



2017 RBC Employment Equity Report

“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

Abridged Version



**Diversity
works here.**

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General Overview

Royal Bank of Canada is a global financial institution with a purpose-driven, principles-led approach to delivering leading performance. Our success comes from the 81,000+ employees who bring our vision, values and strategy to life so we can help our clients thrive and communities prosper. As Canada's biggest bank, and one of the largest in the world based on market capitalization, we have a diversified business model with a focus on innovation and providing exceptional experiences to our 16 million clients in Canada, the U.S. and 34 other countries. Learn more at rbc.com.

We are proud to support a broad range of community initiatives through donations, community investments and employee volunteer activities. See how at 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, authentic 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 2017 Employment Equity initiatives and accomplishments for the Canadian federally regulated businesses and functions.

Quantitative Overview

The number of employees working within RBC’s federally regulated businesses in 2017 was 45,605 compared to 45,613 in 2016. As of December 2017, 72.7% of our federally regulated positions are located within RBC’s Canadian Banking business; 14.1% in our Technology & Operations Group; and 13.1% in the remainder of our key support functions, including Human Resources, the offices of our CAO and CFO, and Risk Management.

The following table details historical representation across the four employment equity-designated groups:

Permanent Workforce (Full-time and Part-time)						
	1987	2013	2014	2015	2016	2017
Women	77%	64%	63%	62%	61%	59.3%
Visible Minorities	7.5%	31%	32%	33%	34%	35%
Persons with Disabilities Overall	N/A	7.9%	7.5%	7.4%	7.2%	7.4%
	E.E.	1.6%	4.7%	4.6%	4.4%	4.0%
Indigenous Peoples	0.1%	1.5%	1.5%	1.4%	1.4%	1.4%

* 7.4% of RBC’s employees identify as having a long-term or recurring physical, mental, sensory, and psychiatric or learning disability; however, only 4.0% consider themselves disadvantaged in employment because of their disability.

In summary:

- RBC continues to have a **strong representation of Women** with an overall representation of 59.3%, above the external workforce availability rate of 48.2%.
- **Visible Minority representation at 35%** remains above the external workforce availability rate of 17.8%.
- The representation of individuals who identify as a **Person with a Disability is 7.4%** above external workforce availability of 4.9%. A lesser number of **4%** of employees with a disability consider themselves disadvantaged in employment due to their disabilities.
- The representation of **Indigenous Peoples is 1.4%**, compared to the external availability of 3.5%.
- RBC’s Workforce Diversity Census **response rate** as of December 31, 2017 remains high at 99% (a Diversity Census update was conducted in December 2017).

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 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**, which 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 our communities.

RBC Diversity & Inclusion Blueprint 2020

In support of our Collective Ambition, our **Diversity & Inclusion Blueprint 2020** sets out our forward-looking D & I vision and outlines our priorities and commitments. Both build on past achievements and successes and support RBC’s purpose.

At RBC, we believe diversity and inclusion are 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.

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

Executing the RBC Diversity & Inclusion Blueprint is an ongoing journey that takes sustained commitment. We are guided by the following fundamentals for success when developing and managing our 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. To that end, we established the **RBC Diversity Leadership Council (DLC)**, 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:** To ensure diversity of thought, RBCers are provided with opportunities to become personally involved in diversity and inclusion initiatives. We continue to support and profile our diversity councils, committees and employee resource groups to ensure the “voice of our employees” is reflected in our initiatives and communications, leading to better employee experiences.
- **Stakeholder Engagement:** We believe collaboration results in better outcomes. RBC believes 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 cross-functional existing and prospective employees, clients and 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 reporting enables accountability. We use key metrics and a range of appropriate diversity performance indicators to examine and measure quantitative and qualitative results, and we produce enterprise diversity scorecards and dashboards to help our business units track progress against assigned workforce goals.
- **Communications:** We believe clear, consistent, transparent 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>.

Measures To Remove Barriers

Measures for All Employees

To accelerate inclusion at RBC, we offer diversity and inclusion learning and development programs to all employees on wide-ranging topics. We also enable access to a number of online communities to help employees increase their knowledge and practice of inclusive behaviours. Here is a summary of key resources:

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, this program launched in 2017, provides a collection of resources to help leaders reflect and refine their inclusive leadership capabilities, including how to:
 - Drive innovation through inclusive leadership to help us win as One RBC
 - Develop a high performing team by promoting diversity of thought by leveraging the dimensions of diversity that exist in their group
 - Identify how differences and unconscious bias can impact their ability to effectively manage talent and incorporate strategies to maximize outcomes
- **Addressing Unconscious Bias:** RBC's multi-year organizational strategy to address unconscious bias and accelerate inclusion for all employees leverages the work of industry experts such as Dr. Mahzarin Banaji, Howard Ross and Leslie Traub.
- **Indigenous Awareness E-Learning Program:** an online course that provides **all** employees with an opportunity to learn about the values, beliefs and history of Indigenous Peoples.
- **Creating an Inclusive Workplace for Employees with Disabilities webcast:** provides insights to **all** people managers and employees on effective recruitment, onboarding and managing employees with disabilities.

Development Programs

- RBC's **Diversity Dialogues Reciprocal Mentoring Program** pairs junior diverse employees with leaders to learn about leadership and diversity from each other.
- The two-year **RBC Graduate Leadership Program** builds a pipeline of future leaders, targeting graduates from various Master's programs.

Online RBC Employee Communities

RBC Connect is our online social networking and collaboration platform that facilitates open sharing of ideas, best practices, and access to information, tools, and learnings. We have many community pages dedicated to diversity and inclusion, including sites for our employee communities, both nationally and locally. Here are some examples:

- **Women @ RBC** is a main hub that connects all the woman-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** national and regional sites exist 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 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 the enterprise, business and leadership levels, establishing clear accountabilities to reach goals, assessing gaps and developing holistic strategies to meet and sustain objectives. Here are some examples of how RBC is removing barriers for women in the workplace:

Board Diversity

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 30% plus by 2022, and the 30% Club, a corporate consortium targeting 30% gender representation by 2020. RBC's board has in place a diversity objective that at least 30% of directors should be women (increased from 25% in 2014). Women currently comprise 38% of the Board of Directors, including the Chair of the Board.

Outreach, Recruitment and Pipeline Development

To build a robust pipeline, when staffing middle management and leadership positions, we set staffing goals of 50% for *women executives* and *senior managers* and require a diverse slate of women candidates for all open positions, challenging unconscious bias during the entire staffing process. For leadership accountability, we provide quarterly progress reporting to the RBC Diversity Leadership Council and Group Executive members. Following are examples of development programs that employ experience-based learning, mentoring and sponsorships, and networking to support advancement:

- The **Women in Leadership Program is a 10-month program** that provides top-talent women an extended development experience and networking opportunities with executives designed to advance their careers and drive business results. The fifth cohort, launched in November 2017. Since its inception, 144 top-talent senior manager women have participated in the program.
- In 2017, we piloted the **RBC Career Continuation Program** in partnership with the Ted Rogers School of Management at Ryerson University to support women returning to work after an extended leave of absence. The program recognizes the value of skills gained while away from the workplace and linking the skills with a new mindset for success in a corporate environment.

Additional networking opportunities available to our pipeline of women leaders includes the **Catalyst Canada Honors Conference and Dinner, Women Executive Network and Women of Influence initiatives** and, key events sponsored by RBC, where top-talent women can hear from, and connect with, senior women role models from different industries.

International Women's Day (IWD)

IWD is an important date on RBC's diversity & inclusion calendar. We use IWD as an opportunity to reinforce RBC's role in championing the rights of women and girls globally. Our theme in 2017 centered around "Speak Up for Inclusion[®]" with active engagement by our CEO, other senior executives, and our employees through roundtables, live events, and internal and external posts on social media channels.

Community Partnerships

In 2017, RBC donated more than \$1.36 million to over 95 organizations dedicated to the education, development and support of women and girls.

Measures 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 proud of our long-standing history of supporting newcomers and know that to succeed in the global marketplace, recruiting and fully integrating immigrants into 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

We ensure we hire the markets we serve by adopting inclusive hiring practices, such as, ensuring our recruitment team reflects 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 also partner with multiple organizations across Canada that support the integration of newcomers into the workforce. In 2017 we hosted and participated in over 10 newcomer employment events, offering mentorship, coaching and career development advice to over 500 new Canadians. Here are some of our partnership activities in 2017.

- Partnered with **ACCES Employment** to deliver an RBC Webinar Series providing job search and financial literacy advice for pre-arrival immigrants.
- RBC hosted the **first refugee mentoring event with Refugee Jumpstart** to offer speed mentoring to Syrian refugees seeking employment.
- We continued to participate in the **Career Edge – Internationally Qualified Professionals** internship program for newcomers. In 2017, we provided 42 newcomer interns work experience in RBC.
- In 2017, we expanded our sponsorship and participation in the **TRIEC Mentoring Partnership Program (TMP)**, which engages employees as mentors to help skilled immigrants build their professional networks in Canada and better leverage their experience and skills in the local labour market. To date, over **500 RBC mentors have participated in 561 mentoring matches**. RBC was recently recognized by TRIEC with the “500 Mentor Matches Award” for supporting newcomers in their efforts to seek employment.
- The **RBC 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.

- 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 (including members in Toronto and Vancouver) enhance their visibility and develop their full potential. We also sponsor the Ascend Rising Star of the Year Award, which is part of the annual Ascend Leadership Gala Awards.

Leadership Development

To further our commitment to **removing barriers to the advancement of visible minorities, in 2017 RBC introduced Ignite, a new eight-month Leadership Development Program** for high-performing talent aimed at accelerating their trajectory to senior management and executive roles. This program addresses common challenges, provides opportunities to develop and practice key leadership behaviours and enables cross-enterprise networking with peers and senior leaders. It also includes formal coaching by an external executive coach and a group challenge to design an innovative solution to solve a challenge facing the communities we serve.

Community Partnerships

In 2017, RBC donated more than \$1.4 million to over 32 organizations dedicated to the education, development and support of newcomers to Canada.

Measures 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 2017, we continued to focus efforts on education and reducing the stigma associated with having a disability, organizing various enterprise-wide events and communication initiatives. Here are some examples of how we are removing barriers for employees 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. Candidates are provided access to dedicated support during the job application process, receive resume writing and interview coaching if needed and are proactively profiled to recruiters and hiring managers.
- RBC continues to support the **Career Edge – New Graduate with Disability Program**, a paid internship program for graduates with disabilities.
- Disability does not exist in a silo. Given the intersectionality across different minority groups (meaning that various dimensions of diversity such as race, sexual orientation,

disability and gender do not exist separately from each other), our **REACH ERG identified an opportunity to find ways to better partner with other ERGs and DLCs** to ensure the experiences of people with disabilities and inclusion efforts are considered across all minority groups. To achieve this goal, it examined its National Steering Committee Structure and created liaison roles to better support other ERGs/DLCs as well as individual chapters.

Creating Awareness, Training and Development

- Employees continue to participate in the “**Creating an Inclusive Workplace for Employees with Disabilities webcast**” (previously mentioned) which provides insights to all people managers and employees on effective recruitment, onboarding and managing employees with disabilities. Participants explore topics that include:
 - A review of visible and invisible disabilities and considerations related to each group
 - How to engage in open and effective communication with employees with disabilities
 - Practical advice for coaching employees with disabilities
 - Disclosure of a disability
 - How to access workplace accommodation supports and available resources
- Managers at RBC play an important role in promoting a healthy, safe, inclusive and productive workplace for all employees, including those with visible and invisible disabilities. The “**Managers Promoting Mental Health**” online training module and discussion guide is an important resource in place to support managers as they enable their teams to reach their full potential at RBC. The course helps managers to:
 - recognize the importance of promoting a mentally healthy workplace and early identification and intervention of mental health challenges.
 - explain key facts and common misconceptions, and recognize signs and symptoms of mental illness and emotional distress.
 - be aware and recognize a range of common workplace challenges related to mental health.
 - know their role in addressing challenges.
 - practice identifying, listening, informing, and following up to three common employee mental health situations that you may encounter in the workplace.

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 Manager, Workplace Accommodation and Health & Safety** is a member of the Design Authorities Group in Corporate Real Estate.
- The Senior Manager also led or participated in 20 **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 ensure 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. We also relay the importance of completing the Workforce Diversity Census to accurately portray our Employment Equity representation.

Employees’ mental wellness is an increasingly important issue and strategies are continuously employed to improve mental health and resilience. In 2017, **we enhanced our employee benefits to include psychology services** up to a maximum of \$3,000 per person at no additional cost to the employee

Community Partnerships

In 2017, RBC donated more than \$1.1 million to over 85 organizations dedicated to the education, development and support of persons with disabilities.

Special Measures for Persons with Disabilities

In addition to the above measures in place, following are special measures meant to increase awareness and expand our outreach to identify and attract employees with both visible and invisible disabilities.

Targeted Sourcing

As we learn more about the needs of persons with disability, we continue to develop strong partnerships with a number of external organizations to ensure a meaningful approach to recruiting employees with visible and invisible disabilities. Some of our recruitment partners include **CCRW, Career Edge, The Bennett Edge, March of Dime, Specialisterne, Linkup, Spinal Cord Injury Ontario, Ready, Willing & Able and Canadian Business SenseAbility.**

Creating Awareness, Training and Development

Every year on December 3, RBC acknowledges the **UN International Day of Persons with Disabilities**, educating employees about disability and igniting conversation.

- In 2017, in partnership with the Technology & Operations Diversity Leadership Council, the REACH Employee Resource Group (ERG) for employees with disabilities hosted the week-long **Wheelchair Experience Event to celebrate the UN International Day for People with Disabilities**. Close to 30 executives and senior leaders in Toronto performed their typical daily routine using a wheelchair, experiencing first-hand the barriers faced by wheelchair users. Several participants blogged about their experiences. These blogs generated conversation enterprise-wide. This shared experience helped advance the dialogue for diversity and inclusion on our teams and throughout RBC, including removing barriers, stigmas and stereotypes for all types of disabilities.
- With support from RBC Insurance and Advice Centres in Meadowvale, Ontario, REACH members also hosted the **“Be Kind to Your Mind” Mental Health event**, where employees learned from an expert simple lifestyle changes that can help them feel good and foster better mental health. We also held the annual Disability Expo, highlighting accessible technology available at RBC and giving participants a chance to try it!
- RBC Inclusive Recruitment developed a **“new” video** widely shared with hiring managers and external applicants, profiling the valuable skills, abilities, and experiences of employees with a disability, growing a meaningful career at RBC.
- Multi School Student Career Fair hosted by the University of Calgary, including SAIT and Mount Royal, and supported by RBC Aboriginal Trust Services and RBC Alberta Royal Eagles
- RBC Information Session in the Business Administration Program at Native Education College
- University of Alberta TAWOW Career Fair promoting RBC internships and opportunities
- The **Royal Eagles Employee Resource Group**, RBC’s first ERG, started more than 20 years ago, offers membership to both Indigenous and non-Indigenous employees, and continues to provide strong support in the areas of recruitment and retention, and education to Indigenous communities. In 2017, Royal Eagles actively engaged with RBC Corporate Citizenship to explore the development of financial literacy education to address the unique financial needs of Indigenous communities, with a particular focus on youth employment and empowerment.
- In 2017, **RBC Finance launched the Talent Development Program for Indigenous Peoples**, a two-year rotational program enabling recent Indigenous graduates to gain exposure in Finance; the program consists of four rotations, including one spent working with an Indigenous community organization.

Measures for Indigenous Peoples

RBC has a long history of strong relationships with Indigenous peoples. The “A Chosen Journey – RBC Indigenous Partnership Report” provides a detailed summary of activities and actions taken to build relationships and pathways to employment, banking services, community and social development, training and education for Indigenous peoples. Here are some examples of how we are removing barriers for Indigenous employees:

Outreach, Recruitment, and Pipeline Development

- We continue to leverage a strategic program called **Pursue Your Potential (PyP)** to offer support to our Indigenous employment candidates. PyP enables access to a recruitment coordinator who will assist with resume writing and interview coaching, and provide useful information to facilitate the job search.

The RBC **Aboriginal Summer Internship Program (ASIP)** supports our strategy to attract and hire Indigenous peoples, in particular, the growing population of Indigenous youth. ASIP offers on-the-job experiential learning and training of Indigenous students enrolled in post-secondary education. In 2017, to attract students to the ASIP Program, we participated in various recruitment fairs including:

- 7th Annual TAWOW Welcoming Event hosted by the Aboriginal Student Services Centre (ASSC) at the University of Alberta

Creating Awareness, Training and Development

- In 2017, we hosted a Diversathon (a Diversity Hackathon) to solicit feedback from Indigenous and non-Indigenous employees and community members on ways to strengthen Indigenous employee engagement and retention, resulting in the launch of two “new” Indigenous programs. Both programs (listed below) were developed in collaboration with Indigenous members of the Royal Eagles employee resource group to ensure their voice is heard and ensure the programs’ authenticity.
 1. **“#iCOMMIT – a movement toward Indigenous cultural understanding”** was introduced to foster an environment of understanding and support for the Indigenous culture and community and asks non-Indigenous employees to commit to participating in at least one activity annually, to increase their awareness of Indigenous cultures and traditions. In just over 2 months, over 300 commitments were made.
 2. **“RIME – RBC Indigenous Mentoring Experience”**, which serves two purposes, to provide:
 - **Mentoring** support to Indigenous employees who may be seeking familiarity and a safe place with other Indigenous employees
 - **Reciprocal Mentoring** support between Indigenous and non-Indigenous employees, enabling cross-cultural learning and access to career advice

- Employees continue to participate in the **Indigenous Awareness e-Learning program** to increase their awareness of Indigenous history, culture and customs. This online course is available to all employees and:
 - provides employees with a way to learn about First Nations, Metis, and Inuit cultures in order to better understand client needs, and respond to those needs in a way that differentiates RBC in the Aboriginal Banking market.
 - helps employees to better understand the culture of Indigenous employees in order to be supportive, engaged colleagues.
 - helps RBC managers to better mentor their Indigenous employees.
- **National Indigenous People's Day (NIPD)** continues to be celebrated every June by employees across Canada. We see NIPD as an opportunity for Indigenous and non-Indigenous people to become better acquainted with the cultural diversity of First Nations, Inuit and Métis peoples, discover the unique accomplishments of Indigenous Peoples in fields as varied as the environment, the arts, and business and celebrate their significant contribution to Canadian society. Events are held in branches, head offices and with community partners. In addition, we leverage National Indigenous Employee Day to launch and profile the updated **publication of "A Chosen Journey – Partnership Report" and employee stories.**

Supporting the Indigenous Community

In 2017, RBC donated more than \$3.3 million to over 95 organizations (over \$10 million since 2015) dedicated to the education, development and support of Indigenous peoples. Since 2014, over 670,000 Indigenous people have benefitted from donations and sponsorships to the Indigenous community, and 100,000 Indigenous individuals have received training. In addition, as a result of this collaboration, over 1,800 formal and informal Indigenous partnerships have been developed.

RBC continues to widely support the Ontario Royal Eagles' **Dawn Adams Gift Box Program**, which provides Christmas gift boxes to Indigenous children and families in urban and remote communities. Now in its 15th year, RBC distributes toys, games, educational materials, clothing, treats and surprises to thousands of Indigenous children and youth.

Supporting Indigenous Businesses

RBC has a very in-depth Indigenous Relations strategy that guides our commitment and involvement with Indigenous clients. We have specific banking and lending policies that enable creation and delivery of unique lending programs such as our On Reserve Housing Loan Program and our Land Claims Financing program.

We also have procurement policies designed to ensure Indigenous-owned businesses have fair and equal access to opportunity. 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. Through our **Enhanced Supplier Development Program, the Canadian Aboriginal and Minority Supplier Council (CAMSC)**, of which RBC is a founding member, mentors and assists in the development of Indigenous and minority suppliers. This enables Indigenous suppliers to be more successful in growing their businesses, developing working relationships, and securing business with large organizations.

Special Measures for Indigenous Peoples

In addition to the above measures in place, following are special measures meant to support access to employment.

Targeted Sourcing

We continue to partner with Indigenous organizations to source Indigenous talent including **Aboriginal Link, and Miziwe Biik.**

We also sponsored and participated in the **Aboriginal Professionals Association's "Recognizing Excellence Awards Gala"** in June 2017 which recognized 3 Indigenous professionals, and participated in the **Prince's Canadian Responsible Business Network's "Indigenous Career Market Fair"** for Indigenous youth, hiring one summer intern.

Creating Awareness

The Royal Eagles employee resource group organized a **Kairos Blanket Exercise**, immersing 22 Indigenous and non-Indigenous members in an "interactive learning experience that teaches the Indigenous rights history we're rarely taught."

Accommodation

Our **multicultural calendar** deepens the understanding of multi-faith, multicultural and diversity-related observances. In 2017, we updated the calendar to give National Indigenous People's Day scheduling consideration as a day off, for employees who may need this time to fulfill their obligations.

Student Internships

We continued with **RBC Law Group's Aboriginal Articling Program**, which offers an individual a ten-month contract of employment to complete articles of clerkship required for admission to the practice of Law in Ontario.

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's inception in 1992, more than \$1.9 million dollars has

been awarded to 158 Canadian First Nations, Inuit and Métis youth pursuing post-secondary education. The scholarship provides \$4,000 annually to each student for a maximum of four years. Our diversity recruitment team profiled the winners and silver medalists to RBC recruiters for various job opportunities at RBC.

Positive Policies And Practices

To create a working environment that supports a diverse and inclusive workforce for all employees, 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 successfully implements many positive changes. They build strong community links to recruit and retain 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 and coaching.

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.

Employee Resource Groups in Canada (not mentioned previously)

- **Women in Technology & Operations (WITO)**, with over 600 members, focuses on creating a workplace and culture that enables 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.
- **Canadian Banking (CB) Women's Forum**, where women and men can network, interact and share their thoughts regarding gender parity. It provides an opportunity for employees to contribute to important conversations about topics from gender intelligence to career progression, participate in events for development opportunities and network.
- **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.
- **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.

- **Advancement of Women in Leadership (AWL)** with representation from across the Office of the CAO and CFO groups, Human Resources and Corporate Communications. AWL's mission is to help drive an environment that will support women in the achievement of their career development and goals.
- **i-CARE** in British Columbia is an employee-led support and information network for working parents and caregivers that helps employees balance 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

We are committed to fostering LGBT+ inclusion in the same way as persons with disabilities and Indigenous Peoples inclusion. Examples of initiatives include:

- Our updated **LGBT+ Inclusion e-learning**, designed to increase awareness on LGBT+ issues and its importance to RBC, was completed by 2,300 employees. To date, nearly 5,000 employees have completed the training.
- **RBC's on-line recruitment application system** now has the option for LGBT+ individuals to self-identify (in addition to the four designated groups).
- In our 2017 **Employee Opinion Survey**, the number of employees identifying as LGBT+ increased. Additionally, the Diversity & Inclusion Index, a composite of seven key survey items that measure inclusiveness, remained among the highest of all diverse groups for the LGBT cohort.
- RBC's recruitment team participates in various career fairs and in networking events within the LGBT+ community. In 2017, we
 - Hosted recruiter training on LGBT+ inclusion. Over 100 recruiters registered for the in person and webEX training session
 - Sponsored a **StartProud 2017 Conference Recruitment Fair** and profiled over 40 LGBT+ candidates from the conference
 - Delivered a **StartProud 2017 Conference RBC Panel Discussion Workshop titled "Why We #SpeakUpforInclusion @RBC"**
 - Conducted a National Coming Out Day Panel and Networking Evening at the Church and Wellesley Branch in the Gay Village.
- RBC participates in the **PRIDE at Work Canada LGBT Inclusion Index** survey (currently ranked #1) and continues to leverage insights to enhance policies and practices.
- Support and profile of **RBC PRIDE LGBT+ ERG** in Canada.

- **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 behaviours, 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

The global **RBC employee wellness program** engages RBCers in a multitude of interactive wellness activities and topics, including mental and physical health. A series of wellness campaigns builds awareness and promotes strategies to improve total employee health and integrated well-being.

Through our **Living Well** program, employees engage in a multitude of interactive wellness activities, including additional educational content and engagement opportunities, as well as incentives. The campaigns are focused on nutrition, physical activity, mental health and well-being, and financial literacy/wellness. Collectively, these wellness initiatives benefit both employees and their families.

Supports for overall health and well-being include:

- Regular **wellness campaigns**, which encourage employees to learn about the importance of wellness
- A diverse range of **benefits, incentives and perks**, including \$3,000 in core coverage for psychology services, wellness credits, prizes and gamification (badges)

- A robust **community**, which enables peers to connect and share their wellness stories
- A network of over 350 **Wellness Champions** who help spearhead wellness initiatives locally
- Training programs, including an online **Managers Promoting Mental Health** course
- The RBC **EmployeeCare Program** offered online, by phone or by mobile app, providing access to a suite of **work/life/health/wellness resources** available through an online library of over 400 videos and podcasts, as well as a monthly Ask the Expert webchat, are provided through the **LifeSpeak On Demand** program. Since its launch in 2013, usage has consistently exceeded vendor benchmarks
- A confidential **Health Risk Assessment** to help employees assess their current health status, identify modifiable risk factors and evaluate readiness to make changes
- On-site **wellness events** and information booths to build awareness, address health stigma and raise awareness of wellness resources sessions
- 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
- In addition, in 2107, we launched the **RBC Blueprint for Mental Health and Well-being** which sets out RBC's vision, objectives and priorities for protecting the psychological health and safety of employees in the workplace, ending stigma within our corporate culture and promoting employees' mental health and well-being

Work/Life Flexibility and Family Supports

RBC promotes a work environment and culture that allow 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 a 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

- In 2017, the Child Care Leave Policy in Canada was updated to provide all new parents (including fathers and adoptive parents) with up to 78 weeks off work to care for their newborn or newly adopted children
- 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, including leaves for a critically ill child and critically ill adult (enhanced in 2017)
- 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 is a comprehensive series of resources provided through RBC's Work/Life and family friendly initiatives is 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 2017 employee survey, **92%** of respondents in Canada **agreed that their manager allows sufficient flexibility for employees to meet their personal needs.**

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 and 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 diversity and the implementation of employment equity with our employees. Here are some examples:

- 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 action plans are 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. Results from the 2017 Canadian employee opinion survey reported that:
 - 91% of employees believe they are treated with respect at RBC
 - 90% of employees believe that management supports diversity in the workplace, recognizing, respecting and leveraging differences
- 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.
- We continue to leverage our **Employee Resource Groups (ERG)**, who participate regularly in Diversity Leadership Council meetings to provide insights and recommendations on ways to accelerate inclusion at RBC. This practice, combined with the **ERG Impact Assessment**, ensures the "voice of the employee" is present in the development of D&I initiatives, programs and policies.
- We fully leverage our **online community** to enable the success of our employee resource groups by providing a platform for sharing best practices, identifying initiative alignments among groups, increasing reach and impact and posting annual plans and quarterly accomplishments. All of these actions result in greater transparency and recognition of efforts around inclusion.
- New in 2017, in an effort to better assess the impact of an inclusive work environment, we participated in the **Catalyst Inclusion@Work Survey**, which monitors how individuals and teams are experiencing inclusion.

Constraints

We support the principles behind the Employment Equity Act and recognize the importance of encouraging employees to self-identify their designated group status. However, in today's social context and based on employee feedback, we believe it is time to modernize the language of diversity in the Employment Equity Act to enable a real connection to one's true identity, greater comfort in self-identifying and, in effect, to further inclusion.

In examining the definitional frameworks, many visible minorities do not appreciate the reference to a “visible trait” or to the term “minority”, a word that can be interpreted as “less than” versus “less of”, and further, in a city like Toronto, minorities are becoming the majority. Many employees with disabilities, both visible and invisible, prefer the focus to be on their capability and do not relate to the concepts of “impairments” or “being disadvantaged in employment”. At RBC, for instance, as at December 2017, 7.4% of employees in Canada identify as having a disability, but only 4% consider themselves disadvantaged by their impairment. This speaks to an individual's sense of self-worth and pride in their ability to contribute in very real ways to the workplace.

In March 2017, we met with representatives from Employment and Social Development Canada (ESDC) to continue to advocate for more inclusive definitions. We look forward to collaborating on any partnerships and government initiatives that can help further the discussion on inclusion and the business case for change.

A Final Perspective

Diversity and Inclusion are embedded in our culture at RBC and we are constantly striving to create a workplace where every employee feels included and has access to the resources needed to reach their full potential. We also want both our existing and prospective employees to feel supported and excited about their future at RBC and to that end, we will be relentless in our efforts to deliver an experience that is seen by our employees as responsive to their needs and expectations. Ultimately, we want our people to succeed and to have a positive impact on our clients and in the communities where we live and work.

Awards & Recognition In 2017

- Canada's Top 100 Employers (Mediacorp Canada Inc.)
- Canada's Top Employers for Young People (Mediacorp Canada Inc.)
- MET Top Employer Award (Military Employment Transition Program)
- Canada's Best Diversity Employers (Mediacorp Canada Inc.)
- 2017 Bloomberg Financial Services Gender-Equality Index (BFGEI)
- 2017 Pride at Work Index and Best Workplaces for Women (Great Place to Work® Institute)
- 2017 Corporate Equality Index for LGBT Inclusion (Human Rights Campaign Foundation)
- Best Workplaces in Canada (Great Place to Work Institute)
- Employment Equity Achievement Award (Government of Canada)
- Greater Toronto's Top Employers (Mediacorp Canada Inc.)
- Best Workplaces for Part-Time Employees (Great Place to Work Institute)

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: https://www.rbcroyalbank.com/business/pdf/57482_Aboriginal_Report_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-2017-e.pdf>