



# RBC Diversity & Inclusion Blueprint 2020









## Annual Pulse Check


*Selected updates on our Commitments as of December 2017*









**Diversity  
works here.**

**Talent:** Accelerate full inclusion to attract, retain and enable the best talent and to increase leadership diversity.


RBC Commitments		Status	Key Progress Indicators
<b>Inclusive Workplaces</b>			
1.	Strengthening a culture of inclusion and addressing barriers to career advancement		<ul style="list-style-type: none"> <li>Introduced Speak Up for Inclusion™ communication and change management platform (Enterprise)</li> <li>Continued progress being made as indicated in the D&amp;I Index of the Employee Opinion Survey results</li> </ul>
2.	Enabling through diversity and inclusion learning, including addressing unconscious bias and fostering inclusive leadership		<ul style="list-style-type: none"> <li>Increased number of employees who completed some type of Unconscious Bias training. Over 10,000+ in 2017 and over 32,000 since the introduction of UB at RBC</li> <li>Created an Unconscious Bias / Inclusive Leadership Quick Tips Guide for people managers and branch leaders (Wealth Management)</li> <li>Facilitated Micro-Inequities workshops for leaders (Capital Markets)</li> <li>Developed and introduced the Diversity &amp; Inclusion Essentials and Leaders Learning Program available to all employees across the enterprise</li> </ul>
3.	Implementing progressive work/life flexibility and accommodation practices		<ul style="list-style-type: none"> <li>Released the RBC Mental Health and Well-Being, a clearly articulated vision with objectives and priorities for protecting the psychological health and safety of employees in the workplace. It aims to end stigma within our corporate culture and promote employees' mental health and well-being</li> <li>Updated Child Care Leave granting new parents up to 78 weeks of work to care for newborn or newly adopted children</li> </ul>
4.	Enabling and promoting work practices that foster diversity of thought and build diverse teams		<ul style="list-style-type: none"> <li>Established interview teams and committees to help ensure diverse shortlists (Wealth Management)</li> <li>Organized Diversity of Thought learning sessions with P&amp;CB Diversity Leadership Council and other leaders</li> <li>Created a learning guide to foster and facilitate diversity of thought and workplace inclusion</li> </ul>
5.	Increasing the organizational impact of our employee resource groups		<ul style="list-style-type: none"> <li>Increased membership of Employee Resources Groups across the enterprise to over 20,000 employees</li> <li>Wealth Management Recruitment partnered with Employee Resource Groups (ERG) to support external job fairs and prospective candidate leads</li> <li>Established two new Women ERGs – Advancement of Women in Leadership and CB Women's Forum</li> </ul>
6.	Recruiting, developing and advancing persons with disabilities, Indigenous peoples and LGBT individuals		<ul style="list-style-type: none"> <li>Increased the application rates for Indigenous and Persons with Disabilities (20-30% YOY) as a result of recruitment marketing efforts such as job fairs, networking events, social media</li> <li>Hired sizable top talent from the LGBT+ community as a result of RBC Campus recruitment events</li> <li>Released an "Inspiration Career Journey" a virtual event series that promotes RBC's inclusive work environment and shares job searching tips to PWD, Indigenous and LGBT+ communities</li> <li>Recognized by Human Rights Campaign as 'Best Place to Work for LGBT Equality' – 8th year in a row</li> <li>Hired four new interns as part of the CFO Indigenous Rotational Program</li> <li>Initiation of the CFO PWD Rotational Program – hiring in progress</li> </ul>
<b>Advancement of Women and Minorities</b>			
7.	Increasing women and minorities in leadership and key client facing roles		<ul style="list-style-type: none"> <li>Introduced Women in Commercial Program to increase national representation of women in Commercial Account Manager roles</li> <li>Hosted and attended 9 newcomer job events profiling client facing roles to over 500 newcomers</li> <li>Started the fifth cohort of the RBC Women in Leadership program (144 women YTD)</li> <li>Designed a targeted development program (RBC Ignite) for culturally diverse top talent aimed at both accelerating the leadership trajectory into senior and executive roles</li> <li>Formed the Women in Leadership action team with recommendations implemented to accelerate the advancement of women in senior executive roles</li> </ul>
8.	Enhancing practices to identify talent earlier and accelerate development		<ul style="list-style-type: none"> <li>Launched a Female Mentor Program for high school girls to encourage young women to enter the investment management industry (Wealth Management)</li> <li>Commitment to an initial target of 25% of female representation at Director level or above by 2020 in all businesses and locations across the British Isles (Wealth Management)</li> </ul>



RBC Commitments		Status	Key Progress Indicators
9.	Advocating for increasing diversity on Boards		<ul style="list-style-type: none"> <li>Signed the Women in Finance Charter (all platforms of RBC in the British Isles)</li> <li>Reviewing opportunities with 2018 Women in Banking and Finance Boards Program (Capital Markets)</li> <li>Renewed commitment to the Catalyst Accord that calls to action to increase the representation of women directors of the FP500 boards to 30% or more by 2022.</li> </ul>

**Clients:** *Lead in providing personalized advice and solutions that reflect the diversity of clients.*



Advancement of Women and Minorities			
10.	Enhancing programs and services for women, women entrepreneurs and women's markets		<ul style="list-style-type: none"> <li>Hosted and organized forty-two events across Canada focusing on Women in Investing with over 1500+ participants (P&amp;CB)</li> <li>Launched an Advisor leave program allowing advisors the opportunity to take a leave from their business knowing that their clients will be taken of in their absence (WM Canada)</li> </ul>
11.	Participating and engaging in cultural market initiatives and partner programs		<ul style="list-style-type: none"> <li>Opened the first branch tailored for Newcomers to Canada providing banking products, services and access to newcomer resources through the partnership with community organizations to support Newcomers with their overall settlement journey(P&amp;CB)</li> </ul>
12.	Evolving and promoting banking solutions customized to the unique needs of newcomers to Canada		<ul style="list-style-type: none"> <li>First FI in Canada to offer an In-branch capability of live interpreter by a video chat in 13 languages – including American Sign Language, and over 200 languages through audio conferencing (P&amp;CB)</li> <li>Newcomer Advantage banking program now includes a new offer for Personal Deposit products. (P&amp;CB)</li> </ul>
13.	Supporting initiatives that build community capability and economic self-sufficiency for indigenous peoples in Canada		<ul style="list-style-type: none"> <li>Sponsored a range of Indigenous economic development organizations and other Indigenous organizations for activities related to economy building, entrepreneurship, youth and education (P&amp;CB)</li> </ul>
14.	Identifying and developing strategies for the LGBT+ community in key markets		<ul style="list-style-type: none"> <li>Updated the planning opportunities for same-gender couples, fact sheet and LGBT+ inclusion fact sheet for advisors to better serve the LGBT+ community.(Wealth Management)</li> <li>Created on-line support and materials to host seminars on Planning Opportunities for Same Sex Couples (WM)</li> <li>Added self-identifier to select LGBT+ in the Careers application portal</li> <li>Adding Trans inclusive washrooms in new RBC offices and retrofits within selected existing buildings</li> </ul>
15.	Ensuring accessibility of services and resources for persons with disabilities		<ul style="list-style-type: none"> <li>Sponsorship of Guernsey Disability Alliance Campaign for International Day of People with Disabilities (Wealth Management UK)</li> <li>The first financial institution in North America to provide clients with real-time video American Sign Language support. Using a language interpretation app., clients and client facing staff can now communicate through a professional interpreter by a video chat in 13 languages – including American Sign Language, and over 200 languages through audio conferencing.</li> </ul>




**Communities:** *Strengthen social and economic development through partnerships and corporate citizenship.*

Inclusive Prosperity			
16.	Contributing to or supporting events and programs that address issues of importance to employment for women, girls, minorities, newcomers, disadvantaged youth, persons with disabilities, Aboriginal/ Indigenous peoples and the LGBT community		<ul style="list-style-type: none"> <li>Invested \$77 million in cash donations in our communities around the world. This comprised \$63.5 million from the RBC Foundation®, \$5.9 million from Corporate Donations, \$6 million from the RBC Foundation – USA and \$1.4 million from International Donations</li> <li>Working with IRelaunch and ReacHire, organizations that help women to re-enter the workforce after an extended absence;(WM)</li> <li>Hosted high school leavers for 2 weeks in July through the Blackrock Big City Bright Future program (CM UK)</li> </ul>

RBC Commitments		Status	Key Progress Indicators
17.	Strengthening partnerships with diverse supplier groups and expand supplier diversity efforts		<ul style="list-style-type: none"> <li>Conducted Supplier Development program for 25+ suppliers (RBC Procurement)</li> <li>Launched a new inclusive supplier sourcing policy to enable diverse suppliers to compete in the procurement sourcing process at RBC. This policy mandates the inclusion of at least one diverse supplier in all request for proposal (RFP) processes with exceptions made only where senior procurement leadership has provided their approval</li> <li>Received two awards in the industry in recognition of RBC Supplier Diversity program and its benefit( 2017 Procurement Business Advocate Award from CAMSC and 2017 Corporate Leader Award from WBE Canada)</li> </ul>
18.	Providing financial literacy and investment education through programs, partnerships and resources		<ul style="list-style-type: none"> <li>Contributed \$1 million to the Immigrant Access Fund (IAF) provides micro-loans to skilled immigrants to assist them in obtaining Canadian accreditation, upgrading or training</li> <li>Continued partnership with WE on a youth financial literacy program “It All Adds Up”</li> <li>Invested \$2.3 million into financial literacy and education programs which included support of not-for-profit organizations that deliver financial education programming. In Canada, our financial literacy outreach is geared to youth and young adults, persons with disabilities, Indigenous peoples, newcomers and seniors.</li> </ul>

**Thought Leadership:** *Proactive, visible and engaged leaders drive change and will accelerate the achievement of our diversity goals through their direct actions and by inspiring others.*

Advancement of Women and Minorities			
19.	Developing and engaging leaders to actively champion inclusion at RBC and in our communities, to share learnings and catalyze change		<ul style="list-style-type: none"> <li>Jennifer Tory – Inducted into the WXN Hall of Fame, Patti Shugart – Corporate Executive Award, Jacqueline Calisto – Trailblazers &amp; Trendsetters Award</li> <li>Bruce Ross named CIO of the Year</li> <li>Re-activated the Global Diversity &amp; Inclusion Active Leaders Program</li> </ul>
20.	Collaborating with multi stakeholders on diversity issues, solutions and participating in independent research that inspires dialogue, thought leadership, and development of public policy		<ul style="list-style-type: none"> <li>Convened roundtables in Toronto &amp; Montreal, bringing together major businesses, NGOs, policy makers, and other stakeholders to share the findings of latest D&amp;I research and facilitate an open discussion about D&amp;I goals and best-practices</li> <li>Released a new <a href="#">joint study and research</a> with the Institute for Canada Citizenship about diversity and inclusion: how companies define it, how they go about promoting it, and how they measure it.</li> <li>Supported <a href="#">Diversity Dividend: Canada’s Global Advantage</a> report which explores the link between a diverse workforce and economic prosperity.</li> <li>Released two joint studies with Fortune, <a href="#">Gender Diversity amongst Fortune 500 companies in the US</a> and <a href="#">Differences of Opinion: How Canadian and US business leaders think about gender diversity</a></li> </ul>

STATUS KEY (assessments reflect management opinion)		
	<b>Significant action taken</b>	May include meeting commitments, advancing action items, research, the implementation of new policies/programs/resources
	<b>Some action taken</b>	Some visible progress; however work remains before the commitment is fully met
	<b>Limited action taken</b>	Plans for action are being developed or in early stages, limited action taken to date



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