Diversity and Inclusion Roadmap 2025

The last several years have been marked by global social movements that have put D&I issues at the forefront. Over that time, our D&I Strategy has served us well, delivering demonstrable results in meaningfully increasing the representation of Women and BIPOC executives, enabling an environment where RBCers feel safe to speak up, and being recognized as a leader shaping the D&I landscape. Expectations of how corporations respond to D&I continues to shift due to social movements, employee sentiment, regulatory requirements, and shareholder, investor and client expectations. New risks and opportunities are emerging, driving a need to evolve our D&I strategy to the following three pillars:

**Advancing diversity**
Drive opportunities for growth and development to attract and retain top diverse talent

- Increase Women and BIPOC executive representation
- Enhance hiring and recruitment programs to drive greater Indigenous, PwD, and LGBTQ+ workforce representation
- Drive and enable equitable development opportunities, career opportunities, and recognition and reward

- 50% executive women, 30% BIPOC executives by 2025
- 10% increase in Indigenous representation each year
- 50% increase in PwD and LGBTQ+ representation by 2025
- Year-over-year reduction in observed variances across pay equity analysis

**Strengthening inclusion**
Enable an inclusive culture that supports innovation, productivity and well-being

- Enhance and support inclusive leadership capabilities
- Actively listen to and engage with employees on D&I issues
- Proactively identify and take action on emerging issues impacting a culture of inclusion

- Year-over-year improvement in Inclusion Composite Score
- 50% women and 40% BIPOC Priority Talent representation
- Year-over-year reduction in gaps between key groups on Safe To Speak Up and Treated Respectfully
- Restructured ERG model with measurable engagement outputs
- Refined inclusion and equity strategies representing the unique needs of select segments

**Enabling economic inclusion**
Influence systemic change through partnerships, products and services

- Enable more equitable access to financial products, services and advice
- Support products, services and programs that create positive economic and social impact
- Leverage our purchasing power to influence supplier and client diversity efforts

- Economic inclusion is a key principle of product and services strategies
- Steady growth in key entrepreneurship programs (e.g. Black, Women and Indigenous)
- Deliver on Pathways to Prosperity commitment
- Year-over-year growth in overall percentage spent with diverse suppliers

Continue to shape and lead the D&I landscape through a more holistic, always on approach to telling our D&I story