for the fiscal year ended October 31, 2012. Income and other taxes, as well as number of employees, are also included in Royal Bank of Canada's Public Accountability Statement disclosure.

RBC Life Insurance Company Public Accountability Statement

RBC Life Insurance Company (RBC LIC) is a wholly owned subsidiary of RBC Insurance Holdings Inc., which in turn is a wholly owned subsidiary of Royal Bank of Canada. RBC LIC is a federally regulated life and health insurance company and is licensed to write life, accident and sickness insurance in all provinces and territories in Canada. RBC LIC offers non-participating individual life, accident and sickness insurance, as well as group life and health policies. These products and services are offered through third-party brokers, a proprietary sales force and direct marketing efforts. RBC LIC employed 963 full-time employees (884 in Ontario, 39 in British Columbia, 36 in Quebec and 4 in Alberta) and 29 part-time employees in Canada (25 in Ontario, 2 in Saskatchewan, 1 in Quebec and 1 in Alberta) as of October 31, 2012. RBC LIC incurred $39 million in income taxes ($23 million, federal; $8 million in Ontario; $3 million in Quebec; $3 million in Alberta; and $2 million in British Columbia) and $19,000 in capital taxes for the fiscal year ended October 31, 2012. In addition, during the same period, RBC LIC incurred $23 million in premium taxes based on a percentage of gross premiums written ($9 million, Ontario; $4 million, Quebec; $4 million, Alberta; $3 million, British Columbia; and $3 million to other provinces and territories). Income and other taxes, as well as number of employees, are also included in Royal Bank of Canada's Public Accountability Statement disclosure.

RBC Investor Services Trust Public Accountability Statement

RBC Investor Services Trust is a wholly owned subsidiary of RBC Investor Services Limited. Letters patent creating RBC Investor Services Trust, under its prior name RBC Dexia Investor Services Trust, were issued on September 26, 2005 by the Minister of Finance (Canada). The Trust was granted its Order to Commence and Carry on Business by the Office of the Superintendent of Financial Institutions Canada ("OSFI") on October 26, 2005. RBC Investor Services Trust's shares are not quoted on a public market.

RBC Investor Services Trust is incorporated and headquartered in Canada, and in 2012, employed 2,551 full-time employees. RBC Investor Services incurred $9.7 million in income taxes ($1.9 million in federal; $2 million in Ontario; $0.1 million in Alberta; $0.1 million in British Columbia, $0.1 million in Nova Scotia, and $5.5 international taxes) and incurred $0.5 million in capital taxes ($0.1 million in Newfoundland, $0.2 million in Nova Scotia and $0.2 million in Quebec) for the fiscal year ended October 31, 2012. Income and capital taxes, as well as other taxes, are also included in Royal Bank of Canada's Public Accountability Statement disclosure.

Declarants' Public Accountability Statements

Due to the specific nature of the operations of the Declarants, they do not operate bank branches or other facilities at which deposit accounts are opened through natural persons and with customers in person, or at which deposits from customers are accepted or cash is distributed to customers. In addition, the Declarants do not provide debt financing to firms in Canada, and are not involved in new initiatives and technical assistance programs for financing for small business, nor are they involved in investments or partnerships in microcredit programs. The Declarants are also not involved in initiatives to improve access to financial services for low-income individuals, senior citizens and disabled persons. All of the foregoing activities are undertaken by Royal Bank of Canada on behalf of its affiliates, and are outlined in the respective sections of this Public Accountability Statement. As of October 31, 2012, the Declarants did not have prescribed affiliates. As integrated subsidiaries of RBC, the Declarants share community development goals and participate in community-based activities, including volunteer, charitable and philanthropic activities, collectively with Royal Bank of Canada. For further details and examples of the Declarants' goals for community development, donations and related activities, please refer to the corresponding information contained in this Public Accountability Statement.

VITAL STATISTICS

Corporate integrity	2012	2011	2010
Number of Board members	17	16	15
Women directors (% of Board)	29%	31%	20%
Independent directors (% of Board)	94% (16 of 17)	Over 93% (15 of 16)	Over 92% (14 of 15)
Independent board committee members	100%	100%	100%

Economic impact[1]	2012	2011	2010
Revenue ($ billions)	29.8	27.6	26.1
Net income from continuing operations ($ billions)	7.6	7.0	5.7
Market capitalization ($ billions)	82.3	69.9	77.5
Taxes incurred ($ billions)	3.1	2.9	2.9
Assets ($ billions)	825.1	793.8	726.2
Deposits ($ billions)	508.2	479.1	414.6
Loans ($ billions)	380.2	349.5	275.0
Employee compensation and benefits ($ billions)	9.3	8.7	8.4
Goods and services purchased ($ billions)	5.9	6.5[2]	5.7[2]
Debt financing for businesses in Canada (authorized) ($ billions)	156.6	141.7	135.2
Dividends ($ billions)	3.5	3.2	3.1
Small business clients (Canada, Caribbean and United States)	543,000[3]	685,000	634,000
Cumulative investment in emerging technology companies ($ millions)	681	680	700

[1] 2012 and 2011 numbers are published under IFRS. 2010 numbers are published under Canadian GAAP. 2011 and 2010 have been restated for the sale of RBC Bank.
[2] Includes discontinued operations
[3] Decline due to sale of RBC Bank in the United States

Marketplace	2012	2011	2010
Countries in which we operate	51	58	52
Clients (millions; approximate)	15	15	18
Bank branches (Canada)	1,239	1,214	1,209
Insurance stores (Canada)	54	53	52
ATMs (Canada)	4,724	4,293	4,227
Bank branches (Caribbean)	121	123	126
ATMs (Caribbean)	341	333	330
Bank branches (China)	1	1	1
Online banking client enrolments (Canada; millions)[1]	7.5	6.8	6.1
Online banking active users[2] (Canada)	30%	29%	27%
Socially responsible investments (total assets under management; $ billions)	3.1	3.0	2.7
Clients surveyed (Canada and Caribbean)	532,000	517,000	499,300
Client complaints logged at the RBC™ Client Care Centre resolved within 30 days	99%	99%	99%

[1] Includes personal and business clients in Canada enrolled in online banking services for the years ended October 31.
[2] Percentage of RBC Royal Bank™ customers who are actively using online banking solutions.

Workplace	2012	2011	2010
Employees	79,698	73,987	73,118
Full-time equivalent (FTE) positions (total)	74,377	68,480	67,147
Training costs[1] ($ millions)	151.2	162.7	143.9
FTE positions by region			
FTE[2] (Canada)	52,224	50,219	49,792
FTE[2] (United States)	7,609	7,588	7,449
FTE[2] (other international regions)	14,544	10,673	9,906
FTE positions by business segment			
Personal & Commercial Banking	38,213	38,216	38,328
Wealth Management	10,670	10,564	10,107
Insurance	2,744	2,859	2,724
Investor & Treasury Services[2]	6,084	112	108
Capital Markets	3,533	3,510	3,291
Technology & Operations	9,441	9,380	9,025
Functions	3,692	3,839	3,564

[1] Includes direct and indirect expenditures. The decrease from 2011 to 2012 is due largely to a new formula for calculating training expenditures. Decrease in actual direct expenditures was 1 per cent.
[2] On July 27, 2012, we completed our acquisition of the remaining 50 per cent stake in RBC Dexia. Prior to this acquisition, FTE numbers do not include our RBC Dexia joint venture.

Workforce Diversity (Canada)[1]	2012	2011	2010
Women	65%	66%	67%
Women in middle management and above	47%	46%	46%
Women in executive roles	36%	36%	37%
Visible minorities[2]	30%	29%	28%
Visible minorities[2] in middle management and above	30%	29%	27%
Visible minorities[2] in executive roles	15%	15%	14%
People with disabilities	4.3%	4.2%	3.5%
Aboriginal peoples	1.5%	1.6%	1.6%

[1] Figures represent Employment Equity data as a percentage of the number of employees (full-time and part-time) at RBC as of October 31, 2012 in our businesses in Canada governed by the *Employment Equity Act*. Given variations in legal definitions and restrictions in legislation around the world, comprehensive data on these four designated groups (women, visible minorities, people with disabilities, Aboriginal peoples) is available only in Canada.
[2] In Canada, visible minorities are defined as persons (other than Aboriginal peoples) who are non-Caucasian in race or non-white in colour.

Environment	2012	2011[1]	2010[1]
Total GHG emissions (tonnes)	180,586	203,487[2]	224,822
GHG emissions intensity from energy use (tonnes/sq.m.)	0.083	0.088[2]	0.097
Energy intensity, all properties (MWh/sq.m.)	0.34	0.37	0.35
GHG emissions intensity from employee travel (tonnes/FTE[3])	0.38	0.40	0.40
Office paper use (kilograms/FTE[3])	46.4	47.0	51.3
Transactions assessed under Equator Principles	10	15	7
Renewable energy lending ($ billions)	2.12	1.66	1.58
Green power purchases (MWh)	13,941	13,663	11,242
Environmental credit risk assessments (Canada and U.S.)	1,210	1,100	950
Environmental and social risk management training (number of employees)	810	720	415
Carbon credits traded (millions of tonnes)	125	90	115
Donations to environmental charities ($ millions)	7.4	8.1	7.2

[1] Results include discontinued operations.
[2] Figure restated — 2011 direct and indirect energy use in major properties was overstated and has been corrected
[3] Full-time equivalent position.

Community ($ millions, except for number of employee volunteer grants)	2012	2011	2010
Investments in community causes (total donations, community investments and sponsorships; $ millions)	95	98	130
Donations and community investments ($ millions)	64	64	56.6
Community and national sponsorships ($ millions)	31	34	73.5
Employee volunteer grants (number)	2,254	2,256	2,573
Employee volunteer grants (total amount donated; $ millions)	1.12	1.29	1.29
United Way donations (employee and corporate donations[1]; $ millions)	16.9	18.3	20.6
Donations to our priority programs			
RBC Blue Water Project™ ($ millions)	6.7	7.6	6.1
RBC Children's Mental Health Project ($ millions)	5.5	3.5	2.8
RBC After School Project ($ millions)	2.7	2.6	2.5
RBC Emerging Artists Project ($ millions)	3.0	2.4	1.4

[1] "Employee donations" include donations made by employees in 2012 to United Way charities, and to other charities administered through United Way. It does not include funds raised for, and paid directly to, community groups and charities around the world. "Corporate donations" are those paid by the RBC Foundation™ and RBC companies to United Way agencies during fiscal 2012.

Global Reporting Initiative Index

At RBC we have adopted a multi-pronged approach to sustainability reporting, and we publish information about our social, environmental and ethical performance in a number of places for various stakeholder groups. We rely on external sources, investor and stakeholder groups and global best practices to determine the relevant issues for inclusion, and we strive to provide an appropriate level of detail for each group. We support the work of the Global Reporting Initiative (GRI), the most widely used international guidelines for measuring and reporting social, environmental and economic performance. RBC self-declares that the index below and the information it points to constitute a report that qualifies for GRI's G3.1 Application Level C.

Part I: Profile

Profile Disclosure	Description	RBC Information
Strategy and Profile		
Strategy and analysis		
1.1	Statement from the most senior decision-maker of the organization	Message from the CEO, page 7
1.2	Description of key impacts, risks and opportunities	Our pledges and priorities, pages 14–15 Throughout report
Organizational profile		
2.1	Name of organization	Royal Bank of Canada
2.2	Primary brands, products and services	2012 Annual Report, inside cover, pages 2–3, 18–37
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures	About RBC, pages 9–11 2012 Annual Report, pages 2–3, 18–38
2.4	Location of organization's headquarters	2012 Annual Report, page 187
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	About RBC, pages 9–11
2.6	Nature of ownership and legal form	2012 Annual Report 2012 Annual Information Form, page 1
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	2012 Annual Report, pages 2–3, 6, 11 Our structure, page 11
2.8	Scale of the reporting organization	2012 Annual Report Our structure, page 11
2.9	Significant changes during the reporting period regarding size, structure or ownership	Key Corporate Events in 2012, pages 4–5
2.10	Awards received in the reporting period	Recognition, page 21
Report Parameters		
3.1	Reporting period	Reporting, page 22
3.2	Date of most recent previous report	RBC does not issue a one-stop sustainability report; rather, we report various measures in existing communications pieces, such as our Annual Report, Proxy Statements and annual Corporate Responsibility Report, which includes our GRI Index. We produce these on an annual basis.
3.3	Reporting cycle	Annual (November 1 – October 31) Reporting period, page 4

Profile Disclosure	Description	RBC Information
3.4	Contact point for questions regarding the report or its contents	corporateresponsibility@rbc.com
3.5	Process for defining report content	Reporting, page 22; Stakeholders, pages 18–20
3.6	Boundary of the report	This report covers activities for RBC as a whole — our operations around the world, including all our subsidiaries, unless otherwise noted.
3.7	Limitations on scope or boundary of report (see completeness principle for explanation of scope)	About this report, page 4
3.8	Basis for reporting on other entities	Scope, page 4
3.9	Data measurement techniques	About this report, page 4
3.10	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement	2010 values for certain metrics were restated in 2011 to reflect continuing operations. Affected metrics are: – Revenue – Market capitalization – Employees – Full-time equivalent positions – Employees (Canada) – Employees (United States) – Training costs – Goods and services purchased
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	Unless otherwise stated, report data reflects continuing operations.
3.12	Table identifying the location of the Standard Disclosures in the report	GRI Index, page 119
3.13	Policy and current practice with regard to seeking external assurance for the report	At present, RBC does not have third-party verification or auditing of our non-financial reporting. Our annual Corporate Responsibility Report and Public Accountability Statement are reviewed by our internal Compliance department (Risk Management), our Legal department, our Financial Reporting department and internal subject matter experts.
Governance, Commitments and Engagement		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	Responsibilities and accountabilities, page 16 Corporate governance, page 26
4.2	Indicate whether chair of highest governance body is also an executive officer	Corporate governance, page 26 2012 Management Proxy Circular, page 11
4.3	Independent and/or non-executive members	Corporate Governance, pages 26–27 Statement of Corporate Governance Practices and Director Independence Policy, available at www.rbc.com/governance › Resources and information
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	2013 Management Proxy Circular, page 4
4.5	Linkage between compensation for members of the highest governance body, senior managers and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	Responsibilities and accountabilities, page 16 2012 Management Proxy Circular, page 53

Profile Disclosure	Description	RBC Information
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Identification and management of conflicts of interest, page 34 2012 Management Proxy Circular, page 69
4.7	Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity	Governance practices, page 26 2012 Management Proxy Circular, pages 68–69
4.8	Mission or values, codes of conduct and principles relevant to economic, environmental and social performance	Values, page 2 Our pledges and priorities, pages 14–15 Principles and charters, page 23 Policies and procedures, page 29
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles	Risk management, page 28 2013 Management Proxy Circular, page 66
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	2013 Management Proxy Circular, page 72
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	Risk management, page 28
4.14	List of stakeholder groups engaged by the organization	Stakeholders, page 18
4.15	Basis for identification and selection of stakeholders with whom to engage	Stakeholders, page 18
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and stakeholder group	Stakeholders, page 18
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	Stakeholder dialogue, page 12 Throughout report

PART II: Disclosures on Management Approach (DMAs)

DMA	Description	RBC Information
Products and Services (PS)		
FS1	Policies with specific environmental and social components applied to business lines	Policies, page 30
FS2	Procedures for assessing and screening environmental and social risks in business lines	Policies, page 30 Risk management, page 28
FS3	Processes for monitoring clients' implementation of, and compliance with, environmental and social requirements included in agreements or transactions	Policies, page 30 Managing environmental and social risk, page 89 Environmental products and services, page 90
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	Policies, page 30

DMA	Description	RBC Information
FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities	Stakeholders, page 18 Managing environmental and social risk, page 89 Promoting environmental sustainability, page 92
Environment (EN)		
Aspect	Materials	Environmental Blueprint Report Card
Aspect	Energy	Environment, page 84
Aspect	Water	RBC Blue Water Project Environmental Blueprint Report Card Biodiversity, see rbc.com/environment
Aspect	Emissions, effluents and waste	Environment, page 84
Aspect	Products and services	Environment, pages 90–91
Aspect	Transport	Environment, page 84
Aspect	Overall	Environment, pages 80–93
Labour Practices and Decent Work (LA)		
Aspect	Employment	Workplace, page 67
Aspect	Labour/management relations	Workplace, pages 67–79
Aspect	Occupational health and safety	Workplace, page 71
Aspect	Training and education	Workplace, page 72
Aspect	Diversity and equal opportunity	Workplace, pages 73–77
Aspect	Equal remuneration for women and men	Workplace, page 68
Human Rights (HR)		
Aspect	Investment and procurement practices	Responsible investing, page 59 Procurement, page 46
Aspect	Non-discrimination	Principles and policies, page 68 Diversity and inclusion, page 73
Aspect	Freedom of association and collective bargaining	Freedom of association, page 69
Aspect	Child labour	Human rights, page 69
Aspect	Prevention of forced and compulsory labour	Human rights, page 69
Aspect	Security practices	Health, safety and wellness, page 71
Aspect	Indigenous rights	Programs to support Aboriginal employment, page 76
Aspect	Remediation	Employee concerns, page 79
Society (SO)		
Aspect	Local communities	Community, page 94
Aspect	Corruption	Anti-bribery/anti-corruption, page 30
Aspect	Public policy	Lobbying, page 34 Governments, page 20
Aspect	Anti-competitive behaviour	Code of conduct, page 29
Aspect	Compliance	Policies, page 30
Product Responsibility (PR)		
Aspect	Customer health and safety	Development of products and services, page 32
Aspect	Product and service labelling	Integrity in marketing and sales communications, page 61
Aspect	Policies for the fair design and sale of financial products and services	Sale of products and services, page 60

DMA	Description	RBC Information
Aspect	Marketing communications	Sale of products and services, page 60
Aspect	Customer privacy	Privacy and information security, page 62
Aspect	Compliance	Policies, page 30

PART III: Performance Indicators

Performance Indicator	Description	RBC Information
Product and Service Impact		
Product portfolio		
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and sector	Debt financing for Canadian businesses, page 106
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	Responsible investing, page 59
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	Responsible investing, page 59 Green products and services, page 60
Active ownership		
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues	Equator Principles, page 90 Managing environmental and social risk, page 89
Economic		
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Carbon Disclosure Project Submission
EC3	Coverage of the organization's defined benefit plan obligations	2012 Annual Report, pages 103–104
Market presence		
EC6	Policy, practices and proportion of spending on locally based suppliers at significant locations of operation	Procurement, page 46
Indirect economic impacts		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	Economic development, page 42
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	Economic impact, page 38 Community, page 94
Environmental		
Materials		
EN1	Materials used by weight or volume	Environmental footprint report, page 84
EN2	Percentage of materials used that are recycled input materials	Footprint Reduction
Energy		
EN3	Direct energy consumption by primary energy source	Environmental footprint report, page 84 Footprint Reduction
EN4	Indirect energy consumption by primary source	Environmental footprint report, page 84

Performance Indicator	Description	RBC Information
EN5	Energy saved due to conservation and efficiency improvements	Environmental footprint report, page 84 Footprint Reduction
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives	Environmental products and services, page 91
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	RBC Environmental Blueprint Report Card
Biodiversity		
EN16	Total direct and indirect greenhouse gas emissions by weight	Environmental footprint report, page 84
EN17	Other relevant indirect greenhouse gas emissions by weight	Environmental footprint report, page 84
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Reducing our environmental footprint, page 83 Environmental Blueprint Report Card
EN22	Total weight of waste by type and disposal method	RBC Environmental Blueprint Report Card
Products and services		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Environmental products and services, page 90 Environmental footprint report, page 84
Transport		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Environmental footprint report, page 84
Overall		
EN30	Total environmental protection expenditures and investments by type	Environmental footprint report, page 84
Social: Labour Practices and Decent Work		
Employment		
LA1	Total workforce by employment type, employment contract and region, broken down by gender	Employment in Canada, page 104
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	Benefits, page 70
Labour/management relations		
LA4	Percentage of employees covered by collective bargaining agreements	Freedom of association, page 69
Occupational health and safety		
LA6	Percentage of total workforce represented on formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	Health, safety and wellness, page 71 Due to the nature of our business, our workplace presents very few traditional occupational health and safety risks.
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region and by gender	Due to the nature of our business, our workplace presents very few traditional occupational health and safety risks.
LA8	Education, training, counselling, prevention and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases	Health, safety and wellness, page 71 Due to the nature of our business, our workplace presents very few traditional occupational health and safety risks.

Performance Indicator	Description	RBC Information
Training and education		
LA10	Average hours of training per year per employee by gender and by employee category	Career development and learning, page 72 We do not report hours of training per year, but rather the overall investment.
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Career development and learning, page 72
Diversity and equal opportunity		
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	Corporate integrity, page 25 Diversity and inclusion, page 73
Social: Human Rights		
Investment and procurement practices		
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	Procurement, page 46
Remediation		
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	Employee concerns, page 79
Social: Society		
Local communities		
SO1	Percentage of operations with implemented local community engagement, impact assessments and development programs	Bank branch closures and openings, page 50
SO2	Percentage and total number of business units analyzed for risks related to corruption	Anti-bribery/anti-corruption, page 30
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	Anti-bribery/anti-corruption, page 30
FS13	Access points in low-populated or economically disadvantaged areas by type	Diverse and underserved groups, page 51
FS14	Initiatives to improve access to financial services for disadvantaged people	Diverse and underserved groups, page 51
Corruption		
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	Anti-bribery/anti-corruption, page 30
Public policy		
SO5	Public policy positions and participation in public policy development and lobbying	Governments, page 20 Political contributions, page 33 Lobbying, page 34
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country	Governments, page 20 Political contributions, page 33 Lobbying, page 34

Performance Indicator	Description	RBC Information
Social: Product Responsibility		
Customer health and safety		
PR1	Lifecycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	Development of products and services, page 58
Product and service labelling		
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Client due diligence, page 31
FS16	Initiatives to enhance financial literacy by type of beneficiary	Financial literacy, page 55
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Stakeholders, page 18 Client satisfaction, page 64 RBC has established a series of customer satisfaction targets that guide our strategy and our product and service development. For reasons of confidentiality, we do not disclose these targets publicly.
Marketing communications		
PR6	Programs for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship	Privacy, page 30 Code of conduct, page 29 Sale of products and services, page 60 Integrity in marketing and sales communications, page 61

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