



2018

# 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



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# General Overview

## About RBC

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 84,000+ 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 33 other countries. Learn more at [rbc.com](http://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](http://rbc.com/community-sustainability).

## Commitment to Diversity

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 self 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 2018 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 2018 was 47,952 compared to 45,605 in 2017. As of December 2018, 71% of our federally regulated positions are located within RBC's Canadian Banking business; 14.2% in our Technology & Operations Group; and 14.8% in the remainder of our key support functions, including Human Resources, CAO Group, CFO Group and Group Risk Management.

The following table details historical representation from the four Employment Equity designated groups:

Permanent Workforce (Full-Time and Part-Time)							
	1987	2013	2014	2015	2016	2017	2018
Women	77%	64%	63%	62%	61%	59.3%	58%
Visible Minorities	7.5%	31%	32%	33%	34%	35%	36%
Persons with Disabilities Overall	N/A	7.9%	7.5%	7.4%	7.2%	7.4%	7.1%*
E.E.	1.6%	4.7%	4.6%	4.4%	4.3%	4.0%	3.7%*
Indigenous Peoples	0.1%	1.5%	1.5%	1.4%	1.4%	1.4%	1.32%

\* 7.1% of RBC's employees identify as having a long-term or recurring physical, mental, sensory, or psychiatric or learning disability; however, only 3.7% consider themselves disadvantaged in employment because of their disability.

### In summary

- RBC continues to have **strong representation of women** with an overall representation rate of **58%**, 7% above the external workforce availability.
- **Visible minority representation increased to 36%**, 7% above the external workforce availability.
- The representation of individuals who identify as a **person with a disability** is **7.1%**; a lesser number of **3.7%** of employees with a disability consider themselves disadvantaged in employment due to their disability.
- The **actual number of Indigenous employees continues to increase by 0.4%**; however, given the expansion of our workforce, representation as a percent of the total population decreased to 1.32%.
- RBC's **Workforce Diversity Census response rate** as of December 31, 2018 remains strong at 98%.

## 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.

*Diversity and growth are not just integrated, but inseparable. This belief is at the heart of RBC's Value of 'Diversity & Inclusion – We embrace diversity for innovation and growth.' 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 and inclusion. Dave McKay, CEO & President*

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 our communities

Our priorities in our **Diversity & Inclusion Blueprint 2020** are focused on three key pillars:

- **Talent:** Accelerate full inclusion to attract, retain and enable the best talent and increase leadership diversity.
- **Clients:** Lead by 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, sharing experiences and best practices. For more information, visit [www.rbc.com/diversity-inclusion/index.html](http://www.rbc.com/diversity-inclusion/index.html).
- **Strengthening Partnerships with Diverse Supplier Groups and Expanding Supplier Diversity Efforts:** RBC's Supplier Diversity Program offers business development opportunities to diverse business communities and aligns to our commitment to building an inclusive supply chain, helping the diverse supplier community to prosper. By helping communities prosper, we aim to strengthen social and economic development through partnerships and corporate citizenship.

## 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 a wide range of topics. We also enable access with 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:** Is designed for all employees and, this program 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 and provide information on employee resource groups and personal accountability.
- **Diversity & Inclusion for Leaders Program:** Designed for **all** people managers, this program, which launched in 2017, provides a collection of resources to help leaders reflect and refine their inclusive leadership capabilities . It covers how to:

- Drive innovation through inclusive leadership to help us win as One RBC
- Develop a high performing team by promoting diversity of thought and 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:** This online course 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:** This provides insights to all managers and employees on effective recruitment, onboarding and management of 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 associates from various masters 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 learning. 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 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** 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 in leadership roles and building an inclusive talent pipeline remain a key priorities 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 was an early signatory of the Catalyst Accord, a call to increase the overall proportion of board seats held by women to 30% plus by 2022, and the 30% Club, a corporate consortium targeting 30% women 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). In FY18 women comprised 42% of the Board of Directors including the Chair of the Board, up from 38% in 2017.

#### Outreach, Recruitment and Pipeline Development

To build a robust pipeline, we set staffing targets of 50% for women to strengthen our representation in senior roles, 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, 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.
- In 2018, we partnered with Ted Rogers School of Management at Ryerson University to provide a second offering of the **RBC Career Continuation program**, now rebranded as RBC Opt In, 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 Honours 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 and inclusion calendar and is celebrated globally across the organization. It's an opportunity to reinforce RBC's role in championing the rights of women and girls globally, and to demonstrate our commitment to the advancement of women in senior leadership roles. Our theme in 2018 was on "Speak Up for Inclusion®" to unite and inspire RBCers as ambassadors for change, resulting in an extraordinarily high engagement of all employees, both through our internal and external social channels.

### Community Partnerships

**In 2018, RBC donated more than \$3.6 million to over 109 organizations** dedicated to the education, development and support of women and girls.

### Measures for Visible Minorities

The advancement of visible minorities in 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 2018 we hosted and participated in over 15

newcomer events, offering mentorship, coaching and career development advice to over 1,500 new Canadians. Here are some of our partnership activities in 2018.

- Partnered with **ACCES Employment** to deliver an RBC webinar series providing job search and financial literacy advice for pre-arrival immigrants.
- We continued to participate in the **Career Edge Internationally Qualified Professionals** internship program for newcomers. In 2018, RBC was awarded with the "Employer Milestone Award" at the Career Edge Organization 2018 Achievement Awards.
- RBC inclusive recruitment team hosted three newcomer hiring events for sales and service roles and hired over 70 newcomers at the three events.
- RBC recruiters hosted two mock interview sessions for refugee job seekers in partnership with Refugee Career Jump Start.
- RBC T&O group hosted quarterly newcomer mentoring sessions. Around 100 newcomer job seekers received one-on-one mentoring from senior T&O leaders.
- 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 help employees 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, RBC is continuing to invest in our culturally diverse top talent through Ignite, a ten-month leadership development program** aimed at accelerating their trajectory to senior management. 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 hackathon to design an innovative solution to solve a challenge facing the communities we serve.

## Community Partnerships

In 2018, the RBC Foundation donated more than \$3.4 million to over 82 organizations dedicated to the education, development and support of newcomers to Canada and visible minorities.

## Measures for Persons with Disabilities (PWDs)

We are committed to having diverse, inclusive workplaces where every individual has opportunities and access to resources to reach their full potential, and we are committed to the recruitment, development and advancement of persons with disabilities. In 2018, we continued our focus 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 for recruiters and hiring managers.
- RBC continues to support the **Career Edge New Graduate with Disability Program**, a paid internship program for graduates with disabilities. In 2018, RBC continued to focus its diversity recruitment strategy on **pipeline building**, and was the title sponsor of the McGill Empower Conference for students with disabilities and platinum sponsor of Rotman's Access to Success conference for inclusive design.
- We initiated an RBC on Campus coffee chat series to provide students with disabilities support in their job searching efforts.
- Our Technology & Operations Amplify program made at commitment to hire four PWD students and ended up hiring five students to join their program.
- In 2018, RBC Technology & Operations partnered with Specialisterne Canada to hire five employees with autism. This initiative created further opportunity to increase awareness and understanding of neuro-diverse talent across the organization. Education and awareness training sessions were delivered to employees across all lines of business, including recruiters and hiring managers, to strengthen their knowledge of the value of hiring talent from this group.

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 management of employees with disabilities. Participants explore topics such as:
  - 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 of new workspaces, the **senior manager of 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 15 **internal and external education sessions** related to disability, family status or religious accommodation, and met with counterparts at BMO, Scotiabank, CIBC and TD quarterly to share best practices.
- 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. We also relay the importance of completing the Workforce Diversity Census to accurately portray our Employment Equity representation. This is also reinforced by handing out cards at internal events with instructions and highlighting the importance of updating the Workforce Diversity Census.

Employees' mental wellness is an increasingly important issue, and strategies are continually employed to improve mental health and resilience. We remain committed to the change we made in 2017 to **enhance 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 2018, the RBC Foundation donated more than **\$1.3 million to over 150 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 disabilities, 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, Specialisterne, Spinal Cord Injury Ontario, CMHA – Canadian Mental Health Association, Ready, Willing & Able, and Canadian Business SenseAbility**. We also **partnered with over 20 accessibility offices on campus to promote RBC's commitments to hiring persons with disabilities**.

## Creating Awareness, Training and Development

Every year on December 3, RBC acknowledges the UN International Day of Persons with Disabilities, educating employees about dis-Ability and igniting conversation. In 2018, through employee stories, we were successful in igniting an important conversation about living with an invisible disability and the challenges so many face in making the decision to disclose their disability. We will continue to empower storytelling as an important way for employees to help each other build an inclusive work environment for all.

In 2018, we introduced a new employee intranet site called AccessAbility to increase awareness and understanding of disability and to share inclusive best practices in the form of experiences that resonate.

## Measures for Indigenous Peoples

RBC has a long history of strong relationships with Indigenous peoples. In 2018, through "[A Chosen Journey – RBC Indigenous Partnership Report](#)", we reaffirmed our commitment to reconciliation with a detailed account of our activities and actions taken to build relationships and pathways that enable the success of Indigenous economies, people and communities:

- **Economies**, advancing growth of Indigenous economies through integrated delivery of financial services business clients
- **People**, promoting a workplace where Indigenous talent feel supported to build a future at RBC
- **Community**, promoting the prosperity of Indigenous communities through philanthropic ventures, government partnerships and procurement practices

## Outreach, Recruitment, and Pipeline Development

Here are some examples of how we are removing barriers for Indigenous people, economies and communities:

- 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 Indigenous Summer Internship Program (ISIP)** supports our strategy to attract and hire Indigenous peoples, in particular, the growing population of Indigenous youth. ISIP offers on-the-job experiential learning and training of Indigenous students enrolled in post-secondary education. In 2018, to attract students to the ISIP Program, we participated in various student recruitment fairs including:
  - University of Toronto Indigenous Career Fair
  - Waterloo University Student Internship/Co-op Events
  - Wilfrid Laurier University Student Employment Session
  - George Brown Indigenous Student Session
- The **Royal Eagles employee resource group**, RBC's first ERG, started more than 20 years ago. It 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 2018, Royal Eagles continued its Dawn Adams Gift Box Program, engaging RBC employees to donate over 1,200 gift boxes to five Indigenous organizations. Royal Eagles continue to actively engage with RBC Corporate Citizenship and the Canadian Foundation for Economic Education to develop financial literacy education to address the unique financial needs of Indigenous communities, with a particular focus on youth employment and empowerment.
- For the past two years, RBC Finance has driven the **Indigenous Talent Development Program** for Indigenous peoples, a two-year rotational program enabling recent Indigenous graduates to gain exposure to the Finance department. The program consists of four rotations including one spent working with an Indigenous community organization. In 2018, the Program was expanded to include five additional business units, Technology & Operations, Global Risk Management, Human Resources, Internal Audit and Marketing.
- Since 2017, RBC has had two programs focused on increasing cultural awareness and access to professional development:
- **#iCOMMIT – a movement toward Indigenous cultural understanding** – fosters 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. **Adoption continued to increase in 2018 with over 1,000 employees participating.**

- **RIME – RBC Indigenous Mentoring Experience**, was introduced to:
  - Provide a safe place where Indigenous employees can go as they integrate into their work environments
  - Build a framework for connection and positive interaction
  - Help our Indigenous employees expand their professional networks and access career growth opportunities
  - Enable non-Indigenous employees to increase their knowledge and understanding of Indigenous culture

The third cohort of RIME was launched in 2018.

### Supporting the Indigenous Community

**In 2018, the RBC Foundation donated more than \$4 million to over 75 organizations** (over \$14 million since 2015) dedicated to the education, development and support of Indigenous peoples. Since 2014 over 675,000 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 1,900 formal and informal Indigenous partnerships have been developed.

### Supporting Indigenous Economy

RBC has a very in-depth Indigenous strategy that guides our commitment and involvement with Indigenous clients. We have specific banking and lending policies that enable the 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 supplier diversity 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 Indigenous 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.

- **RBC Commitment to Supplier Diversity:** At RBC, we strive to have an inclusive supply chain. Our goal is to advance equality of opportunity globally to businesses owned by women, Indigenous people, minorities/visible minorities, LGBT+, people with disabilities, veterans and

service disabled veterans. By providing equal access to procurement opportunities to qualified suppliers, we enhance the levels of quality, service and overall value to the organization.

- **Vision of RBC Supplier Diversity Program:** To demonstrate a leadership position in supplier diversity in Canada by influencing our suppliers, our corporate peers and stakeholder groups, and advance the program in other major regions.

### Creating Awareness, Training and Development

- **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 people, discover the unique accomplishments of Indigenous peoples in fields as varied as the environment, the arts and business, and celebrate their significant contributions to Canadian society. Events are held in branches, head offices and with community partners. In addition, we leverage NIPD to launch and profile the updated **publication of "A Chosen Journey – RBC Indigenous Partnership Report" and employee stories.**
- 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, Métis, and Inuit cultures in order to better understand client needs and respond to those needs in a way that differentiates RBC in the Indigenous Banking market
  - Helps employees to better understand the culture of Indigenous employees in order to be supportive, engaged colleagues
  - Helps RBC managers better mentor their Indigenous employees

### Special Measures for Indigenous Peoples

In addition to the above measures in place, following are special measures to support our efforts to remove barriers to employment.

#### Targeted Sourcing

We continue to partner with Indigenous organizations to source Indigenous talent including **Rupertsland Institute, Saamis Indigenous Employment, Indigenous Link, Siksika Employment and Training Services, Stoney Nation Employment center (SETS), The Indigenous Opportunities Employment Ctr, TsuuT'ina, Indigenous Schmoozefest,**

**Ceda Pathways Winnipeg, Miziwe Biik, Native Women's Resource Centre, Métis Nation of Ontario, G.R.E.A.T, Pathways to Education, and post-secondary Indigenous student centres.**

In support of the **Indigenous Peoples Talent Development Program**, we partnered with Campus Recruitment, Learning, and Recruitment Marketing to target Indigenous student centres/career centres at post-secondary schools across Canada. Efforts included marketing material, awareness campaigns with Indigenous centres and recruitment events with students. Sourcing efforts extended into RBC talent pipelines through the Indigenous Student Awards Program, Indigenous Student Internship Program and RBC Royal Eagles network.

Marketing supports for this campaign include the creation of awareness messaging, briefing emails, direct mail messaging, social media ads, website banners and job slots. Targeted avenues of messaging used Facebook, Twitter, LinkedIn, PostBeyond, Indigenous Link and NationTalk. Internal marketing partners included RBC Royal Eagles, Indigenous Banking and Foundation Partners.

We hosted a Dress for Success event in partnership with Miziwi Biik and provided clothing as well as job searching support to Indigenous job seekers.

#### Awareness

In 2018, National Indigenous Peoples Month enterprise communications included an Indigenous segment strategy update to increase awareness and understanding about our unwavering commitment to Indigenous economies, people and communities.

#### Accommodation

Our **multicultural calendar** deepens the understanding of multi-faith, multicultural and diversity-related observances. The calendar gives National Indigenous People's Day scheduling consideration as a paid day off for employees who may need this time to fulfil their obligations.

#### Student Internships

The **RBC Indigenous Student Awards Program (ISAP)** provides Indigenous post-secondary students with scholarships to use toward tuition, supplies and living expenses. Since the program's inception in 1992, more than \$2 million dollars have been awarded to 168 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 grassroots 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 inspires employees to contribute based on their own unique perspectives.

#### Employee Resource Groups in Canada (*not mentioned previously*)

- **Women in Technology & Operations (Women in T&O)** focuses on creating a culture and environment of gender parity and inclusion, where all employees are provided equitable opportunities to reach their **full** potential. Women in T&O's priorities include enhancing **our approach** to identifying and supporting female talent earlier, providing opportunities to accelerate the career development of women in T&O, and driving transparency and accountability of diversity and inclusion, and awareness of Women in T&O's contribution.
- **Canadian Banking (CB) Women's Forum** is a catalyst to inspire, empower and advocate for Canadian Banking employees towards the goal of gender equity. It provides an opportunity for employees to contribute to important conversations about topics from gender intelligence to career progression, and participate in events for development opportunities and networking. One of the key objectives is to facilitate the connection of regional women's ERGs across Canada to share of best practices and create an ongoing dialogue.
- **RWomen** promotes gender diversity and inclusion at RBC Capital Markets through advocacy and awareness, community involvement, education and special events.
- **Women's Advisory Board (WAB)** is a Wealth Management Canada network that focuses on creating initiatives to retain, attract and recruit women advisors and develop and promote women in management roles. The WAB

fosters an inclusive culture and community that supports women, enhances the productivity/career success of women and establishes an effective link between women and senior management. The WAB hosts workshops across Canada with specific segments on addressing the unique needs and characteristics of women investors, for example, the Women's Brain Health Initiative and Money in Motion series. The WAB has also developed the best in class IA Leave Program as well as the IA Mentorship Program and hosts the bi-annual National Women Symposium for IA's and IC's across WMC.

- **Advancement of Women in Leadership (AWL)** was founded in 2012. Its mission is to help drive an environment that will support women in the achievement of their career development and goals.
- **i-CARE Canada** is a national network of employees with a shared interest in supporting colleagues who are navigating the unique challenges of managing work responsibilities alongside family caregiving (caring for aging parents, their partner with a debilitating disease, a child with special needs, etc.). With over 500 members and growing, this RBC community of colleagues is connected by their intention to be their best at work as well as for their families. Guided by a vision of an environment where every employee feels supported by their employer throughout their caregiving journey, this group aims to advance thought leadership and policy development within RBC and in the larger corporate sector. Starting with our own organization, i-CARE Canada is focused on creating awareness and understanding at all levels of RBC about the needs of employee family caregivers by supporting people managers and colleagues with information and resources needed for safe and productive discussions.

### LGBT+ Inclusion

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

- We're updating our **LGBT+ inclusion e-learning** to increase awareness of LGBT+ issues and their importance to RBC.
- **RBC's online recruitment application system** now has the option for LGBT+ individuals to self-identify (in addition to the four designated groups).
- In our 2018 **Employee Opinion Survey**, the number of employees identifying as LGBT+ increased. Additionally, in the Diversity & Inclusion Index, a composite of seven key survey items that measure inclusiveness, the LGBT+ cohort remained the highest of all diverse groups.

- RBC's recruitment team participates in various career fairs and in networking events within the LGBT+ community:
  - In February 2018, RBC Cafe and Ten Thousand Coffees hosted an event that included a speaker series, keynote by Ten Thousand Coffees Founder Dave Wilkin, and networking for Rotman Letter Club students who identify as LGBTQA+ and RBC Pride members.
  - In March 2018 RBC sponsored the **Breaking OUT in Business** event, which included a keynote on the importance of diversity, inclusion and being your true authentic self as part of your personal brand for the OUT in Business at Wilfrid Laurier.
  - In May 2018 **Egale Canada Human Rights Trust, IDENTITY Conference Canadian Perspectives on LGBTQI2S Inclusion and Rethinking Mentorship for Inclusion** designed, developed and co-delivered "Rethinking Mentoring for Inclusion," focused on how organizations and leaders can rethink the role of mentoring and sponsorship to drive high performing, innovative and inclusive workplaces for the next generation of LGBTQ2+ members and allies.
  - We sponsored a **StartProud 2018 Conference Recruitment Fair** meeting and networking event.
  - We were a platinum sponsor of **Start Proud | Out on Bay Street Conference**, and Lawrence Spicer, VP Audit, Personal and Commercial Banking provided the keynote address.
- 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 but not necessarily all, 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

Through our **Wellness+** 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 online **Wellness community** in our social collaboration network, which has over 2,000 members and enables peers to connect and share stories/tips; there is also an online mental health peer support community and a number of wellness channels in Slack
- A network of over 350 **Wellness Champions** who help spearhead wellness initiatives locally
- Training programs, including the 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, provided through the **LifeSpeak On Demand** program
- A confidential **health risk assessment** to help employees assess their current health status, identify modifiable risk factors and evaluate readiness to make changes; in addition, in 2018 we conducted the enterprise-wide **Psychological Health & Safety Survey**

- On-site **wellness events** and information booths to build awareness, address health stigma and raise awareness of wellness-resource sessions
- A 35-minute **online learning program** for employees and managers to learn important mental health facts, recognize common signs and symptoms and 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 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 child care and elder care services
- Scholarship program for children of RBC employees (in Canada) to assist with post-secondary studies

### Leaves and Sabbaticals

- Child care leaves – In 2017 the Canadian Child Care Leave Policy 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 child(ren)
- Maternity/parental/adoptive leaves, including gradual return from leave or 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 employees with the option to leave 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 is geared to all employees, regardless of their gender, age, family status, sexual orientation, gender identity/expression, income position, or lifecycle stage. It includes training and educational resources, wellness programs, financial information and counselling, promotions from RBC partners and employee discounts, and investments in community partnerships.

## Mental Health Support for Employees with Eligible Family Members

- Core psychology services – 100% coverage, up to \$3,000 per person/year
- Access to healthcare navigation and second opinion services in the event of an illness or health crisis
- Access to a virtual mental health program for an assessment, diagnosis and personalized treatment plan

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 touchpoints 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 diversity and the implementation of employment equity initiatives 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 & Inclusion Index, a composite of seven key questions on fairness, openness, flexibility and diversity support, which measures 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 2018 Canadian Employee Opinion Survey reported that:
  - 92% of employees believe they are treated with respect at RBC
  - 89% 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 against any risks.
- We continue to leverage our **employee resource groups (ERGs)**, which 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 ERGs 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 support the principles behind the Employment Equity Act and recognize the importance of removing barriers to employment. 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 and greater comfort in self-identifying, 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; further, defining “minority” as being “non-white in colour” is contrary to the reality, especially in urban cities like Toronto, where minorities are quickly becoming the majority and the mixed-race demographic is on the rise. For example, there are minorities and mixed race individuals who may or may not choose to define themselves as a minority and who may be white in colour.

Employees with disabilities, both visible and invisible, prefer the focus to be on their capability and not related to the concepts of “impairments” or “being disadvantaged in employment”. This speaks to an individual’s sense of self-worth and pride in their ability to contribute in very real ways to the workplace.

We continue to talk with representatives from Employment and Social Development Canada (ESDC) to advocate for more inclusive descriptions. 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 2018

- Canada's Top 100 Employers 2019 (Mediacorp Canada Inc.)
- Greater Toronto's Top Employers 2019 (Mediacorp Canada Inc.)
- Canada's Best Diversity Employers 2018 (Mediacorp Canada Inc.)
- Canada's Top Employers for Young People 2019 (Mediacorp Canada Inc.)
- Top 100 Company 2018 Thomson Reuters Diversity & Inclusion Index
- FTSE4 Good Index Series 2018
- 2018 Bloomberg Gender-Equality Index (GEI)
- LinkedIn Top 100 Companies 2018
- 2018 Corporate Equality Index for LGBTQ+ Inclusion (Human Rights Campaign Foundation)
- Best Workplaces in Canada 2018 (Great Place to Work Institute)
- Best Workplaces for Women Employees 2018 (Great Place to Work Institute)
- Employment Equity Achievement Award: Outstanding Commitment 2018 (Government of Canada)

## 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 Indigenous Partnership Report: [https://www.rbcroyalbank.com/business/pdf/57482\\_Indigenous\\_Report\\_E.pdf](https://www.rbcroyalbank.com/business/pdf/57482_Indigenous_Report_E.pdf)
- RBC Public Accountability Statement: <http://www.rbc.com/community-sustainability/assets-custom/pdf/2018-ESG-Report.PDF>
- RBC Corporate Citizenship Report: <http://www.rbc.com/community-sustainability/assets-custom/pdf/2018-ESG-Report.PDF>

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