



2016 RBC Employment Equity Report

Abridged Version



**Diversity
works here.**

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General Overview

Royal Bank of Canada is Canada's largest bank, and one of 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, insurance, investor services and capital markets products and services on a global basis. We have over 80,000 full- and part-time employees who serve more than 16 million personal, business, public sector and institutional clients through offices in Canada, the U.S. and 35 other countries. For more information, please visit <http://www.rbc.com/>.

RBC helps communities prosper, supporting a broad range of community initiatives through donations, community investments and employee volunteer activities. For more information please see: <http://www.rbc.com/community-sustainability/>.

Our commitment to diversity and inclusion has spanned many years, evolving from adhering to the basic tenets of compliance, to diversity and full inclusion for all. We base our ongoing diversity and inclusion journey – whether related to our talent, clients or communities where we do business – on a solid foundation of respect for all individuals and the belief that we all benefit when everyone can bring their whole selves to work and contribute to their fullest potential. Having diversity is just one part of the story; how well that diversity works together is key. We believe diversity is a fact and inclusion is a choice we make as individuals and leaders.

RBC's Employment Equity strategies are embedded in our diversity and inclusion efforts. This report outlines **RBC's 2016 Employment Equity initiatives** and accomplishments for the Canadian federally-regulated businesses and functions.

“For us, diversity has long been a gateway to the world, and to success. At a time of both challenges and opportunities in the world, rather than turn inward, we believe that there's a growing need to shine a light on diversity & inclusion.”

Dave McKay, President and CEO

Quantitative Overview

The number of employees working within RBC's federally-regulated businesses in 2016 was 45,613 compared to 46,093 in 2015. As of December 2016, 73.2% of our federally-regulated positions are located within RBC's Canadian Banking business; 13.7% are accounted for in our Technology & Operations Group; and 7.8% are accounted for in our key support functions, including Human Resources, Finance and Risk Management. Of RBC's total federally-regulated workforce, 58.2% (26,551) are based in the province of Ontario, of which 84% (22,299) are located in the Census Metropolitan Area of Toronto, 45.8% (10,214) of whom are visible minorities.

Permanent Workforce (Full-time and Part-time)							
	1987	2011	2012	2013	2014	2015	2016
Women	77%	66%	65%	64%	63%	62%	61%
Visible Minorities	7.5%	29.4%	30%	31%	32%	33%	34%
Persons with Disabilities Overall	N/A	8.1%	8.1%	7.9%	7.5%	7.4%	7.2%*
	E.E.	1.6%	4.2%	4.7%	4.7%	4.6%	4.3%*
Indigenous Peoples	0.1%	1.6%	1.5%	1.5%	1.5%	1.4%	1.4%

* 7.2% of RBC's employees report that they consider themselves persons with disabilities; however only 4.3% consider themselves disadvantaged in employment because of their disability.

Overall, staffing activities resulted in the following year end representation for our designated groups:

- RBC continues to have a **strong representation of Women** with an overall representation of **61%**, well above the external workforce availability rate of 53.1%. We also **increased the representation of women in executive roles by 3% to 42% in 2016** (14.6% above the external workforce availability).
- **Visible Minority representation continues to grow** and is at **34%**, **1%** higher than in 2015 and well above the external workforce availability rate of 25%. The representation of **visible minorities in executive roles also increased to 16% in 2016** (5.9% above the external workforce availability).
- The representation of individuals who identify as a **Person with a Disability** is **7.2%**, however, only **4.3%** of employees consider themselves disadvantaged in employment due to their disabilities (as per the Employment Equity definition). **External workforce availability is 4.8%**.
- The representation of **Indigenous Peoples** is at **1.4%**, compared to the external availability of 2.2%.
- RBC's Workforce Diversity Census **response rate** as of December 31, 2016 continues to be **99%**.

Our Enterprise Strategy

Our Collective Ambition, Purpose, Vision and Values

RBC's **Collective Ambition** frames our path forward in a way that guides and inspires what we do and how we do it. It articulates how RBC is – and will continue to be – purpose-driven, principles-led, and performance-focused. It describes our reason for being, our bold ambition for the future, and what it will take to achieve and sustain excellence. It includes our purpose of *helping clients thrive and communities prosper* and our vision *to be among the world's most trusted and successful financial institutions*. Our Purpose and Vision help us understand why we exist and what we want to achieve.

Our business is about people. We care about our colleagues, clients and communities. Our Values reflect this and guide, unite and inspire us in our day-to-day actions and decision-making. Our five Values are:

- **Client First:** We will always earn the right to be our clients' first choice
- **Collaboration:** We win as One RBC
- **Accountability:** We take ownership for personal and collective high performance
- **Diversity & Inclusion:** We embrace diversity for innovation and growth
- **Integrity:** We hold ourselves to the highest standards to build trust

Anchoring our beliefs about Diversity & Inclusion in our values system provides high visibility and continuous reinforcement. We believe in the power of inclusion and a commitment to making a difference in the communities we serve.

RBC Diversity & Inclusion Blueprint 2020

At RBC, we believe diversity and inclusion is an engine for innovation and economic prosperity. By actively using our diversity, we better develop ideas and people, and ensure our company's continued success. We do this by creating opportunities that empower people to grow and achieve more. We seek diverse perspectives, recognizing the value of diversity of thought to challenge the status quo.

The RBC Diversity & Inclusion Blueprint sets out our forward-looking vision and outlines our priorities and commitments. It builds on past achievements and successes and supports RBC's purpose.

Our **Diversity & Inclusion Vision** is *to be among the most inclusive and successful companies, putting diversity into action to help employees, clients and communities thrive*. Specifically, we seek to:

- Attract the best talent from the entire talent pool
- Be a recognized leader in inclusion and leadership diversity

- Be the financial institution of choice for diverse client markets
- Leverage diversity and inclusion for the growth and success of RBC, our clients and communities

Our priorities through our [Diversity & Inclusion Blueprint 2020](#) are focused on three key pillars:

- **Talent:** Accelerate full inclusion to attract, retain and enable the best talent and to increase leadership diversity.
- **Clients:** Lead in providing personalized advice and solutions that reflect the diversity of clients.
- **Communities:** Strengthen social and economic development through partnerships and corporate citizenship.

Fundamentals for Success

Implementing the RBC Diversity & Inclusion Blueprint is an ongoing journey that takes sustained commitment. We are guided by the following in the development and management of diversity and inclusion initiatives:

- **Senior Leadership Commitment:** We believe that senior leaders are essential and must be visible champions for diversity inside and outside of RBC – having a diverse and inclusive culture that engages all RBCers. To that end, we established the **RBC Diversity Leadership Council (DLC)** that is chaired by the President & CEO, Mr. David McKay. The RBC DLC has oversight responsibility for the creation and implementation of the organization's diversity and inclusion strategy and goals. This is executed through a global network of **12 business specific DLCs** throughout the organization.
- **Employee Involvement:** RBCers are provided with opportunities to become personally involved in diversity initiatives and we continue to support and profile our diversity councils, committees and employee resource groups and ensure the “voice of our employees” is reflected in our initiatives and communications.
- **Stakeholder Engagement:** We believe collaboration results in better outcomes. A deeper understanding of diversity issues and the links between the social and economic considerations among all stakeholders are crucial to making progress. Stakeholders include employees, prospective employees, clients, prospective clients, private and public sector organizations, investors, suppliers, community members, grassroots agencies, experts, governments, non-governmental organizations (NGOs), non-profits, academia and students.
- **Accountability and Reporting:** We believe accountabilities and reporting drive productive efforts. We use key metrics and a range of appropriate diversity performance indicators to examine both quantitative and qualitative results. We produce quantitative diversity scorecards at the overall RBC level and for each business group to measure progress against specific workforce goals that include leadership diversity.

- **Communications:** We believe clear, consistent, open communication is essential for a healthy and productive organizational culture. We communicate regularly about our diversity progress, share experiences and best practices. For more information, visit <http://www.rbc.com/diversity/index.html>.

RBC's measures to remove barriers

Measures to Remove Barriers for All Diversity Groups

To strengthen our culture of inclusion, we offer diversity and inclusion learning and developmental opportunities on topics ranging from: *Understanding Unconscious Bias* to *The Invisible Minority: Coming out in the Workforce* to *Communicating across Generations* and more. Here are some of the ways RBCers are increasing their knowledge and practice of inclusive behaviours.

Diversity and Inclusion Learning Programs

- **Diversity & Inclusion Essentials Program:** designed for all employees and includes nine modules of resources to enhance diversity and inclusion acumen. Topics cover various dimensions of diversity such as gender, ethnicity, persons with disabilities, Indigenous Peoples, LGBT+ and generational diversity as well as providing information on employee resource groups and personal accountability.
- **Diversity & Inclusion for Leaders Program:** designed for all people managers and introduced in late 2016, this program focuses on inclusive leadership behaviours that address unconscious bias in talent management practices and promote diversity of thought for high performance.
- **Addressing Unconscious Bias:** RBC's multi-year organizational strategy to address unconscious bias leverages the work of Dr. Mahzarin Banaji, a Harvard University professor of social ethics and co-author of *Blindspot: Hidden Biases of Good People*.
Additionally, changes in our recruiting and talent management process were implemented to recognize and mitigate unconscious biases in these processes. An *Addressing Unconscious Bias* online community on our internal social media platform provides dedicated resources and a forum for leaders and employees to explore and discuss the topic.
- **Indigenous Awareness E-Learning Program:** provides employees with an opportunity to learn about the values, beliefs and history of Indigenous Peoples. In 2016, our recruitment team participated in an Indigenous awareness workshop to strengthen their skills in effectively recruiting Indigenous talent.

- **Creating an Inclusive Workplace for Employees with Disabilities webcast:** provides insights to people managers and employees on effective recruitment, onboarding and managing employees with disabilities.

RBC's **Diversity Dialogue Reciprocal Mentoring Program** pairs junior diverse employees with senior leaders to learn about leadership and diversity from each other.

Online RBC Employee Communities

RBC Connect is our social networking and collaboration platform that facilitates open sharing of ideas, and access to information, tools and learnings. We have many community pages dedicated to diversity and inclusion practices, including sites for our employee resource groups (ERGs), both nationally and locally.

Here are some examples of employee communities:

- **Women @ RBC** is a main hub that connects all the women-related ERGs and provides resources and tools, research and information on a wide range of topics.
- **LGBT @ RBC** provides knowledge and tools for both LGBT employees and allies. It includes updates on key initiatives and activities as they occur throughout the year.
- **One Heart Indigenous Community** is a singular site for members to connect with each other, share cultural stories, and support each other through coaching and mentoring.
- **Persons with Disabilities @ RBC** provides access to resources and tools to promote the full inclusion of employees with disabilities.
- **Addressing Unconscious Bias** facilitates employees' sharing of stories, blogs, research, tools and resources on understanding and mitigating unconscious bias.



Measures to Remove Barriers for Women

The advancement of women into leadership roles and building an inclusive talent pipeline remains a key priority for RBC. Gender goals are embedded in our recruitment and staffing practices and we offer many career development opportunities and networking events for women employees. Our approach involves setting representational goals at both the enterprise and business levels, establishing clear accountabilities to reach goals, assessing gaps and developing holistic strategies to meet and sustain objectives. In 2016, we introduced an unconscious bias spotter in our talent review practices.

At the board level, RBC is an early signatory of the Catalyst Accord, a call to increase overall proportion of board seats held by women to 25% by 2017, and the 30% Club, a corporate consortium targeting 30% gender representation by 2020.

At the end of 2016, 33% of RBC's board of directors were women (38% in April 2017).

Examples of key initiatives to enhance the recruitment, development and advancement of women are:

Outreach, Recruitment and Pipeline Development

When staffing middle management and leadership positions, we require a diverse slate of candidates for pipeline positions, and diversity-focused recruitment strategies, and provide quarterly reporting on progress to the RBC Diversity Leadership Council and Group Executive members. In our talent pipeline development, we challenge unconscious bias in the staffing, hiring and talent review processes.

- The two-year **Graduate Leadership Program (GLP)**, which builds a pipeline of leaders, is offered to a select number of highly qualified MBA graduates.
- **Leadership development** opportunities including experience-based learning, mentoring and sponsorships, and networking are provided to support advancement.
- **The Women in Leadership Program** is a 10-month program that provides top talent women an extended development experience and targeted networking opportunities with executives designed to advance their careers and drive business results.

Mentorship and Sponsorship

- The **RBC Leadership Mentoring Program** enhances career development, deepens organizational awareness, and establishes cross-business relationships and exposure.
- **Talent Sponsorship** provides top talent women and visible minorities with executive sponsors who leverage a *Sponsorship Playbook* to guide the relationship.

Networking Opportunities

- RBC's sponsorship of key events such as the **Catalyst Canada Honours Dinner, Women's Executive Network, and Women of Influence** provide top talent women with opportunities to hear from and connect with senior women role models from different industries.

Work/Life Initiatives

- We continue to evolve and enhance our comprehensive **work/life programs**, which include dependent-care supports, emergency backup child and eldercare, leave options, flexible work arrangements, purchased vacation options and personal work/life counselling services through a comprehensive Employee Assistance Program and wellness program. In 2016, we introduced a new Child Care Leave Policy that provides all parents with new children, including fathers and adoptive parents, with the same financial support and time off of up to 52 weeks to care for their children.

Celebrating International Women's Day 2016

Over the past four years, **International Women's Day (IWD)** has become a key date on RBC's diversity calendar. We use IWD as an opportunity to reflect on the contributions of women in all aspects of society and to challenge ourselves to do more to foster greater inclusion at RBC and in our communities. Our activities in 2016 had full engagement by our CEO and other senior executives, both internally and externally. We also leveraged RBC Connect for tools and resources to educate, motivate and inspire employees to create a more inclusive workplace.

Community Partnerships

In 2016, RBC donated more than \$1.67 million to over 100 organizations dedicated to the education, development and support of women and girls.



Measures to Remove Barriers for Visible Minorities

The advancement of visible minorities into leadership roles is a key priority for RBC. Recruitment, retention and development strategies are in place to grow our senior leadership representation and to ensure our workplace is reflective of the communities we serve. We are also evolving and promoting financial solutions customized to the unique needs of cultural markets. We are proud of our long-standing history of supporting newcomers in Canada. If Canada is to succeed in the global marketplace, we believe that recruiting and fully integrating immigrants in the workforce is crucial. Here are some examples of how RBC is removing barriers for visible minorities and newcomers in the workplace:

Outreach, Recruiting and Pipeline Development

To ensure we hire the markets we serve, we adopted inclusive hiring practices such as: ensuring our recruitment team is reflective of our diverse population; eliminating Canadian experience requirements, and recognizing international credentials; leveraging [software](#) that mitigates gender bias in job postings; and building and leveraging in-house tools for both recruiters and hiring managers to mitigate common biases in the end-to-end recruitment process.

We partner with multiple organizations across Canada that support the integration of newcomers into the workforce, including ACCES, which helps people improve their resumes, education, skills and employer connections. In 2016, on ACCES Employment's 30th Anniversary, RBC's recruitment manager Susan Hawkins was recognized with a Walk of Fame Award for her leadership in RBC's newcomer hiring activities in the past ten years. RBC recruitment has also participated in various recruitment/speed mentoring events hosted by ACCES, including job fairs for Syrian refugees.

We continued to participate in the **Career Edge-Internationally Qualified Professionals** internship program for newcomers.

We are members of the **Internationally Trained Lawyers Program Advisory Committee** and attend regular meetings and events.

Creating Awareness, Training and Development

To create opportunities for visible minority employees to interact with senior leaders and to promote a culture of inclusion, a **Global Speed Mentoring** event was organized by the Office of the CAO & CFO Diversity Council, Visible Minority & Indigenous work stream in 2016.

The MOSAIC employee resource group (ERG) fosters an inclusive culture by enabling the success of visible minorities, non-visible minorities and newcomers to Canada across RBC. They promote inclusion through education and awareness, support professional development, enhance employee engagement, and volunteer in the communities. Membership continues to increase and is over 3,700.

We expanded sponsorship and participation in the **TRIEC Mentoring Partnership Program**, which engages employees as mentors to help job-ready skilled immigrants build their professional networks in Canada and better leverage their experience and skills in the local labour market. It helps RBC mentors to enhance leadership and coaching skills and to gain the cultural competencies required to manage an increasingly diverse workforce.

RBC is a founding member and platinum sponsor of **Ascend Canada**, the Pan-Asian member organization for business professionals in North America. The mentoring, networking and leadership programs/events offered helps employees enhance their visibility and develop their full potential. Over **700 RBCers** are members in Toronto and Vancouver. We also sponsor the Ascend Rising Star of the Year Award which is part of the annual Ascend Leadership Gala Awards.

Community Partnerships

In 2016, RBC donated more than \$1.9 million to over 80 organizations dedicated to the education, development and support of newcomers to Canada.



Measures to Remove Barriers for Persons with Disabilities (PWDs)

We are committed to having diverse, inclusive workplaces where every individual has opportunities and access to the resources to reach their full potential, and we are committed to the recruitment, development and advancement of persons with disabilities. In 2016, we continued to focus efforts on education and reducing the stigma associated with having a disability, organizing various enterprise-wide events and

communication initiatives. We also offer banking products and services that are accessible through alternate formats. Here are some examples of how we are removing barriers for persons with disabilities:

Outreach, Recruitment and Pipeline Development

The **Pursue Your Potential™** recruitment program was specially designed to demonstrate our commitment to persons with disabilities during the recruitment process.

Creating Awareness, Training and Development

In November 2016, we held an internal event to educate, inform and stimulate dialogue and commitment for the full inclusion of persons with disabilities at RBC. It included a screening of the documentary **Talent Untapped** by Anna-Karina Tabuñar (Director, Writer and Producer) followed by a panel discussion. The documentary focuses on the unrecognized labour pool of persons with disabilities. The event helped to improve awareness around removing barriers for employees with disabilities and the contributions of persons with disabilities.

In 2016, our Canadian Banking business launched the **Faces of RBC** online campaign to spotlight PWD inclusion that has since expanded to other RBC businesses. Employees shared personal stories of how mental illness has touched their lives and tools for coping. The campaign created greater awareness on tools and resources available at RBC, and opportunities for breaking down barriers.

The **annual mental health wellness campaigns** build awareness and promote strategies to improve mental health and resilience. Articles and tips are shared and a Health Risk Assessment is available to help employees assess their current health status, identify modifiable risk factors and evaluate readiness to make changes. Additional mental health-related assessments and on-site employee events build awareness and sessions and include guest speakers and information booths.

Every year on December 3, RBC celebrates the **UN International Day of Persons with Disabilities** to raise awareness of disability-related issues, promote accessibility across the organization, and advance inclusion. In 2016, we featured an intranet story with a disability awareness quiz, and interviews with three senior leaders with disabilities to encourage self-disclosure; shared employee blogs and videos on the PwD @ RBC community (internal social media site). Other activities included:

- Technology and Operations group celebrated with a panel discussion focusing on people with disabilities, self-identification and accommodation.
- Employee videos, huddle guides, and learning webcasts were provided for employees and managers - Creating an Inclusive Workplace for Employees with Disabilities.
- A dedicated community page on the internal communication hub generated over 3,000 views.

The **REACH Employee Resource Group (ERG)** for employees with disabilities substantially boosted membership in 2016, increasing regional chapters from six to 11 and membership to 1,400 (up 700 from 2014). REACH participated in many initiatives and events to increase awareness about disabilities. For example:

- With support from RBC Insurance and Advice Centres in Meadowvale, Ontario, they held the fifth Annual **(Dis)ABILITY Learning Expo** in December 2016. The Expo started with a keynote speech by Maayan Ziv, founder of **AccessNow** presenting the importance of accessibility and learning what everyone can do to make a difference. There were also three leadership panels exclusively for people managers that discussed **Empowering Employees with Disabilities** and a sharing resource available to encourage employees to bring their whole selves to work.
- A webinar was held on the importance of self-disclosure, definition of disability, and types of disabilities.

In 2016, to raise awareness about the **REACH (ERG)**, managers who completed a **Canadian Council on Rehabilitation and Work (CCRW) assessment** on behalf of employees were provided with information on the ERG to facilitate open dialogue with their employees.

In alignment with the **Accessibility for Ontarians with Disabilities Act (AODA) Customer Service Standard**, a web-based training course was developed for employees to:

- Build awareness of accessibility issues, needs and requirements
- Transfer knowledge related to the Accessibility for Ontarians with Disabilities Act; and
- Build skills to better serve clients with various disabilities.

Workplace Accommodation

Workplace Accommodation provides employees with the necessary workplace supports to tap into their full potential. This may require, but is not limited to, physical modifications to a workstation or premises, providing adaptive technology, providing flexible scheduling to meet work/family/life needs, or accommodating the observance of religious occasions. Here are some of the key actions taken:

- To ensure accommodation and accessibility are top of mind when building new workspaces, the **Senior Advisor, Workplace Accommodation** is a member of the **Design Authorities Group** in Corporate Real Estate.
- The Senior Advisor also led or participated in **internal and external education sessions** relating to disability, family status or religious accommodation.

- At the onset of a request for a **workplace/ergonomic assessment**, the Workplace Accommodation team ensures both managers and employees are provided with information on the REACH (ERG) and are invited to participate in the webinar for an inclusive workplace for persons with disabilities.
- In 2016, we introduced an **in-branch video interpretation app** that provides clients and employees with real-time video access to qualified interpreters – including American Sign Language – to conduct their banking. RBC is the first financial institution in North America to offer this service.

Community Partnerships

In 2016, RBC donated more than \$1 million to over 100 organizations dedicated to the education, development and support of persons with disabilities.



Measures to Remove Barriers for Indigenous Peoples

RBC has a long history of strong relationships with Indigenous communities and is committed to improving access to banking services and credit, community and social development, employment, and training and education. The [RBC Aboriginal Partnership Report – A Chosen Journey](#) provides a detailed summary of activities and actions for the 2015 to 2016 reporting period to build relationships and pathways to prosperity for Indigenous Peoples.

Outreach, Recruitment, and Pipeline Development

Through **RBC's Pursue Your Potential (PyP) Program**, Indigenous Peoples who are job applicants are connected with a coordinator in the recruitment group, who helps applicants understand key RBC attributes, the recruitment process, what to expect in a behavioural interview, and provides meaningful feedback on interviews.

RBC's **Aboriginal Summer Internship Program** supports our strategy to attract, train and integrate Indigenous students enrolled in post-secondary education.

In 2016, we participated in various recruitment fairs including one hosted by the Aboriginal Human Resources Council, and **Miziwe Biik Aboriginal Employment and Training Centre** in Toronto.

Creating Awareness, Training and Development

The **National Aboriginal Group Mentoring Program** was introduced to contribute to the retention, success and advancement of Indigenous employees at RBC. Indigenous employees benefit from mentoring, guidance and support from our Royal Eagles employee resource group, related to career development, emotional and social well-being and workplace culture.

Employees participate in the **Indigenous e-Learning program** to increase awareness of Indigenous history, culture and customs.

National Aboriginal Day is celebrated every June by employees across Canada. Events are held in branches and with community partners. We leveraged National Aboriginal Day in 2016 to profile stories of successful Indigenous employees through our internal website. We also launched a quiz on our internal social media site for all employees to improve their knowledge of Indigenous culture.

Royal Eagles Employee Resource Group (ERG) is RBC's first ERG that started more than 20 years ago for Indigenous and non-Indigenous employees. This group works to create awareness and support for Indigenous culture through recruitment, retention and promotion of RBC as an employer of choice with positive role models. There are active members in every province and territory in the country and membership continues to grow.

- The Royal Eagles employee resource group's **Backpack Program** provides at-risk students with back-to-school supplies in Vancouver, Calgary, Toronto, Halifax, and several other major cities across Canada.
- RBC expanded the Ontario Royal Eagles' **Dawn Adams Gift Box Program**, which provides Christmas gift boxes to Indigenous children and families in remote communities. Now in its 14th year, RBC distributes toys, games, treats and surprises to thousands of Indigenous children and youth.

Community Partnerships

In 2016, RBC donated more than \$3.5 million to over 130 organizations dedicated to the education, development and support of Indigenous peoples.

Our procurement policies are designed to ensure fair and equal opportunity for Indigenous-owned businesses. Working with our Tier 1 Real Estate service provider, RBC has established an effective protocol for identifying Indigenous-owned businesses as potential suppliers to RBC.

The **Canadian Aboriginal and Minority Supplier Council (CAMSC)**, of which RBC is a founding member, mentors and assists in the development of Indigenous/Indigenous and minority suppliers, and passionately promotes supplier diversity and business development both internally and externally.

In 2016, RBC and CAMSC continued the **RBC Diversity Scholarship Program**, designed to recognize the children of CAMSC Certified Supplier members and CAMSC partners' members who have high academic achievement and community involvement. Two awards of \$1,000 each support students enrolled in a full time study at a Canadian college or university.

Special measures

To further assist with outreach, recruitment and development of **Persons with Disabilities** and **Indigenous Peoples**, we partner with external organizations and leverage the insights and experience of our employee resource groups to deliver solutions. A particular area of focus in 2016 was the increased use of social media campaigns to reach a wider audience.



Special Measures for Persons with Disabilities

Recruitment networking event for professionals with disabilities: RBC hosted a networking event in September 2016 for candidates with disabilities and RBC senior leaders/managers to promote RBC's inclusive culture, job opportunities and support available to PWD employees.

In 2016, we launched a virtual series, **Inspirational Career Journeys**, where candidates from diverse communities heard directly from RBCers of similar backgrounds on their personal experiences with job searches and career development. Candidates gained valuable insights on how to successfully pursue a rewarding career that matters to them.

Awareness training on hiring persons with disabilities was delivered to the various recruitment teams. The goal of the training was to help recruiters identify unconscious bias to better enable them to champion inclusive hiring practices with the businesses they support.

Here are some special measures for Persons with Disabilities initiated in 2016:

- REACH (ERG) and our Diversity recruitment team participated in the **annual career fair in The People in Motion Show in partnership with the Canadian Council on Rehabilitation and Work (CCRW)**.
- Our Technology and Operations business committed to ensuring **1% of all campus hires in 2016 were PWDs**.
- Our Canadian Banking business and REACH (ERG) promoted the **Unconscious Bias e-learning** and workplace accommodation training to employees in British Columbia.
- Our REACH (ERG) launched a **pilot mentorship program for PWD employees**.
- We **heightened awareness for PWD inclusion** and actively promoted self-disclosure among employees through various initiatives including an internal video where an employee who returned from a leave due to mental illness shared her story, her challenges, fears, and her recovery from her illness as well as support provided by her manager and team. The video included the disclosure process and the RBC resources leveraged to create greater awareness of tools and comfort with self-disclosure.

The ongoing **Pursue your Potential (PyP)** is a special program designed to help persons with disabilities explore their career opportunities with RBC. Through this program:

- PWD candidates' accommodation needs are addressed during the job application process;
- PWD candidates are proactively profiled with our recruiters and hiring managers.

We forged strong partnerships with a number of external organizations to source PWD talent including **WESP, Neil Square, Career Edge, The Bennett Edge, March of Dimes, Specialisterne, Linkup, Spinal Cord Injury Ontario, Ready, Willing & Able**.

In 2016, we continue to focus on promoting the **Career Edge PWD internship** to build a talent pipeline. This is a paid internship program for new graduates with disabilities and a key source of permanent hires of persons with disabilities at RBC.

Our Recruitment Campus and Diversity sourcing teams collaborate closely to promote PWD campus hiring, and have established connections with accessibility centres at universities and colleges to promote RBC opportunities to PWD students.

RBC's Diversity sourcing team developed and promoted three **PWD awareness videos** to further mitigate hiring bias for people with disabilities.

Managers at RBC play a unique role in promoting a healthy, safe, inclusive and productive workplace. To help team members facing mental health challenges, RBC offers two resources:

- **Managers Promoting Mental Health**, which is a 35-minute training module for managers to learn about important mental health facts, recognize common signs and symptoms, and how to act on this information appropriately.
- **Mental Health Team Discussion Guide**, that helps managers comfortably share the facts and promote mental health within teams, and build awareness of the RBC resources available.

We continue to focus on educating employees about workplace accommodation. We offered webcasts under the **Creating an Inclusive Workplace for Employees with Disabilities** and delivered **presentations on workplace accommodation** to different businesses across RBC.



Special Measures for Indigenous Peoples

The ongoing **Pursue your Potential (PyP)** program is designed to help Indigenous Peoples explore their career opportunities with RBC. Through this program:

- Job search assistance is provided to candidates through a discovery conversation on careers at RBC

- Candidates have access to dedicated support during the job application process
- Candidates receive resume writing and interview coaching if needed
- Candidates are proactively profiled to recruiters and hiring managers

We continued to partner with existing and new external organizations to source Indigenous Peoples talent:

Rupertsland Institute, Saamis Aboriginal Employment, Siksika Employment and Training Services, Stoney Nation Employment Centre (SETS), The Aboriginal Opportunities Employment Centre, Tsuut'ina, Aboriginal Schmoozefest, Ceda Pathways Winnipeg and Pathways to Education.

In 2016, awareness and unconscious bias training were delivered to over 100 recruiters on **Engaging Indigenous Talent – Awareness & Hiring for Growth**. The training covered:

- The past, present and future of Indigenous peoples
- RBC's commitment to hiring Indigenous talent

In 2016, RBC Recruitment hosted a special **virtual career event** with external prospects where Indigenous employees shared their personal career journeys at RBC and how their experiences have enabled them to give back to their communities.

The recruitment team in Greater Toronto Region of Canadian Banking partnered with local leaders in their participation at the joint **PAYE (Partnership to Advance Youth Employment) Aboriginal Recruitment event**.

Our CAO/CFO group's Diversity Leadership Minority & Indigenous committee organized a **Speed Mentoring event** in September 2016 to create opportunities for Indigenous employees to interact with senior leaders and foster an inclusive environment that makes employees feel valued, respected and engaged.

In 2016, our CAO/CFO group also approved **two innovative rotational programs** specifically aimed at onboarding and developing Indigenous and persons with disabilities talent.

We continued with the **Indigenous Articling Program** created by the Law Group for an Indigenous law student. It provides an articling student with a 10-month rotation to gain experience and learn about the organization.

The **RBC Aboriginal Student Awards Program (ASAP)** provides Indigenous post-secondary students with scholarships to use toward tuition, supplies and living expenses. Since the program was launched in 1992, more than \$1.6 million has been awarded to 158 Indigenous youth across Canada. The scholarship provides \$4,000 annually to each student for a maximum of four years. Special efforts were made by our diversity recruitment team to profile the winners and silver medalists to RBC recruiters for various job opportunities at RBC.

As part of the 2016 **Campus Diversity Recruitment Strategy**, the diversity sourcing specialist visited universities and colleges to host information sessions on both the Aboriginal Students Awards Program and the Aboriginal Summer Internship Program to enhance awareness of the programs as well as build partnerships with Aboriginal/Indigenous resource groups on campus. We also virtually engaged with Indigenous student groups to promote careers at RBC.

We promoted RBC as an employer of choice **through targeted pipeline building, campus visits, strong social media presence** including Twitter, Facebook, etc.

Positive policies and practices

To create an environment that supports a diverse and inclusive workforce, free from barriers, RBC has implemented a number of policies, practices and initiatives.



Employee Resource Groups (ERGs)

RBC's strong, multi-faceted, and growing ERGs are both a source of innovative ideas and a grass-roots network that can successfully implement many positive changes. They build strong community links to recruit and retain top talent and create an inclusive environment for members. They raise awareness and understanding of specific needs and help members develop personally and professionally by providing access to peer support, mentoring, coaching, and fostering employee engagement. Employees drive diversity and inclusion deeper in the organization by participating in ERGs.

We have seen tremendous growth of ERGs. These groups strengthen a sense of belonging, which so powerfully defines our culture and further inspire employees to contribute based on their own unique perspectives. In 2016, our ERG **membership increased by 40% to 19,000** from 13,500 in 2014.

An **ERG Leadership Summit** for all national ERG co-chairs was organized in 2016 to provide professional development, build engagement, and support community efforts. The two day offsite included participation at an external one day Catalyst conference that brings together HR and ERG leads from North America and a half day RBC offsite hosted by the Global Diversity Group to discuss strategies and share best practices.

Employee Resource Groups in Canada (not mentioned previously)

- **Women in Technology & Operations (WITO)**, with 600 members, focuses on creating a workplace and culture that enables all women employees within our Technology & Operations function to achieve personal and professional fulfillment. A key objective is to develop and advance women into leadership positions and to provide role models.

- **RWomen in Capital Markets** encourages networking and communicates about industry events, initiatives and coordinates attendance. The group also fosters the development and career aspirations of women in the industry, with current membership at 500.
- **Women's Advisory Board (WAB)** is a Wealth Management network that fosters an environment that supports women, enhances the productivity/career success of women and establishes an effective link between women and senior management. WAB has more than 500 members.
- **i-CARE** in British Columbia, is an employee-led support and information network for working parents and caregivers. They help employees balance busy working lives with personal responsibilities. The group sponsored information sessions on topics such as first-aid, creating a safer internet, elder care and diabetes awareness.



LGBT+ Inclusion

RBC is committed to having a diverse, inclusive workplace where every employee has opportunities and access to the resources to realize their full potential. We are committed to fostering LGBT+ inclusion in the same way as persons with disabilities and Indigenous Peoples inclusion. Examples of LGBT+ Inclusion are:

- In partnership with EGALE Canada, we updated our **LGBT+ Inclusion e-learning** to increase awareness on LGBT+ issues, and its importance to RBC. This new module explores common barriers to LGBT+ Inclusion, enabling employees to address biases and what they can do to contribute to a more inclusive environment.
- In 2016, we updated our **Universal and Barrier-Free washroom signage** to include gender neutral symbols and modernized wheelchair symbol on new and existing premises.
- We updated our **Workforce Diversity Census** to include an option for LGBT+ employees to self-identify.
- In 2017, **RBC's on-line recruitment application system** will have an option for LGBT+ individuals to self-identify (in addition to four designated groups).
- In our 2016 **Employee Opinion Survey**, the overall engagement score for our LGBT+ employees improved by 1% to 84% from 2015. Additionally, the Diversity & Inclusion Index, a composite of seven key survey items that measure inclusiveness, remained among the highest of all diverse groups.
- RBC's recruitment team participates in various career fairs and in networking events within the LGBT+ community. In 2016, we participated in the annual **Start Proud** conference and recruitment fair.

- In September, we organized a networking event for LGBT+ candidates. LGBT+ RBCers shared their experiences and unique perspectives on job searching and career development. RBC participates in the **PRIDE at Work Canada LGBT Inclusion Index** survey and continues to leverage insights from the index to enhance policies and practices.
- Support and profile of **RBC PRIDE LGBT+ ERG** in Canada with membership surpassing 2,800.
- **Pride Month** celebrations occurred across the organization from May - September with employees participating in various Pride Parades across Canada, including the largest Parade in Toronto.



Religious Accommodation

RBC fosters an inclusive culture that respects and makes reasonable efforts when responding to employees' requests for rescheduling or time off to address religious obligations or cultural observances. RBC's **Accommodation Policy** sets out expectations for providing employees with reasonable accommodation to meet their religious obligations. The **Multicultural Calendar** is a tool to help identify some of the religious and cultural days where employees may want to take time off to fulfill religious obligations or cultural observances.

Multi-purpose rooms are now part of all new major property builds or large renovations and provide a private setting for employees to use for a variety of personal reasons, including prayer and the needs of nursing mothers.



Respectful Workplace

A respectful workplace means giving due regard to the differing viewpoints, abilities, needs and beliefs of our colleagues, clients and stakeholders. Treating each other with respect and dignity helps ensure healthy and productive work environments. RBC prohibits harassment, sexual harassment, discrimination, disrespectful and inappropriate behaviour, retaliation and violence in the workplace and in all interactions between employees, contract workers and third parties. RBC's **Respectful Workplace Policy** sets the organization's expectations for employees to contribute to a safe, respectful and professional workplace.



Wellness

Through our **Living Well** program, employees participate in an annual online health risk assessment to understand personal health risks and learn how to make healthier choices.

Interactive wellness campaigns throughout the year provide additional educational content and engagement opportunities, as well as incentives. The campaigns are focused on nutrition (**Eating Well**), physical activity (**Being Active**) and mental well-being (**Feeling Good**). An additional program, **Invest In Yourself**, focuses on financial wellness, education and literacy. Collectively, these wellness initiatives benefit both employees and their families.

Other supports for overall health and well-being are available:

- Work/life/health resources available through the **EmployeeCare Program** and offered online, by phone or by mobile app.
- An online library of 360 videos and podcasts, as well as a monthly **Ask the Expert** webchat, are provided through the **LifeSpeak On Demand** program. A 35-minute **online learning program** for employees and managers to learn important mental health facts, to recognize common signs and symptoms, and how to act on this information appropriately.



Work/Life Flexibility and Family Supports

RBC promotes a work environment and culture that allows employees to reach their full potential. RBC takes a proactive approach to providing employees with opportunities for a flexible integration of work, personal and community responsibilities and activities. RBC's ongoing wide variety of programs, policies and resources as well as number of learning programs provide tips on dealing with stress and work/life challenges. These include:

Dependent Care/Family Supports

- Access to dependent care information and personal work/life/family counselling services
- Emergency Backup Childcare & Eldercare Services in cities across Canada
- Scholarship Program for Children of RBC Employees (in Canada) to assist with post-secondary studies

Leaves & Sabbaticals

- Effective August 1, 2016, a **New Child Care Leave Policy** was launched for all employees in Canada that provides all new parents (including fathers and adoptive parents) with up to 52 weeks Child Care Leave. In addition, RBC provides a Child Care Benefit of up to six consecutive weeks to all eligible employees; and to support the transition from Child Care Leave, employees may request a reduced schedule for up to four weeks
- Maternity/parental/adoptive leaves, including gradual return from leave or on an alternative work arrangement for eligible employees, and new initiatives to support employees during transitions from leaves via coaching and peer connections

- Family Responsibility, Bereavement and Religious Leaves
- Compassionate Leaves Policy for employees dealing with a critically ill child (enhanced in 2015)
- Unpaid Sabbaticals including Community Leave

Workplace Flexibility Options

- Options include: Flexi-place, Flexi-time, Job sharing, Undertime (provides the option of employees leaving work early without pay when work volumes are low), Modified Work Week, Reduced Hours, Purchased Vacation Option (provides employees with the opportunity to purchase additional vacation time), and Phased Retirement.

LifeWorks

- The **RBC EmployeeCare Program**: a comprehensive series of resources provided through RBC's Work/Life and family friendly initiatives geared to all employees, regardless of gender, age, family status, sexual orientation, gender identity/expression, income, position or lifecycle stage. These include training and educational resources, wellness programs, financial information and counselling, promotions from RBC partners and employee discounts, and investments in community partnerships.

Of note: In RBC's 2016 employee survey, **93%** of respondents in Canada **agreed that their manager provides sufficient flexibility for employees to meet their personal/family needs**, up 1% from 2015.



Employee Concerns

We encourage open communication and the resolution of employee concerns locally, whenever possible. There are several touch points that enable employees to address issues including connecting with managers, their manager's manager, regional management, as well as Human Resources and Employee Relations professionals. A "Raising Concerns/Reporting Misconduct" web page is available to employees, with contact information to report concerns about a wide range of workplace issues, including discrimination, harassment, violence and workplace accidents. In addition to these formal channels, the RBC Employee Ombudsman provides an impartial and informal resource for RBC employees and retirees to discuss work related issues and explore resolution options on a confidential basis.

Consultations with employee representatives

We have many programs and channels in place that enable regular consultations about the implementation of employment equity with our employees. For example, every year to help understand our employee experience, **Employee Opinion Survey** results are reviewed for each designated group as is the Diversity and Inclusion Index, a composite of seven key questions on Fairness, Openness, Flexibility, and Diversity Support, which measure inclusiveness. Results are discussed by business/department heads and operating committees and action plans put into place to focus on areas of opportunity as needed. We have experienced positive year-over-year Diversity & Inclusion Index results for almost all business segments and functions. Across all segments, management support for diversity and flexibility continues to score consistently highest of all survey items.

Select results from the 2016 Canadian employee opinion survey included:

- 93% of employees believe they are treated with respect at RBC.
- 96% of employees are proud to be a part of RBC.

All of our businesses have Diversity Leadership Councils with different work streams that focus on all designated groups. These councils/work streams meet regularly to review progress against representational goals and take appropriate actions to mitigate.

In 2016, we continued to leverage our **employee resource groups (ERG)** who are regularly invited to Diversity Leadership Council meetings to provide insights and recommendations on employment equity/diversity plans. The “voice of the employee” is a key component in communications to the workforce. In 2016, we engaged our co-chairs of the REACH (ERG) and workplace accommodation advisor to design a communication plan on PWD inclusion and self-discloser. We also engaged our ERGs to develop and design communications to celebrate diversity days (National Aboriginal Day, International Women’s Day, UN PWD Day, National Coming Out Day). These communications help to increase awareness and serve to reduce barriers to an inclusive workplace.

As well, an **online community** continues to support leaders of our employee resource groups by providing a platform for sharing best practices, identifying initiative alignments among groups, increasing reach and impact, posting annual plans and quarterly accomplishments. All of these actions result in greater transparency and recognition of efforts around inclusion.

Constraints

We recognize the importance of encouraging employees to self-identify their designated group status. Accordingly, we continue to monitor and assess survey responses for persons with disabilities using the four-part question approved by the Canadian Human Rights Commission in 2002.

As of December 31, 2016, 7.2% of employees reported having a disability. However, only 4.3% indicated they felt disadvantaged in employment because of their disability. The legislated definition of persons with disabilities continues to be an area of concern for both employers and employees. As tabled in previous reports, in today’s context and based on feedback obtained from people with disabilities, the time is right to step back, review the legislation on the definition of a person with a disability for self-identification purposes and modernize the language to better reflect current workplace realities.

In March 2017, RBC met with representatives from Employment and Social Development Canada (ESDC) to continue to advocate for a more inclusive definition of a person with a disability for self-identification purposes. We look forward to collaborating on any partnerships and government initiatives that can help further the discussion on definitional frameworks and support the business case for change.

A final perspective

Diversity and inclusion is embedded in our culture here at RBC, but we believe in doing more to realize opportunities and address challenges. We strive to remain a leader in diversity and inclusion efforts and in doing so we are always looking for inspiration externally. Ultimately, our focus is on helping people succeed, making a positive impact on our clients and in the communities where we live and work.



Awards & recognition in 2016

- Canada's Top 100 Employers (MediaCorp Canada Inc.)
- Canada's Top Employers for Young People (MediaCorp Canada Inc.)
- Canada's Best Diversity Employers (MediaCorp Canada Inc.)
- Canada's Best Workplaces (Great Place to Work® Institute)
- Best Places to Work Canada (Glassdoor)
- Greater Toronto's Top Employers (Mediacorp Canada)
- Best Place to Work for LGBT Equality in the U.S. (The Human Rights Campaign 2016)
- Corporation of the Year (Canadian Gay and Lesbian Chamber of Commerce)

Beyond this report

- RBC Careers: <https://www.rbc.com/careers/index.html>
- RBC Diversity & Inclusion Blueprint 2020: <http://www.rbc.com/diversity/pdf/rbc-diversity-blueprint.pdf>
- RBC Employment Equity Report: http://www.rbc.com/diversity/docs/Employment_Equity_Report_EN.pdf
- RBC Aboriginal Partnership Report: http://www.rbcroyalbank.com/commercial/aboriginal/pdf/57482%20Aboriginal%20Report_E.pdf
- RBC Public Accountability Statement: <http://www.rbc.com/community-sustainability/assets-custom/pdf/RBC-PAS-e-2016.pdf>
- RBC Corporate Citizenship Report: <http://www.rbc.com/community-sustainability/assets-custom/pdf/RBC-CCR-Report-2016-e.pdf>