



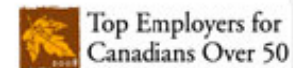
The Diversity Journey at RBC



A Focus on Newcomers to Canada
May 2010



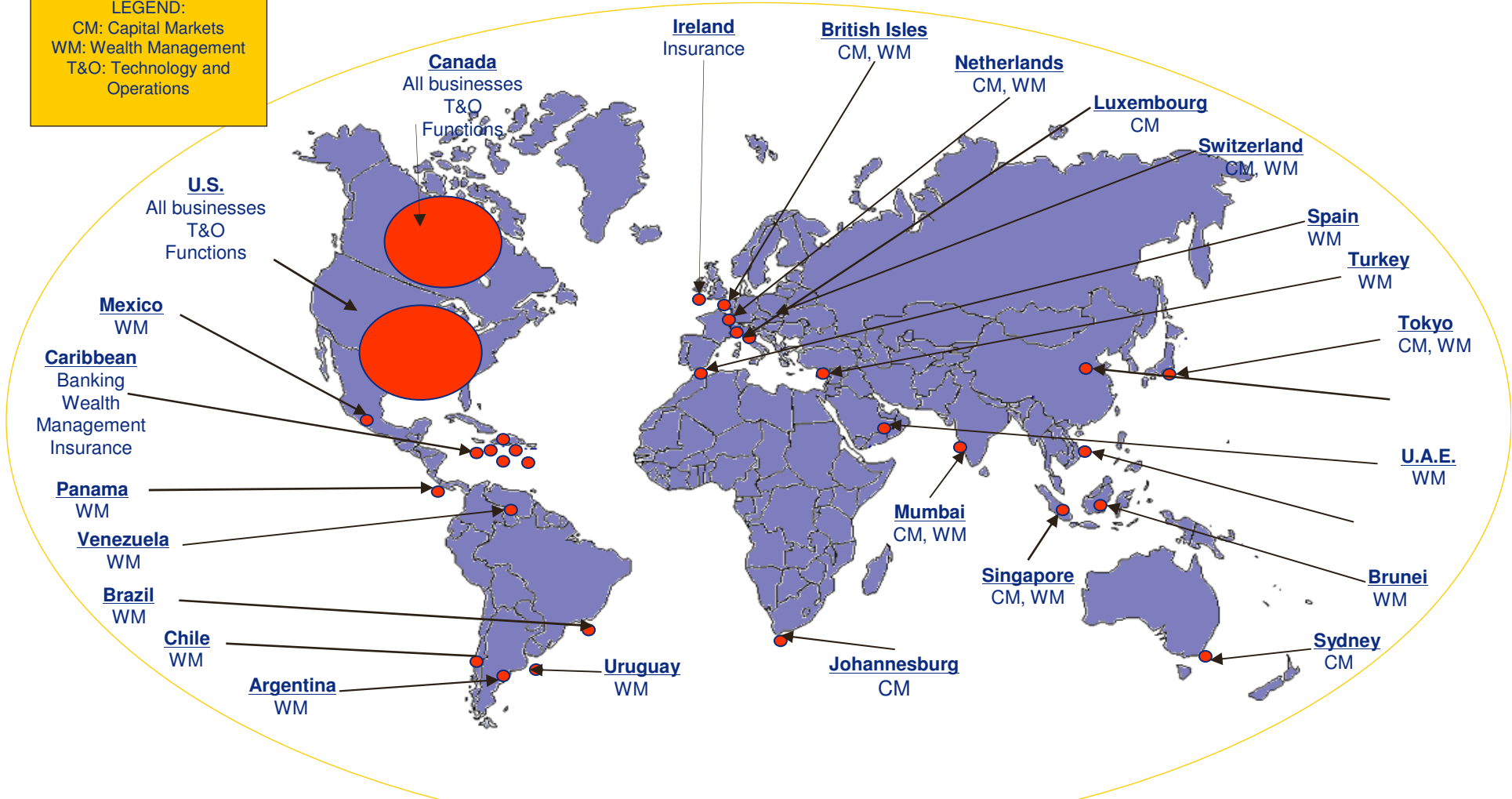
- › Founded in **1869**
- › Global organization with **18 million clients** and over **80,000 employees worldwide**, who speak over 100 languages
- › Majority of **employees based** in North America – **13,000 in the U.S. and 55,000 in Canada** – almost **10,000** live and work in 50 countries around the world
- › **5 Business Segments:**
 - Canadian Banking, Wealth Management, International Banking, Capital Markets, Insurance
- › Moody's: Aaa S&P: AA- Fitch: AA DBRS: AA
- › **Canada's largest bank** as measured by assets and market capitalization, one of **North America's leading diversified financial services companies** and among the **largest banks in the world**, as measured by market capitalization
- › **Market Capitalization:** 82 billion (December 2009)
- › **Awards & Recognition:**
 - 2010 Catalyst Award for Diversity
 - Canada's Best Diversity Employers 2009
 - Canada's Top 100 Employers 2009 & 2008
 - Best Workplaces in Canada 2009
 - Global 100 Most Sustainable Corporations in the World
 - Canada's 10 Most Admired Corporate Cultures 2008
 - Canada's 50 Best Corporate Citizens 2008





Global Operations, Diverse Businesses & Changing Demographics Contribute to a Diverse Workforce

LEGEND:
 CM: Capital Markets
 WM: Wealth Management
 T&O: Technology and Operations



Workforce Distribution (Headcount) (Dec 2009)		Workforce Attributes (Dec 2009)	
> Canada	57,725	> British Isles	2400
> US	13,093	> Caribbean	6600
		>	
		> 15% Gen Y; 46% Gen X; 39% Boomer; 1.5% Veteran	
		> 26 % Visible Minorities (in Canada)	
		> 100 + languages, 100 + job roles	



RBC Diversity – Vision, Values, Objectives & Priorities

- › **RBC Vision:** Always Earning the Right to be Our Clients' First Choice
- › **Value:** Diversity for Growth & Innovation
 - “We grow as individuals and as an organization by respecting and leveraging our similarities and differences. Drawing upon the resources of our businesses, geographies, markets and people, we generate ideas and solutions that break new ground.”
- › Our Diversity **objectives** are:
 - To be a recognized leader in workforce diversity,
 - To be the financial institution of choice for diverse clients, and
 - To leverage diversity for the growth of RBC and the success of the clients and communities we serve.
- › We continue to build on our history and strong foundation, and will focus on three **priorities** for the RBC Diversity Blueprint™ for 2009-2011.
 - **Talent and the Workplace:** increase the diversity and inclusion of our workforce globally, with a focus on increasing representation of women and minorities in senior management levels.
 - **Marketplace:** offer customized and accessible services and products to diverse client markets and support supplier diversity programs in North America.
 - **Community:** support the economic and social development of our communities through leadership in research, strategic partnerships, donations and sponsorships.



.....part of our “strength and stability”....Even more critical during economic downturns....



Our Diversity History: A 30+ Year Journey

<p>1975-1990 Women/EE</p>	<ul style="list-style-type: none"> › Internal Task Force of Women › 1st Woman on Board of Directors (1976) › Equal Employment Opportunity Coordinator 	<ul style="list-style-type: none"> › 1st Woman Executive (1979) › Employment Equity Act (1986) › 1st Survey collecting data re: aboriginals, persons with disabilities, visible minorities
<p>1990-1995 Valuing Diversity</p>	<ul style="list-style-type: none"> › Work/ Life Initiatives, childcare, eldercare resources › Work/ Life Flexibility 	<ul style="list-style-type: none"> › Closing the Gender Gap Initiative › Market segmentation – women, aboriginal banking
<p>1996-2000 Managing Diversity</p>	<ul style="list-style-type: none"> › RBC Diversity in Action video produced › Launch of Business Diversity Council (1996) 	<ul style="list-style-type: none"> › Employees with Disabilities Council (1998) › Evolved from banking-specific to all Canadian businesses
<p>2001-2005 Leveraging Diversity</p>	<ul style="list-style-type: none"> › North American scope for Diversity › RBC Value – Diversity for Growth and Innovation 	<ul style="list-style-type: none"> › Launched Destination Diversity intranet site › Work/ Life Award – Vanier Institute › Diversity Leadership Council, chaired by CEO (2001)
<p>2006-2009 Diversity & Inclusion</p>	<ul style="list-style-type: none"> › Successful EE Audit › Business Diversity Councils launched › LGBT ERG Canada – PRIDE 	<ul style="list-style-type: none"> › Persons with Disabilities ERG › Backup Eldercare pilots › Visible Minority and Newcomer to Canada ERG - MOSAIC › RBC Diversity Blueprint (2009)



The Changing Landscape: Canada

- › 16% of Canada's population is comprised of visible minorities, and that is projected to reach 21% by 2017
- › Toronto and Vancouver are projected to have visible minority populations in excess of 50% by 2017
- › Canada's overall population is estimated to grow 3.3% from 2001-2017. The visible minority population is estimated to grow by 76%, reaching 7.6 million
- › By 2011, immigrant arrivals will exceed Canada's natural birth rate
- › Between 2001-2006 visible minority population growth was 27% vs. 5% for the total population
- › The largest visible minority groups are: South Asians, followed by Chinese, and then individuals who identify as Black
- › Over 1.1 million immigrants arrived in Canada between 2001-2006, of which 75% belonged to a visible minority group. 40% settled in the CMA of Toronto, followed by Montreal with 15% and Vancouver at 14%
- › 62% of new immigrants are categorized by Citizenship & Immigration Canada as economic contributors (54% skilled workers, 5% business immigrants, 2% provincial nominees)
- › 57% of immigrants who came to Canada in the last 5 years were in the prime-working age group of 25-54, compared to 42% of the Canadian-born population
- › Between 2001-2006, top source countries for new immigrants were China (14%), India (12%), Philippines (7%), Pakistan (5%) and South Korea (3%). European countries accounted for 16% (leading source countries Romania and the UK), followed by Central & South America & the Caribbean at 11% (leading source countries Columbia & Mexico) and Africa at 10%

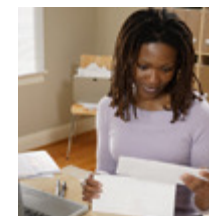
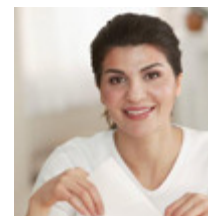
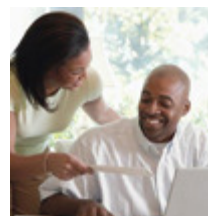
(Data Source: 2006 Census)



RBC Workforce Representation – Visible Minorities

Canada: Employment Equity Data (Federally Regulated)	1987 (37,986)	1997 (39,227)	2007 (43,058)	2008 (45,020)	2009 (44932)
Overall Representation	7%	23%	25.5%	26%	27%
Executive	1%	5%	12%	12%	14%
Management	7%	12%	24%	25%	26%
Non-management	9%	14%	26%	27%	28%

- Toronto, Vancouver and Montreal account for 85% of our visible minority employee population.
- Within our Greater Toronto Sales Region, 45% of our employee population identifies as a visible minority.





Integrating Newcomers - Workplace

- › **Career Bridge** - for Newcomers: this internship program provides opportunities for new immigrants seeking Canadian work experience. RBC is a founding sponsor of this program and in 2008, placed 29 interns, 21 of whom became employees of RBC.
- › **ACCES Employment Services** – for internationally trained professionals: Since 2006, RBC has hired over 100 ACCES interns (38 hired in 2008) into account manager, senior account manager roles in Toronto.
- › **Canadian Immigration Integration Project (CIIP)** - RBC is an employment partner for CIIP, an initiative funded by the Government of Canada and managed by the Association of Canadian Community Colleges (ACCC). CIIP helps individuals participating in the Federal Skilled Worker Program who are based in China, India and the Philippines prepare for integration to the Canadian labour market while they are still in their home country completing final immigration requirements.
- › RBC was the lead sponsor of 2006-2009 Catalyst/Ryerson study ***Career Advancement in Corporate Canada: A Focus on Visible Minorities***. This four year study resulted in five reports highlighting the issues and recommendations Canadian organizations can take to support the full inclusion of visible minorities and newcomers to Canada.

- › **MOSAIC** – new Visible Minority/ Newcomer to Canada ERG launched in 2008
 - Over 200 members
 - Priorities:
 - Support career and professional development opportunities
 - Build awareness and expand the membership
 - Increase organizational cultural dexterity



- › **Multicultural Employee Alliance (MEA)** – US Wealth Management ERG since 2004
 - Primary goals include:
 - Providing career development opportunities for visible minorities
 - Networking opportunities
 - Peer coaching & mentoring opportunities



Integrating Newcomers - Clients

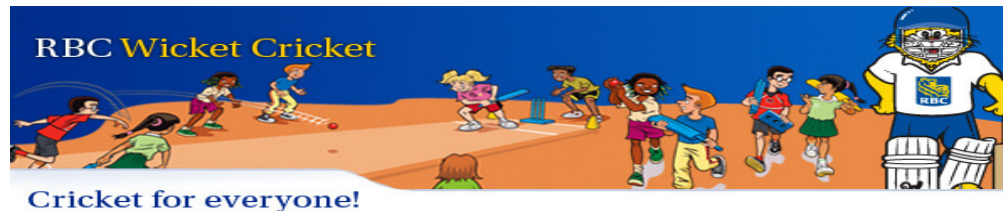
- › In 2007, Canadian Banking launched a **Welcome to Canada** website portal on rbc.com, providing individuals with information about life in Canada including: buying a home, employment and financial services.
- › Currently Canadian Banking has identified the **Chinese** and **South Asian** communities as priority cultural markets.
- › A number of language tools and resources are available to help connect with newcomers, such as a **Language Line** offering services in 150 languages.
- › We have developed **in-branch material** (celebratory ads, tent cards, greeting cards, posters and other marketing collateral) to support the most significant celebratory days in the Chinese and South Asian communities, e.g. Chinese New Year, EID, Diwali, and Vaisakhi.





Integrating Newcomers - Community

- › RBC is a strong supporter of Toronto Region Immigrant Employment Council (TRIEC) and is the sponsor of the Immigrant Success Awards. In 2009 we also awarded the first **RBC Best Immigrant Employer Award** to two companies.
- › In 2007, launched the **RBC Scholarship Program for New Canadians**. In 2009, twelve scholarships of \$3,500 will be awarded to students who have been through the immigration experience and are pursuing post secondary education.
- › In 2008, the **RBC Foundation** granted over \$365,000 to initiatives helping newcomers succeed in Canada .
- › In February 2009, RBC announced \$50,000 in grants shared with community groups through **RBC Wicket Cricket Community Fund**.



- › In 2008, RBC sponsored the inaugural **Top 25 Canadian Immigrants Awards** people's choice awards.



The Journey Continues.....



On Me & RBC

Read more on RBC's Diversity Initiatives on rbc.com

RBC
Diversity
Blueprint™